

# 2017 SIERRA VISTA ECONOMIC OUTLOOK





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Photo: City of Sierra Vista

# Review of the National, State, and Local Economy

## National

In 2016, the national economy added 2.2 million jobs for job growth of 1.6 percent (down from 2.7 million jobs/1.9 percent in 2015). The national unemployment rate in 2016 was 4.9 percent (down from 5.3 percent in 2015). The seasonally adjusted monthly unemployment rate in January 2017 was 4.8 percent (down from 4.9 percent in January 2016).

The nation's real Gross Domestic Product (the broadest measure of economic activity representing the inflation-adjusted value of all goods and services produced in the economy) was up 1.6 percent in 2016—the lowest level of annual growth since 2011. The years 2011 and 2016 were tied for the lowest levels of GDP growth since the end of the Great Recession in 2009.

Building permits for new single-family homes nationwide were up 10.8 percent in 2016—the fifth consecutive year of growth following declines in five of six years. According to data from National Association of Realtors, existing single-family home sales were up 4.1 percent in 2016 (following a 7-percent increase in 2015). The median home price nationwide in 2016 was \$235,500 (up 5.2 percent from 2015).



Dr. Robert Carreira  
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## Arizona

Arizona gained 35,400 jobs in 2016 for job growth of 1.3 percent (down from 82,000 jobs/3.2 percent in 2015). Job creation in 2016 was led by the private sector, which added 35,200 jobs (1.5 percent). Government added 200 jobs statewide for growth of less than one-tenth of a percent.

In 2016, the statewide unemployment rate was 5.5 percent (down from 6.1 percent in 2015). The seasonally adjusted monthly rate in December 2016 was 4.8 percent (down from 5.8 percent in December 2015).

Arizona's real GDP grew 0.9 percent in 2015 (half the 1.8 percent rate of growth of 2014). In the first three quarters of 2016, Arizona's GDP was up at a 2.8 percent seasonally adjusted annual rate (from the first three quarters of 2015).

Inflation-adjusted retail sales statewide were up 8.8 percent in 2015 and 1.5 percent in the first 11 months of 2016. Arizona's restaurant and bar sales were up 5.1 percent in 2015 and 6.3 percent from January through November 2016, while hotel/motel receipts were up 12.2 percent in 2015 and 3.8 percent in the first 11 months of 2016.

Building permits for new single-family homes statewide were up 7.9 percent in 2016 (on the heels of a 30.9 percent increase in 2015). New home construction was up in four of five years from 2012 through 2016 (following six consecutive years of decline).

According to data from Arizona Regional Multiple Listing Service, residential home sales by realtors statewide were up 5.3 percent in 2016 (following a 10.3-percent jump in 2015). The year 2016 was the second year of growth in home sales following three consecutive years of decline. The statewide median price for a single-family home in December 2016 was \$227,000 (up 5.6 percent from December 2015).



## Cochise County

Cochise County lost 100 jobs in 2016 for annual job growth of -0.3 percent. All of the job losses were in the government sector, which declined by 0.9 percent (led by a 3.9-percent dip in federal employment). The countywide private sector saw job numbers stabilize in 2016. The year 2016 was the eighth consecutive year of job losses in Cochise County.

Cochise County's annual unemployment rate in 2016 was 6.4 percent (down from 7.4 percent in 2015). The unadjusted monthly rate in December 2016 was 5.4 percent (down from 6.6 percent in December 2015).

Cochise County's economy slipped into recession in 2011 with a drop in GDP of 0.8 percent. The countywide recession continued with GDP declines of 5.3, 5.1, 4.0, and 1.7 percent in 2012, 2013, 2014, and 2015, respectively. Cochise County's five straight years of declining GDP easily fit most economists' definition of an economic depression.

Retail sales countywide were up 2.4 percent in 2015, but down 4.5 percent for the first 11 months of 2016. Cochise County's restaurant and bar sales were up 3.9 percent in 2015 and 1.5 percent in the first 11 months of 2016, while hotel/motel receipts were up 8.2 percent in 2015 but down 1 percent from January through November 2016.

New residential construction in Cochise County was up 2.2 percent in 2016 (on the heels of a 24-percent decrease in 2015). New home permits were down in 9 of 11 years from 2006 through 2016, hitting a record low in 2015 (with records back to 1990). There were 139 new home permits issued countywide in 2016 (the second-lowest level on record, just off the record low of 136 the year prior).

There were 1,726 homes sold by realtors in Cochise County in 2016 (up 10.2 percent from 2015). Home sales were up in six of eight years from 2009 through 2016, following three consecutive years of double-digit percent declines. The median home price in Cochise County in 2016 was \$125,000 (up 1.2 percent from 2015). The year 2016 was the second consecutive year of home price increases following seven straight years of decline.

## Sierra Vista

Sierra Vista's annual unemployment rate in 2016 was 5.3 percent (down from 6.4 percent in 2015). In December 2016, the city's unadjusted monthly rate was 4.4 percent (down from 5.6 percent in December 2015).

Retail sales in Sierra Vista were up 4.9 percent in 2015 but were down 2.8 percent from January through November 2016. Sierra Vista's restaurant and bar sales were up 7.3 percent in 2015 and 2.1 percent in the first 11 months of 2016, while the city's hotel/motel receipts were up 20.4 percent in 2015 and 5.3 percent from January through November 2016.

New residential construction in Sierra Vista was down 3.4 percent in 2016 (following a 46.4-percent decrease the year prior). There were 57 new home permits issued in Sierra Vista in 2016 (the lowest level since 1981 and the second lowest on record, with records back to 1972).

There were 1,125 homes sold by realtors in the Sierra Vista area in 2016 (up 8.7 percent from 2015). The median home price was \$140,000 (up 1.8 percent). In 2016, foreclosures accounted for 18.4 percent of Sierra Vista area home sales (down from 18.9 percent in 2015 and the lowest level since 2009).

...the city's hotel/motel receipts were up 20.4 percent in 2015 and 5.3 percent from January through November 2016



Photo: City of Sierra Vista

## Sierra Vista – A Great American Defense Community

In both 2016 and 2017, Sierra Vista received national recognition for its exemplary partnerships and commitments to Fort Huachuca, its soldiers, families, and veterans. Designated a Great American Defense Community by the Association of Defense Communities, this honor reflects the type of quality of life Sierra Vista offers members of our armed forces and their families both during and after their tours at Fort Huachuca. Excellent education opportunities from kindergarten through college, superior public facilities and services, supportive and dedicated businesses, and quality healthcare—these foundations are also what make Sierra Vista a great place to live, work, and invest.

Over the past year, the city has increased its focus on facilitating redevelopment, particularly in the older area of the community. Partnering with Sierra Vista Metropolitan Planning Organization (SVMPO), a significant outreach and planning effort was completed to develop concept plans for the eventual narrowing of Fry Boulevard from five lanes to three from Buffalo Soldier Trail to 7th Street, approximately two miles. The design concept includes a widely expanded sidewalk area on both sides of the street as well as landscaping and other amenities, which will allow exist-

ing businesses to have outdoor dining and display areas and eventually encourage more pedestrian-friendly businesses to expand or relocate to the area. SVMPO is exploring ways in which funding can be made available and the city hopes to be an active partner contributing funds for the first phase of improvements for adjacent North Garden Avenue.

The city council also initiated the establishment of the West Sierra Vista Partnership Program with an initial \$50,000 appropriation dedicated to matching grants for businesses and property owners interested in upgrading their buildings. Whether for a facade improvement, new sign, or safety improvements, these funds will incentivize needed upgrades within the

commercial areas of the West End that will make properties more attractive to businesses and customers. Combined with potential future infrastructure investments, this area will be primed for a renewal.

Private businesses are making their own investments in upgrades and improvements within the community. Lawley Automotive invested in a complete renovation of its Honda dealership. Roadway Inn & Suites purchased and remodeled a motel that had recently closed. The former Sutherlands



Charles P. Potucek  
City Manager  
City of Sierra Vista



Lumber building was purchased by a Tucson development firm and is poised for renovation into three retail stores. A vacant commercial structure at a prime location is slated to be razed and redeveloped in the coming year. These highlight just a few of the more visible projects from the past year. The city's economic development office is assisting several other vacant properties in attracting new tenants.

It's not just the business areas that are witnessing reinvestment and improvement. Through robust proactive code enforcement, Community Development Block Grant funds, and a unique partnership with Cochise County, residents on the West End are seeing areas begin to transform back to the vibrant neighborhoods they once enjoyed. Nearly three dozen solar street lights were installed to improve safety and visibility. Ten properties filled with dilapidated mobile homes, junk, and debris were cleared, and neighborhood pride

is on the rise as residents step up with their own property maintenance. These actions are part of the city's strategy to further enhance the community's quality of life.

As the new presidential administration and U.S. Congress narrow their priorities in the coming year, a major focus will continue to be on military readiness and border security. Both of these priorities are closely connected to Sierra Vista's economic drivers, and our community stands to benefit from likely policy changes and corresponding budget allocations. We are optimistic such a catalyst will further support the efforts of the city and its community partners in attracting new businesses and residents to Sierra Vista. Together with the proactive efforts being led by the city to reinvest in neighborhoods and business districts, our community is poised to continue a positive economic recovery in the future.





Photo: City of Sierra Vista

## City of Sierra Vista

Sierra Vista, the largest city in Cochise County, Arizona, is at an elevation of 4,633 feet located along State Routes 90 and 92, approximately 30 miles south of Interstate 10, 75 miles southeast of Tucson, and 190 miles southeast of Phoenix. Sierra Vista is 35 miles north of the Mexican border; nearby cities include popular tourist destinations Tombstone and Bisbee. The founding of the city arose from the establishment of Fort Huachuca in the late 1800s as early ranchers, homesteaders, and business entrepreneurs settled and built around the army encampment. Sierra Vista was incorporated in 1956 and Fort Huachuca was annexed into the city in 1971. In addition to Fort Huachuca, the Sierra Vista area is home to several other government agencies including U.S. Forest Service, Bureau of Land Management, and Department of Homeland Security. In 2017, Sierra Vista was named a ‘Great American Defense Community’ by the Association of Defense Communities.

### SIERRA VISTA TRANSACTION PRIVILEGE (SALES) TAX RATES

CATEGORY	COUNTY AND STATE (%)	CITY OF SIERRA VISTA (%)	TOTAL (%)
Retail	6.10	1.95	8.05
Restaurant & Bar	6.10	2.60	8.70
Transient Lodging/Hotel/Motel	6.05	5.50	11.55
Utilities and Communications	6.10	2.00	8.10
Rental of Real Property	•	1.00	1.00
Construction Contracting	6.10	2.45	8.55

Note: Rates as of January 1, 2017. Includes selected categories only.

Source: Arizona Department of Revenue and Cochise College Center for Economic Research.

Sierra Vista is the retail hub of Cochise County serving a commercial market of more than 110,000 people. Large retail chains include Wal-Mart, Target, Sears, Home Depot, Lowe's, Hobby Lobby, Dillard's, Marshall's, Ross, Staples, PetSmart, and Best Buy serving customers from across Cochise County, neighboring Santa Cruz County, and Northern Sonora, Mexico. The city is home to The Mall at Sierra Vista—a one-story enclosed regional shopping mall. In recent years, the city's restaurant industry has expanded considerably and now includes such large chains as Applebee's, Buffalo Wild Wings, Chili's, IHOP, Native Grill & Wings, Olive Garden, Outback Steakhouse, Panda Express, and Texas Roadhouse. In 2015, construction was com-

pleted on the new Canyon Vista Medical Center, which replaced the city's former Sierra Vista Regional Health Center (SVRHC). In 2016, Cochise College opened its new Downtown Center in the donated SVRHC building following completion of major renovations.

Since 2011, the area's economy has been challenged by cuts in federal defense spending associated with Fort Huachuca and the winding down of wars in Afghanistan and Iraq. Economic developers have focused efforts toward diversification of the economy to lessen reliance on the defense industry, to include commercial application of defense-related specialties such as cybersecurity and unmanned aerial systems.

## COST OF LIVING

	SIERRA VISTA-DOUGLAS MSA*	TUCSON	PHOENIX	FLAGSTAFF	BULLHEAD CITY	PRESCOTT-PRESCOTT VALLEY	YUMA
2012	102.5	95.5	96.8	111.6	91.9	98.6	105.2
2013	98.0	95.6	96.0	113.3	93.4	98.1	104.2
2014	97.3	97.0	96.2	117.9	93.8	97.9	101.3
2015	95.3	92.8	95.9	116.4	92.4	96.3	99.8
2016	95.0	93.1	97.0	113.6	94.1	96.0	97.8

\*The Sierra Vista-Douglas MSA is a statistical area designation for all of Cochise County.  
Source: Council for Community and Economic Research (C2ER), Cost of Living Index.

## COST OF LIVING INDEX

The Cost of Living Index, published by Council for Community and Economic Research, compares costs of more than 250 participating areas in all 50 states. The average for all participating places nationwide equals 100 and each participant's index is read as a percentage of the average for all places.

## SIERRA VISTA/DOUGLAS MSA AREA COST OF LIVING

	COMPOSITE INDEX	GROCERY ITEMS	HOUSING	UTILITIES	TRANSPORTATION	HEALTH CARE	MISC. GOODS & SERVICES
2012	102.5	97.8	102.8	103.4	106.6	99.5	102.7
2013	98.0	91.3	95.4	99.2	101.1	97.4	101.4
2014	97.3	94.7	93.6	102.8	102.6	96.5	98.1
2015	95.3	94.3	93.7	103.8	99.3	94.7	93.2
2016	95.0	101.7	91.4	102.0	100.0	95.0	91.9

Note: Sierra Vista-Douglas MSA is a statistical area designation for all of Cochise County.  
Source: Council for Community and Economic Research (C2ER), Cost of Living Index.

## PROPERTY TAX ASSESSMENT RATIOS

CLASS 1:	Mines, mining claim property, and standing timber; local telecommunications, utilities, pipelines, and oil and gas producing; and commercial and industrial real property not included in other classes (18 percent of cash value)
CLASS 2:	Agricultural real property, golf courses, and vacant land (15 percent of cash value)
CLASS 3:	Owner-occupied residential property (10 percent of cash value)
CLASS 4:	Leased or rented residential property (10 percent of cash value)
CLASS 5:	Railroads, private car companies, and airline flight property (21 percent of cash value)
CLASS 6:	Noncommercial historic property, foreign trade zones, military reuse, environmental technology, and environmental remediation property (5 percent of cash value)
CLASS 7:	Improvements to commercial historic property (1 percent of cash value for up to 10 years)
CLASS 8:	Improvements to historic residential rental property (1 percent of cash value for up to 10 years)
CLASS 9:	Possessor interests (1 percent of cash value for up to 10 years)

## SIERRA VISTA PROPERTY TAX RATES PER \$100 ASSESSED VALUE (2016)

DISTRICT	PRIMARY	SECONDARY	TOTAL
City of Sierra Vista	0.1136	•	0.1136
Buena Elementary School District	2.1732	•	2.1732
Buena High School District	2.1328	•	2.1328
Cochise Joint Technical District	•	0.0500	0.0500
Cochise County General Government*	2.6276	•	2.6276
Library*	•	0.1451	0.1451
Flood Control*	•	0.2597	0.2597
Cochise College*	2.2860	•	2.2860
Fire District Assistance Tax*	•	0.1000	0.1000
School District Assistance Tax**	0.5010	•	0.5010
TOTAL	9.8342	0.5548	10.3890

Note: Rates are established the third Monday in August.

\*Rate applies to all property in Cochise County.

\*\*Rate applies to all property in Arizona.

Source: Cochise County Treasurer and Cochise College Center for Economic Research.

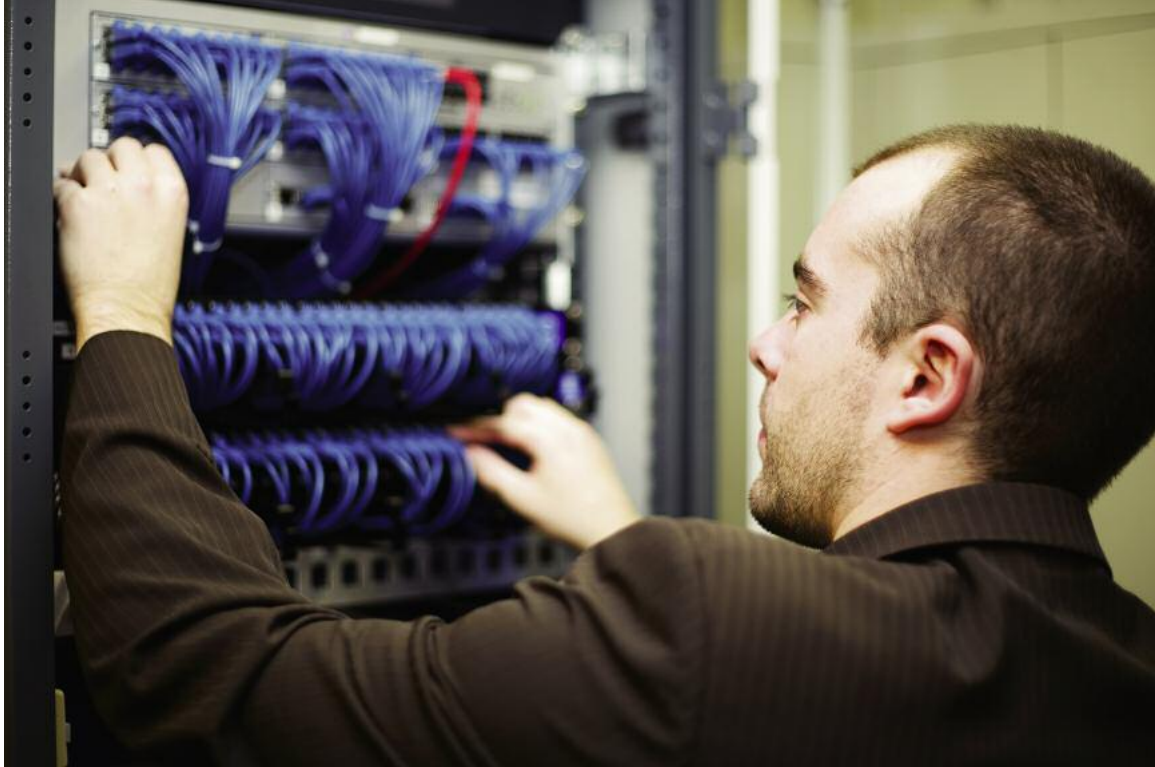


Photo: City of Sierra Vista

## Economic Development

### Local Organizations

#### CITY OF SIERRA VISTA ECONOMIC DEVELOPMENT

In 2015, the city hired its new economic development manager along with an additional staff member to serve as the city's ombudsman for the business community, emphasizing retention, assisting with developing business partnerships, and streamlining permitting requirements. With the most recent budget cycle, the city council adopted the Economic Development Strategy to guide economic development efforts for two years. The city has developed new marketing collateral and a business website and expanded its statistical information and photo library. The Community Leadership Forum was established to help provide input, share ideas, and address challenges. A Cybersecurity Market and Targeted Industry Analysis was completed in 2016, which will act as a work plan to create a cybersecurity industry cluster.

*For more information, visit [www.SierraVistaAZ.gov](http://www.SierraVistaAZ.gov) and [www.SierraVistaAZBusiness.com](http://www.SierraVistaAZBusiness.com).*

#### ARIZONA REGIONAL ECONOMIC DEVELOPMENT FOUNDATION

The mission of AREDF (formerly Sierra Vista Economic Development Foundation) is to actively preserve and increase the economic strength of the Southeastern Arizona region through actions focused on industry retention, recruitment, expansion, and business alliance development. AREDF promotes community development through:

- Exposure: serving as a spokesperson at conferences throughout Arizona concerning economic operations and strategies; providing feedback to Arizona legislators on a variety of economic topics; and holding positions on influential state and national economic development councils and initiatives
- Local Business Development (building an entrepreneur community): providing affordable office space to startup and small business owners in the development stage of business; offering training, seminars, and personal counseling sessions on organizational issues including revenue reductions, resource referral, and expansion plans; assisting in repair and revitalization through low-interest funding for business facade and infrastructure improvements in the West End of Sierra Vista
- Industry Development: facilitating commercial site certification for land and buildings; leading efforts in



promoting, advancing, and uniting the aerospace industry; creating collaborative partnerships in the healthcare industry, international relations, and Fort Huachuca missions  
*For more information, visit [www.AREDF.org](http://www.AREDF.org).*

#### SIERRA VISTA AREA CHAMBER OF COMMERCE

With a membership of more than 560 local businesses, Sierra Vista Area Chamber is the largest business organization in Cochise County. Its mission is to promote business and provide leadership for improvement of the community. The chamber's goal is to support the local business community and partner with other area agencies to help create a strong local economy, with a particular focus on long-term viability of Fort Huachuca. To this end, the chamber offers a variety of resources and marketing tools to help local businesses grow. Its main focus is on business retention and providing opportunities for area business owners and managers to network and promote their goods and services. The nonprofit organization, which is a self-funded 501(c)(6), is also active in the legislative arena. It acts as a voice on behalf of the business community and works to keep its members informed on local, state, and national issues. Sierra Vista Area Chamber is a member of the Arizona Chamber Executives, Western Association of Chamber Executives, and Arizona State Chamber of Commerce.

*For more information, visit [www.SierraVistaChamber.org](http://www.SierraVistaChamber.org).*

#### SIERRA VISTA INDUSTRIAL DEVELOPMENT AUTHORITY

Sierra Vista IDA is empowered to issue industrial revenue bonds to provide funds for financing or refinancing of the costs of acquisition, construction, improvement, rehabilitation, or equipping for qualified projects. Its interests include promotion of economic and industrial development, inducement of manufacturing, and development of low-income housing. In 1985, IDA established the former Sierra Vista Economic Development Foundation (currently Arizona Regional Economic Development Foundation) to promote industrial and commercial growth, and IDA became the principal nonprofit organization that provides financial assistance and leadership to stimulate development of qualified projects. In 2004, IDA established the Sierra Housing Resource Partner, Inc., a 501(c)(3) corporation set up to develop low-income housing. In 2014, SHRP developed Crossing Point Villas—a 60-unit Low Income Housing Tax Credit community; and Crossing Point Homes—a 20-unit first-time homebuyer subdivision.

*For more information, visit [www.SierraVistaIDA.com](http://www.SierraVistaIDA.com).*

#### SIERRA VISTA METROPOLITAN PLANNING ORGANIZATION

SVMPO, established in 2013, is the designated transportation planning organization for Sierra Vista and the surrounding urbanized area of Cochise County. SVMPO plans and coordinates surface transportation activities and improvements to maintain a comprehensive, cooperative, and continuing multiagency transportation planning program for the Sierra Vista region.

*For more information, visit [www.SVMPO.org](http://www.SVMPO.org).*

#### COCHISE COLLEGE CENTER FOR ECONOMIC RESEARCH

CER provides economic information, analysis, and forecasting to help leaders in the public, private, and nonprofit sectors make better-informed decisions.

*For more information, see the 'About the Center for Economic Research' section of this publication or visit [www.CochiseEconomy.com](http://www.CochiseEconomy.com).*

#### COCHISE COLLEGE SMALL BUSINESS DEVELOPMENT CENTER

SBDC is staffed with business counselors, analysts, and technology specialists who provide one-on-one confidential assistance for small businesses at every stage of development. SBDC provides counseling and assistance in planning, marketing, accounting, start-up, licensing, strategic planning, government procurement, technology, and sources of capital, with special initiatives in veterans' assistance, clean technology, and international trade. SBDC partners with U.S. Small Business Administration and Association of Small Business Development Centers to provide local access to nationwide resources.

*For more information, visit [www.Cochise.edu/SBDC](http://www.Cochise.edu/SBDC).*

#### SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION

SEAGO is a council of governments serving local and tribal governments in the four-county region (Cochise, Graham, Greenlee, and Santa Cruz counties) and is a designated Economic Development District (EDD) by U.S. Economic Development Administration (EDA). SEAGO's EDD program assists distressed areas, planning regions, cities, and counties in economic development planning, policymaking, and implementation. As an EDD, SEAGO has responsibility for developing the Regional Comprehensive Economic Development Strategy (CEDS)—a guide to economic development initiatives throughout the region. The CEDS process, which includes input from member entities, enables SEAGO members to apply for federal grant funding. In 2016, SEAGO completed and submitted its 5-year CEDS to EDA; EDA accepted the document making it the 'roadmap' for SEAGO's economic development support to communities in the region.

*For more information, visit [www.SEAGO.org](http://www.SEAGO.org).*

#### ARIZONA@WORK—SOUTHEASTERN ARIZONA

Arizona@Work—Southeastern Arizona serves the Cochise, Graham, and Greenlee County region as part of the statewide workforce development network providing innovative workforce solutions at the local level. Arizona@Work assists employers with worker recruitment (including posting job announcements), development, and retention, as well as business closure. Assistance is also provided to job seekers, including pre-employment preparation, training programs, and job-search resources. All business and job-seeker services are provided at no cost through public and private partnerships. Veteran representatives are on staff and veterans receive priority service. Arizona@Work is a partner of the American Job Center network.

*For more information, visit [www.ArizonaAtWork.com/SoutheasternAZ](http://www.ArizonaAtWork.com/SoutheasternAZ).*



## SOUTHEAST ARIZONA HOSPITALITY ASSOCIATION

SEAHA was developed in 2015 to address the unique challenges of local hoteliers. The association also includes an ancillary group of dining establishments and retailers. SEAHA played a key role in the selection of Sierra Vista as the location for the 2016 Arizona H.O.G. Rally—a motorcycle event that regularly draws up to 800 riders from across the state and region.

*For more information, visit [www.Facebook.com/AzSEAHA](https://www.facebook.com/AzSEAHA).*

## Recent Activities

### COCHISE COLLEGE DOWNTOWN CENTER

In 2015, Cochise College launched a \$14 million renovation of the old Sierra Vista Regional Health Center to transform it into the college's new Downtown Center. The 92,000 square-foot facility was donated to the college by the Legacy Foundation of Southeast Arizona upon completion of the new Canyon Vista Medical Center in the city. The new Downtown Center, which opened in 2016, provides additional facilities for the college's nursing education and culinary arts programs and houses the college's community outreach departments including the Small Business Development Center and Center for Lifelong Learning, along with external community organizations including Arizona@Work—Southeastern Arizona, Disabled American Veterans, and Volunteer Interfaith Caregiver programs.

*For more information, visit [www.Cochise.edu](http://www.Cochise.edu).*

### VETERANS BUSINESS OUTREACH CENTER

Arizona Veterans Business Outreach Center—the state's only VBOC—was established in 2016 and is hosted by and collocated with Cochise College at the Downtown Center in Sierra Vista. The VBOC mission is to conduct outreach to veterans throughout the state who have a desire to start, sustain, or expand a business. VBOC, along with a variety of resource partners and the U.S Small Business Administration, is a source for business counseling, mentoring, training, tools, and resources designed to assist transitioning service members, veterans, and military spouses in attaining their business goals. VBOC conducts 'Boots to Business' entrepreneurial seminars through the Transition Assistance Programs at military installations throughout the state. All services provided are confidential and free.

*For more information, visit [www.Cochise.edu/VBOC](http://www.Cochise.edu/VBOC).*

### INNOVATION CENTER

In 2017, Arizona Regional Economic Development Foundation launched its new 4,000-square-foot Innovation Center in Sierra Vista's West End. The center follows the success of AREDF's Business Center, which offers low-cost cubicle and office space with shared facilities including a conference room and business services. The Innovation Center includes 14 offices, a conference room, and training facility.

*For more information, visit [www.AREDF.org](http://www.AREDF.org).*

### CYBERSECURITY HUB

In 2016, a market-industry-analysis study by Rainey & Associates, LLC, concluded that Sierra Vista is well positioned to become a cybersecurity hub. The study included dozens of interviews with subject matter experts at Fort Huachuca, as well as state- and nationwide.

Potential cybersecurity services include consulting, design and integration, risk and threat assessment, and education and training, which could be supported by existing and emerging cybersecurity programs at Cochise College and University of Arizona. The effort is part of broader strategies by the city and local economic development organizations to diversify the local economy away from overreliance on Fort Huachuca. While the fort is a key player in the effort, the wider vision includes adaptation for use within the private sector. To advance these efforts, the city has applied for a \$750,000 grant from the Department of Defense's Office of Economic Adjustment, which supports communities that are dependent on the defense industry in the wake of defense budget cuts in recent years.

*For more information, visit [www.SierraVistaAZBusiness.com](http://www.SierraVistaAZBusiness.com).*

### FRY CORRIDOR PROJECT/WEST END DEVELOPMENT

Sierra Vista's West End (west of 7th Street to Buffalo Soldier Trail, and north of Golf Links Road to State Highway 90) has been the focus of redevelopment efforts by the city in recent years due to its potential to advance small business ownership and entrepreneurship. The area is the oldest district in the city and includes most of the original area that made up Sierra Vista when it was first incorporated in 1956. City staff has worked with residents, business owners, Fort Huachuca officials, West End commissioners, and other community leaders to develop strategies to revitalize the area and promote private investment and redevelopment. The city offers several incentives, to include an expedited review process and flexibility regarding issues such as parking requirements, setbacks, and height limitations. The city also gives consideration to fee waivers for development in the West End (commercial projects that replace existing structures automatically qualify for a development fee waiver). In 2016, City of Sierra Vista, through the Sierra Vista Metropolitan Planning Organization (SVMPO), hired consultants to develop plans to: reduce street lanes in the West End, expand pedestrian walkways and bicycle lanes, and beautify the area with fixtures and native plants. The Fry Corridor Study recommended up to \$7.2 million in infrastructure redevelopment to achieve those goals. The city, in partnership with SVMPO, plans to complete Phase I of the project by the summer of 2018. Also in 2016, the city established the West Sierra Vista Partnership Program—an economic assistance fund to incentivize the occupation and improvement of existing commercial buildings. The focus of the program is to improve existing buildings, making storefronts and the streetscape more appealing and inviting. Under the program, business owners may apply for grants in the following categories: permit fee, site clearance, exterior building improvements, interior building improvements, signage, ADA improvements, public art/murals, landscape, and dumpster enclosure. Objectives of the program are to encourage, promote, and facilitate private sector reinvestment and beneficial reuse of commercial building stock; enhance the image of West Sierra Vista through upgrades to storefronts, landscape zones, and public art; and increase the viability of outdated buildings by providing financial assistance in modernizing interior spaces to comply with current building codes.

## BUSINESS WALKS

In 2016, City of Sierra Vista and Sierra Vista Area Chamber of Commerce partnered to develop a ‘business walk’ program. The walks are designed to enhance communication between business owners and those providing business services, as well as identify challenges that may be solved by working together. Additionally, the walks are used to collect data to help develop future business initiatives and strategies. Goals of the program include producing a roadmap for improvements, providing an opportunity for business leaders to express concerns or identify issues impacting their business, and establishing a bridge between government and business leaders. In 2016, the program resulted in more than 140 visits to Sierra Vista businesses and identification of several key issues providing direction for economic development efforts. The city also launched a partner outreach program that features visits by the mayor and relevant staff to meet with business owners to learn about each business and discuss issues of importance to their continued success.

## RETIRE SIERRA VISTA PROJECT

In 2015, a group of local business and community leaders launched the Retire Sierra Vista Project (RSVP)—an effort to promote the area as a retirement destination and increase the area’s active-adult population through a visitation program. The project includes a marketing campaign, welcome packets, a website, Facebook page, and other efforts. Major partners include City of Sierra Vista, Sierra Vista Area Chamber of Commerce, Castle and Cooke Arizona, and Wick Communications. The efforts are further supported through financial donations from several other local organizations and businesses.

*For more information, visit [www.RetireSierraVista.com](http://www.RetireSierraVista.com).*

## FORT HUACHUCA VISIBILITY PROMOTION

In 2015, City of Sierra Vista, Fort Huachuca 50, and Cochise County partnered to hire a consultant to assist in creating and implementing a plan to increase visibility of Fort Huachuca among elected and Pentagon officials. The plan includes both visiting and hosting decision makers to increase their understanding of the fort and its importance to national security. The year 2016 saw a number of high-level visitors to the fort including the Secretary of Defense and Secretary of the Army, as well as increased use of the fort for training by units assigned to other installations.

## SOUTHERN ARIZONA TRAINING & RESOURCE NETWORK

City of Sierra Vista, Cochise College Small Business Development Center, Cochise College Center of Lifelong Learning, University of Arizona Continuing Education, Arizona@Work, Sierra Vista Area Chamber of Commerce, and Sierra Vista Hispanic Chamber of Commerce have partnered to develop the Southern Arizona Training & Resource Network—a single web portal where interested business owners and employees can view all course and event offerings of the various partner organizations.

*For more information, visit [www.SATRN.CourseStorm.com](http://www.SATRN.CourseStorm.com).*

## ENHANCED CODE ENFORCEMENT

In 2016, City of Sierra Vista’s Community Development Department launched a new, proactive effort to educate residents on property maintenance codes and identify violations for enforcement. The effort involves a systematic inspection of all parcels within the city. Primary goals of the effort are to preserve property values and make the city more attractive to new residents and businesses. Hundreds of cases were closed in the first twelve months resulting in notable clean-up efforts across the city.

## FRY TOWNSITE MOBILE-HOME CLEANUP

In 2016, City of Sierra Vista in partnership with Cochise County moved forward on an effort to remove more than 35 dilapidated mobile homes, several deteriorating structures, and dozens of junk automobiles from properties within Fry Townsite—an unincorporated county enclave located in the city’s West End. The city took ownership and responsibility for cleanup of 10 properties under a settlement agreement with the prior owner and plans to develop a disposition plan for the real estate that may include partnerships with local non-profit organizations or auction. The effort is part of the city’s strategy to redevelop the West End, restoring property values and making the area attractive to new residents and businesses.

## STATE LANDS PROJECT

In 2016, City of Sierra Vista and Arizona Department of Forestry and Fire Management launched a joint fuels reduction and pedestrian safety project on state trust lands located within the city. The project entails clearing brush, limbs, small trees, and grasses near the exterior and reducing the quantity and density of such materials within the interior of the areas. A goal of the project, in addition to fire prevention, is for state lands to offer more open areas for recreational use while maintaining larger trees and brush for aesthetics and wildlife habitat. The program ties in with communitywide clean-up efforts and facilitates beautification in key areas of the city.

## PLANNING FOR THE FUTURE

Since 2007, Sierra Vista City Council has developed biannual strategic leadership plans. Entitled *Our Future Vistas*, the document provides a vision for the future supported by focus areas, goals, and objectives—all built around supporting the city’s voter-approved general plan. The strategic plan guides budget investments and staff time allocated to programs, issues, and projects identified as priority items.

In 2014, Sierra Vista voters ratified the city’s updated general plan, *Vista 2030*. The plan is a collection of goals and strategies that serve as the primary tool and blueprint for guiding the growth and development of the city over 10 years. It integrates ideas and desires of residents, businesses, and elected officials into a strategy for managing the city’s future, encompassing infrastructure, transportation, economic development, and quality of life. Comments provided by residents during the ‘Dream Your City’ visioning process, held in 2013, were incorporated into all 17 elements of the general plan.

*For more information, visit [www.SierraVistaAZBusiness.com](http://www.SierraVistaAZBusiness.com).*

## Major Assets

### SIERRA VISTA MUNICIPAL AIRPORT

Sierra Vista Municipal Airport is a civilian/military joint-use airport serving Southeastern Arizona and Northern Mexico and sharing runways with Fort Huachuca's Libby Army Airfield. The military owns and operates land and facilities on the south side of the airport including the control tower, while the city owns 75 acres on the north side including hangars and tie-down sites, which it leases out. Hangar access is available 24-hours a day, seven days a week, through electrically operated security gates. Self-fueling services are also available. The airport has three runways: Runway 08-26 is 12,001 feet long by 150 feet wide and is constructed of reinforced concrete; Runway 12-30 is 5,365 feet long by 100 feet wide, constructed of asphaltic concrete; and Runway 03-21 is 4,300 feet long by 75 feet wide, also constructed of asphaltic concrete. Currently, there is no commercial air passenger service.

*For more information, visit [www.SierraVistaAZ.gov](http://www.SierraVistaAZ.gov).*

### FOREIGN TRADE ZONE

Cochise County has industrial property designated as a foreign-trade zone (FTZ-139). Companies located in the FTZ can use special procedures that allow delayed or reduced duty payments on foreign merchandise. Other benefits include:

- no duties or quota charges on re-exports;
- deferred customs duties and federal excise tax on imports;
- in cases where manufacturing results in a finished product with a lower duty rate than the rates on foreign inputs (inverted tariff), finished products may be entered at the duty rate that applies to its condition as it leaves the zone (subject to public interest considerations);
- access to streamlined customs procedures such as weekly entry or direct delivery; and
- exemption from state and local inventory taxes for foreign and domestic goods held for export.

Merchandise in a zone may be assembled, exhibited, cleaned, manipulated, manufactured, mixed, processed, relabeled, repackaged, repaired, salvaged, sampled, stored, tested, displayed, and destroyed. Retail trade is prohibited in the zone. Before a firm may use the FTZ, it must obtain approval from U.S. Customs and Border Protection for activation of the space to be used, must meet CBP requirements for security and inventory control, and is responsible for all fees associated with activating and running the site.

*For more information, visit [www.AREDF.org](http://www.AREDF.org).*

## Arizona Economic Development Incentives

*For more information on these and other Arizona economic development incentives, visit [www.AzCommerce.com](http://www.AzCommerce.com).*

### ADDITIONAL DEPRECIATION

Accelerates depreciation schedules for prospective acquisitions of commercial personal property

### ANGEL INVESTMENT

State income tax credit for capital investment in small businesses certified by Arizona Commerce Authority

### COMMERCIAL/INDUSTRIAL SOLAR

State income tax credit for installation of solar energy devices in business facilities

### COMPUTER DATA CENTER PROGRAM

Transaction privilege tax and use tax exemptions at state, county, and local levels on qualifying purchases of computer data center equipment

### HEALTHY FOREST

Incentives for certified businesses primarily engaged in harvesting, processing, or transporting qualifying forest products

### JOB TRAINING

Reimbursable grants up to 75 percent of eligible training expenses for employers creating new jobs

### LEASE EXCISE

Reduces a project's operating costs by replacing real property tax with an excise tax

### PRIVATE ACTIVITY BONDS

Securities issued by or on behalf of a local government to provide debt financing for projects used for a trade or business

### QUALIFIED ENERGY CONSERVATION BONDS

Tax credit bonds originally authorized by Tax Extenders and Alternative Minimum Tax Relief Act of 2008

### QUALIFIED FACILITY

Refundable state income tax credit for eligible companies making capital investment to establish or expand qualified facilities

### QUALITY JOBS

Up to \$9,000 state income or premium tax credits spread over a three-year period for each net new quality job

### RENEWABLE ENERGY TAX INCENTIVE

Up to 10 percent refundable state income tax credit and 75 percent reduction on real and personal property taxes for companies engaged in solar, wind, geothermal, and other renewable energy industries

### RESEARCH & DEVELOPMENT

State income tax credit for increased research and development activities

### SALES TAX EXEMPTIONS FOR MANUFACTURING

Sales tax exemption for various machinery or equipment

### WORK OPPORTUNITY

Federal tax credit for hiring individuals from groups consistently faced with significant barriers to employment



Photo: City of Sierra Vista

## Education

### Primary and Secondary Education

#### SIERRA VISTA UNIFIED SCHOOL DISTRICT

SVUSD consists of one high school, one middle school, and six elementary schools serving nearly 6,000 students. All schools are rated either Highly Performing or Performing Plus by Arizona Department of Education. SVUSD's graduation rate and AIMS scores are higher than the state average and schools within the same peer group. Career and Technical Education programs at Buena High School include automotive, criminal justice, culinary arts, digital photography, engineering, education professions, financial literacy, financial services, JROTC, marketing, nursing, sports medicine, technology foundations, theater tech, TV productions, and web page design. In 2016, voters approved \$28.9 million in capital bonds to support safety improvements, facility repairs, renovations, new construction, vehicles, and technology within the district.

*For more information, visit [www.SVUSD68.org](http://www.SVUSD68.org).*

#### PER PUPIL SPENDING (2015)

	SIERRA VISTA UNIFIED SCHOOL DISTRICT	PEER AVERAGE	ARIZONA AVERAGE
Instruction (classroom dollars)	\$3,751	\$3,812	\$4,105
Administration	771	780	780
Plant Operations	862	928	930
Food Service	317	322	417
Transportation	356	412	371
Student Support	478	553	613
Instruction Support	368	304	442
<b>Total (operational)</b>	<b>\$6,903</b>	<b>\$7,111</b>	<b>\$7,658</b>

Source: Arizona Office of the Auditor General.

#### STUDENT AND TEACHER MEASURES (2015)

	SIERRA VISTA UNIFIED SCHOOL DISTRICT	PEER	ARIZONA
Attendance rate	94%	94%	94%
Graduation rate (2014)	86%	81%	76%
Poverty rate (2014)	19%	22%	23%
Students per teacher	20.8	18.8	18.6
Average teacher salary	\$46,710	\$44,582	\$46,008
Average years teacher experience	12.3	11.7	11.0
Percentage of teachers in first 3 years	11%	18%	20%

Source: Arizona Office of the Auditor General.



## SCHOOL ENROLLMENT

	2013	2014	2015
<b>Sierra Vista Unified School District</b>	5,467	5,780	5,719
Bella Vista Elementary School (K-6)	383	452	401
Buena High School (9-12)	1,907	1,946	1,915
Carmichael Elementary School (pre-K-6)	360	391	422
Huachuca Mountain Elementary School (K-6)	583	625	630
Joyce Clark Middle School (7-8)	767	766	794
Pueblo Del Sol Elementary School (K-6)	643	647	636
Town & Country Elementary School (K-6)	372	416	407
Village Meadows Elementary School (K-6)	452	537	514
<b>Fort Huachuca Accommodation District</b>	1,056	1,010	994
Colonel Johnston Elementary School (pre-K-2)	417	380	329
Colonel Smith Middle School (6-8)	308	311	328
General Myer Elementary School (3-5)	331	319	337
<b>Charter Schools</b>	1,228	925	969
The Berean Schools Academy (K-12)	374	384	397
Center for Academic Success #5 (K-5)	305	369	382
Center for Academic Success #1 (9-12)	98	99	107
Imagine Charter School at Sierra Vista (K-8)	289	*	*
Leman Academy of Excellence (K-7)	**	**	**
PPEP-TEC Colin L. Powell Learning Center (9-12)	75	73	83
Presidio de las Sierras School (K-8)	87	*	*

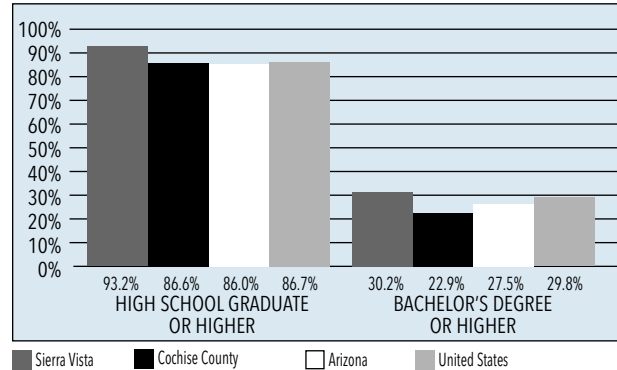
Note: Figures reflect enrollment as of October 1 each year. Includes district enrollment only.

\*School closed at end of 2013-2014 school year.

\*\*School opened at the beginning of 2016-2017 school year.

Source: Arizona Department of Education and Cochise College Center for Economic Research.

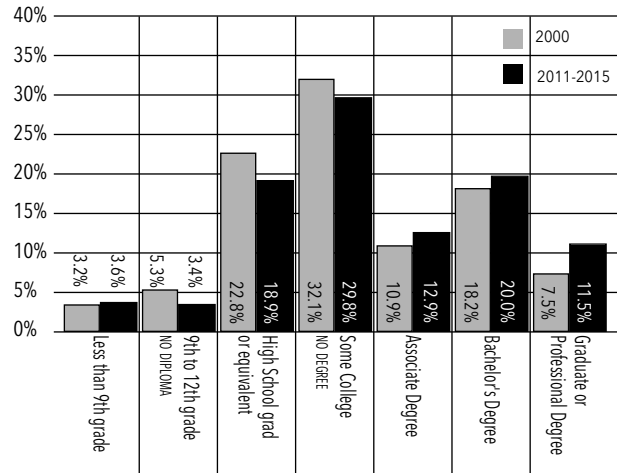
## EDUCATIONAL ATTAINMENT



Note: Population 25 years and older.

Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.

## SIERRA VISTA EDUCATIONAL ATTAINMENT



Note: Population 25 years and older.

Source: U.S. Census Bureau (Census 2000 and 2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.

## FORT HUACHUCA ACCOMMODATION SCHOOLS

FHAS consists of one middle and two elementary schools located on Fort Huachuca. FHAS are Arizona public schools under the jurisdiction of Arizona Department of Education serving primarily military/fort dependent students, although enrollment is not limited to military personnel or those associated with the fort.

For more information, visit [www.FtHuachuca.K12.Az.US](http://www.FtHuachuca.K12.Az.US).

## CHARTER SCHOOLS

In addition to SVUSD and FHAS, Sierra Vista is home to five charter schools: Center for Academic Success #1 and Center for Academic Success #5 ([www.CAS-Schools.com](http://www.CAS-Schools.com)), The Berean Academy ([www.Berean-Academy.com](http://www.Berean-Academy.com)), Leman Academy of Excellence ([www.LemanAcademy.com](http://www.LemanAcademy.com)) and PPEP-TEC Colin L. Powell Learning Center ([www.PPEPtechs.org](http://www.PPEPtechs.org)).

## Postsecondary Education

### COCHISE COLLEGE

Cochise College is a two-year community college with campuses in Sierra Vista and Douglas and learning centers in Benson, Willcox, and on Fort Huachuca. The college also offers classes online. Cochise College offers two-year degree and certificate programs in a variety of fields, non-credit personal enrichment classes, GED, English Language Acquisition, workforce training, and numerous other learning opportunities through its Center for Lifelong Learning, Adult Education Center, and Small Business Development Center. The college's Center for Economic Research tracks trends in the local economy and publishes local economic research.

In 2015, Cochise College launched a \$14 million renovation of the former Sierra Vista Regional Health Center to transform it into the college's new Downtown Center. The 92,000 square-foot facility was donated to the college by the Legacy Foundation of Southeast Arizona upon completion of the new Canyon Vista Medical Center in the city.

## COCHISE COLLEGE TWO-YEAR DEGREE PROGRAMS

Administration of Justice	Education	Network Technology
Agriculture	Electronics Technology	Nursing
Automotive Technology	Elementary Education	Paramedicine
Aviation Dispatch	Engineering	Philosophy
Avionics Technology	Engineering Technology	Physics
Biology	English	Professional Administrative Assistant
Building Construction Technology	Equine Science and Management	Professional Pilot Technology
Business Administration	Exercise Science, Health and Physical Education, Recreation and Wellness	Psychology
Business Management	Fine Arts	Remotely Piloted Vehicle Operations
Chemistry	Fire Science Technology	Respiratory Therapy
Cisco and Linux Networking	General Requirements	Social Sciences
Communications	General Studies	Social Work
Computer Information Systems	Humanities	Theatre Arts
Computer Programming	Intelligence Operations Studies	Unmanned Aerial Vehicle Flight Operator
Computer Science	Journalism and Media Arts	Unmanned Aircraft Systems and Operations
Culinary Arts	Logistics Supply Chain Management	Unmanned Aircraft Systems Technician
Cybersecurity	Mathematics	Welding Technology
Early Childhood Care and Education	Media Production Arts	
Economics	Music	

The new Downtown Center, which opened in 2016, provides additional facilities for the college's nursing education and culinary arts programs and houses the college's community outreach departments including the Small Business Development Center and Center for Lifelong Learning, along with external community organizations including Arizona@Work—Southeastern Arizona, Disabled American Veterans, and Volunteer Interfaith Caregiver programs.

*For more information, visit [www.Cochise.edu](http://www.Cochise.edu).*

### UNIVERSITY OF ARIZONA—SIERRA VISTA

UA Sierra Vista offers upper-division courses for students to complete undergraduate degree programs in cooperation with Cochise College and other Arizona community colleges. Undergraduate degree programs include:

- Administration of Justice
- Anthropology
- Commerce
- Computer Science
- Creative Writing
- Cyber Operations
- Early Childhood Education
- Elementary Education
- English
- Government and Public Service
- History
- Informatics
- Intelligence Studies
- Latin American Studies
- Mathematics
- Network Administration
- Psychology

Additionally, undergraduate degree programs in human services, meteorology, organizational leadership, Spanish, and family studies and human development, as well as graduate degree programs in educational technology and secondary education, are offered online. UA Sierra Vista is a commuter campus with schedules designed to accommodate working adults and returning students.

*For more information, visit [www.UAS.Arizona.edu](http://www.UAS.Arizona.edu).*

### WAYLAND BAPTIST UNIVERSITY

Wayland Baptist University has campus locations in Sierra Vista and on Fort Huachuca, catering to working adults to include military, border patrol, and other government employees. Undergraduate degree programs are offered in management, business administration, computer information systems, teacher education, justice administration, human services, and applied sciences. Graduate degree programs are offered in management, business administration, Christian ministry, and public administration.

*For more information, visit [www.WBU.edu](http://www.WBU.edu).*

### EMBRY-RIDDLE AERONAUTICAL UNIVERSITY

Embry-Riddle Aeronautical University on Fort Huachuca offers undergraduate degree programs in aeronautics, aviation business administration, aviation maintenance, and technical management, as well as graduate degree programs in aeronautics, business administration in aviation, leadership, logistics and supply chain management, and project management. Additional programs are offered online.

*For more information, visit [www.ERAU.edu](http://www.ERAU.edu).*



Photo: City of Sierra Vista

## Healthcare

### Overview

In addition to Canyon Vista Medical Center, Sierra Vista is home to Raymond W. Bliss Army Health Center on Fort Huachuca ([www.RWBACH.Huachuca.AMEDD.Army.mil](http://www.RWBACH.Huachuca.AMEDD.Army.mil)), Veterans Administration Sierra Vista Community Based Outpatient Clinic ([www.Tucson.VA.gov](http://www.Tucson.VA.gov)), and numerous private-practice physicians and healthcare providers. Cochise County Health and Social Services ([www.Cochise.Az.gov](http://www.Cochise.Az.gov)), with a location in Sierra Vista, offers preventative services and resources.

### Canyon Vista Medical Center

Canyon Vista Medical Center is a Joint Commission Accredited, 100-bed hospital serving Sierra Vista, Fort Huachuca, and surrounding communities. The new, 177,000-square-foot, state-of-the-art facility opened in 2015 when RegionalCare Hospital Partners network acquired the former Sierra Vista Regional Health Center. Services offered at Canyon Vista include:

- Acute Care
- Advanced Wound Care Center
- Behavioral Health
- Bone & Joint Institute
- Cardiac Cath Lab
- Cardiac Rehabilitation
- Cardiopulmonary Services
- Carter Imaging Center
- Casa de la Paz Hospice
- Case Management
- Critical Care
- Diagnostic Imaging
- Emergency Services
- Infusion Center
- Laboratory
- Medical Telemetry/Pediatrics
- Nutrition and Food Services
- Orthopedics/Sports Medicine
- Outpatient Surgery Center
- Pharmacy
- Pulmonary Rehabilitation
- Rehabilitation
- Surgical Services
- Women & Children's Services

*For more information, visit [www.CanyonVistaMedicalCenter.com](http://www.CanyonVistaMedicalCenter.com).*

## HOSPITAL MILEAGE CHART

	Benson Hospital	Canyon Vista Medical Center	Copper Queen Community Hospital	Holy Cross Hospital	Northern Cochise Community Hospital	Northwest Medical Center	St. Joseph's Hospital	St. Mary's Hospital	Tucson Medical Center	Tucson Heart Hospital	University Medical Center	University Physician Hospitals
Benson Hospital	0	35	52	75	37	67	45	49	49	58	48	43
Canyon Vista Medical Center	35	0	27	64	71	94	72	77	77	86	76	71
Copper Queen Community Hospital	52	27	0	91	86	118	95	100	99	108	99	94
Holy Cross Hospital	75	64	91	0	110	84	72	67	73	75	70	65
Northern Cochise Community Hospital	37	71	86	110	0	103	80	85	84	93	84	79
Northwest Medical Center	67	94	118	84	103	0	21	16	18	11	15	25
St Joseph's Hospital	45	72	95	72	80	21	0	10	3	11	6	8
St. Mary's Hospital	49	77	100	67	85	16	10	0	9	8	5	10
Tucson Medical Center	49	77	99	73	84	18	3	9	0	8	4	8
Tucson Heart Hospital	58	86	108	75	93	11	11	8	8	0	5	10
University Medical Center	48	76	99	70	84	15	6	5	4	5	0	5
University Physician Hospitals	43	71	94	65	79	25	8	10	8	10	5	0

Source: Cochise College Center for Economic Research.





Photo: City of Sierra Vista

## Population & Demographics

The population of Sierra Vista as of July 2016 was 43,754; however, as the economic hub of Cochise County, the city's daytime population is much higher. Sierra Vista's retail market serves an estimated population of more than 110,000 from both sides of the U.S.-Mexico border. The city's population includes Fort Huachuca as a result of annexation of the fort in 1971. The resident population of Fort Huachuca (those residing on post) was 5,679 as of January 2017, which includes 1,007 military personnel and 2,546 family members residing in on-post family housing, as well as 2,126 unmarried or unaccompanied military personnel residing in troop billets (including students assigned temporarily for training). As of the 2011-2015 American Community Survey, 27 percent of Sierra Vista's population ages 18 and older are civilian veterans of the military (more than three times the national level). That is largely due to the number of Department of the Army civilian positions at Fort Huachuca, as well as defense contracting personnel, many of whom are former members of the military. Many military retirees have also settled in the region due in large part to the presence of the fort and the services and amenities available to military retirees and veterans.

### POPULATION

	SIERRA VISTA		COCHISE COUNTY		ARIZONA	
	POPULATION	GROWTH %	POPULATION	GROWTH %	POPULATION	GROWTH %
1990	33,281	32.6	97,624	12.9	3,680,800	34.7
2000	37,775	13.5	117,755	20.6	5,130,632	39.4
2010	43,888	16.2	131,346	11.5	6,392,017	24.6
2011	45,098	2.8	130,537	-0.6	6,438,178	0.7
2012	45,794	1.5	130,752	0.2	6,498,569	0.9
2013	45,303	-1.1	130,906	0.1	6,581,054	1.3
2014	44,286	-2.2	129,628	-1.0	6,667,241	1.3
2015	44,183	-0.2	129,112	-0.4	6,758,251	1.4
2016	43,754	-1.0	128,343	-0.6	6,835,518	1.1

Note: Growth rates shown for 1990, 2000, and 2010 reflect preceding 10-year period; rates for 2011 forward are annual.  
Source: U.S. Census Bureau, Arizona Office of Employment and Population Statistics, and Cochise College Center for Economic Research.

## POPULATION PROJECTIONS

YEAR	SIERRA VISTA	COCHISE COUNTY
2020 .....	45,671	132,547
2030 .....	48,271	141,122
2040 .....	50,649	148,998
2050 .....	53,229	157,897

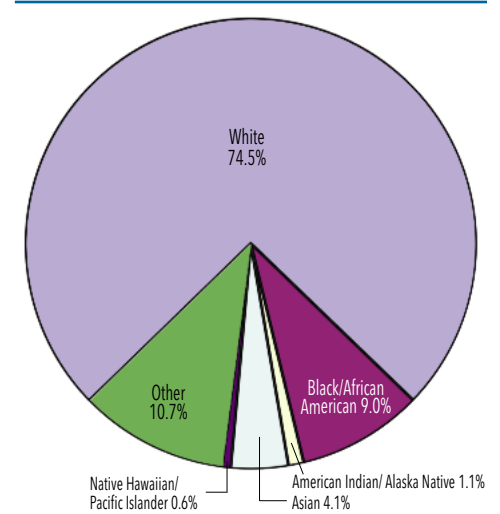
Source: Arizona Office of Employment and Population Statistics.

## SIERRA VISTA AGE GROUP DISTRIBUTION

	2000	2010
Under 5	7.7%	7.5%
5 to 9	7.1%	6.4%
10 to 14	6.9%	5.6%
15 to 19	8.2%	7.3%
20 to 24	9.0%	8.7%
25 to 34	15.4%	16.9%
35 to 44	13.8%	11.9%
45 to 54	11.0%	11.3%
55 to 59	4.7%	4.9%
60 to 64	4.2%	4.8%
65 to 74	7.1%	8.0%
75 to 84	4.1%	4.9%
85 and over	0.9%	1.7%

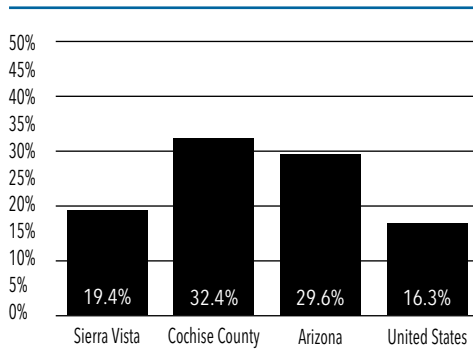
Source: U.S. Census Bureau (Census 2000 and Census 2010) and Cochise College Center for Economic Research.

## SIERRA VISTA RACIAL COMPOSITION



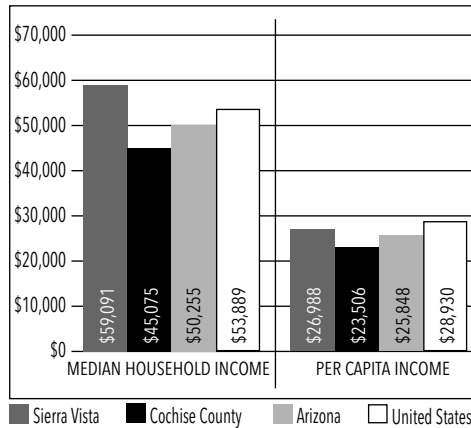
Source: U.S. Census Bureau (Census 2010) and Cochise College Center for Economic Research.

## HISPANIC/LATINO POPULATION



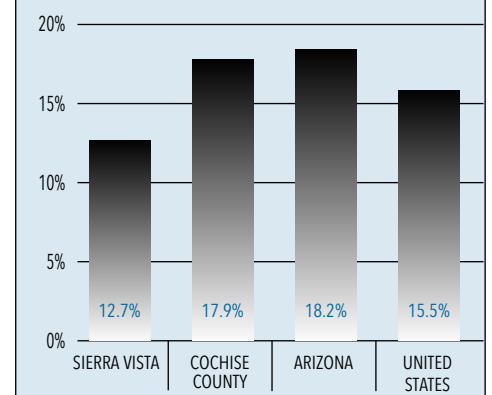
Source: U.S. Census Bureau (Census 2010) and Cochise College Center for Economic Research.

## INCOME



Note: All figures expressed in 2015 dollars.  
Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.

## POVERTY LEVEL



Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.



Photo: City of Sierra Vista





Photo: City of Sierra Vista

## Employment

### Outlook

The largest threat to labor market improvement in Sierra Vista and Cochise County in recent years has come from defense budget cuts impacting Fort Huachuca as the result of winding down wars in Iraq and Afghanistan. While the rest of the state and nation suffered through severe effects of the Great Recession, Cochise County was buffered from the worst of it due to increased defense spending on the fort and its missions. While defense cuts continue to have a dampening effect on the regional labor market, the Trump Administration's stated interest in increasing defense spending suggests an easing of pressures from recent years. An increased emphasis on defense spending is likely to impact military intelligence, as well as unmanned aerial systems and cybersecurity missions at Fort Huachuca. Those have long been three of the fastest-growing missions in the Army.

#### UNEMPLOYMENT RATE (%)

	SIERRA VISTA	COCHISE COUNTY	ARIZONA	UNITED STATES
2012	7.8	9.0	8.3	8.1
2013	7.8	9.0	7.5	7.4
2014	7.0	8.5	6.8	6.2
2015	6.4	7.4	6.1	5.3
2016	5.3	6.4	5.5	4.9

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

#### SIERRA VISTA LABOR MARKET DATA

	CIVILIAN LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT
2012	20,206	18,632	1,574
2013	19,076	17,589	1,487
2014	18,600	17,292	1,307
2015	18,350	17,186	1,164
2016	18,399	17,425	975

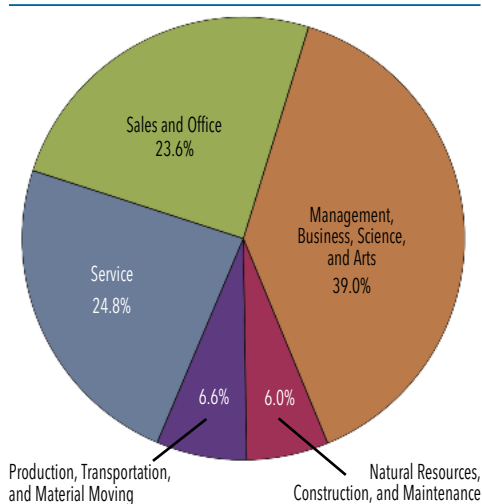
Source: Arizona Office of Employment and Population Statistics.

Countywide, the most significant opportunity for long-term economic growth is the planned 28,000-home Villages at Vigneto retirement community in Benson, approximately 30 miles north of Sierra Vista. The development, if successful in achieving and maintaining an ambitious 2,000 residential-unit annual absorption rate from 2020 to 2031 as anticipated by developer El Dorado Holdings, will spur economic activity, business development, and population growth, and potentially eliminate cyclical unemployment that has burdened the region for the past several years. Even if developers fall far short of their target, the project is likely to give a significant economic boost to the Cochise County economy in coming years. Sierra Vista can expect

to benefit from potential day visitors and shoppers from the new development.

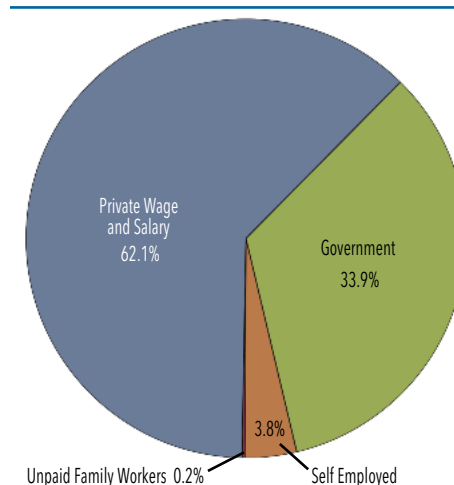
Employment data from late 2016 suggests Cochise County's labor market hit bottom during the year, following more than 7 years of decline. December was the seventh consecutive month of slight year-over-year job gains—the longest stretch since 2008. Looking forward, continued modest improvement seems likely through 2017 and beyond. The recovery could accelerate if the Trump Administration delivers on campaign promises to increase military spending and end sequestration for defense.

### SIERRA VISTA OCCUPATIONS



Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.

### SIERRA VISTA CLASSES OF WORKERS



Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.

### INDUSTRIES IN SIERRA VISTA (% OF TOTAL WORKFORCE)

Agriculture, forestry, fishing and hunting, and mining	0.3
Construction	2.7
Manufacturing	4.1
Wholesale trade	1.3
Retail trade	10.8
Transportation and warehousing, and utilities	2.7
Information	1.7
Finance and insurance, and real estate and rental and leasing	5.4
Professional, scientific, and management, and administrative and waste management services	12.6
Educational services, and health care and social assistance	21.0
Arts, entertainment, and recreation, and accommodation and food services	12.5
Other services, except public administration	3.4
Public administration	21.5

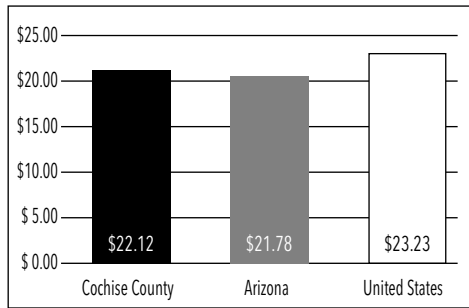
Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates).

### SIERRA VISTA TOP EMPLOYERS

Fort Huachuca
General Dynamics Information Technology
Canyon Vista Medical Center
City of Sierra Vista
ManTech International Corporation
Sierra Vista Unified School District
Cochise College
Cochise County
Engility Corporation
Lawley Automotive Group

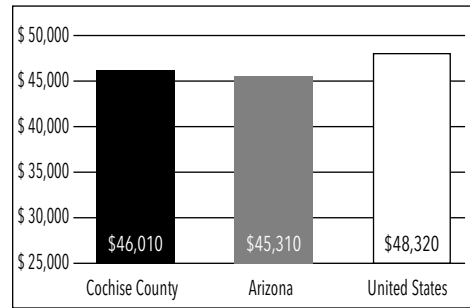


### AVERAGE HOURLY WAGE (2015)



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

### AVERAGE ANNUAL WAGE (2015)



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

### NON-FARM PAYROLL EMPLOYMENT (COCHISE COUNTY)

	2016	2015	CHANGE	CHANGE %
Total Nonfarm	34,100	34,200	-100	-0.3
Total Private	22,500	22,500	0	0.0
Goods Producing	1,700	1,800	-100	-5.6
Construction and Mining	1,200	1,300	-100	-7.7
Manufacturing	500	600	-100	-16.7
Service-Providing	32,400	32,400	0	0.0
Private Service-Providing	20,800	20,700	100	0.5
Trade, Transportation, and Utilities	6,000	6,000	0	0.0
Information	400	500	-100	-20.0
Financial Activities	1,000	1,000	0	0.0
Professional and Business Services	3,700	4,000	-300	-7.5
Educational and Health Services	5,300	4,700	600	12.8
Leisure and Hospitality	3,900	3,900	0	0.0
Other Services	600	700	-100	-14.3
Government	11,600	11,700	-100	-0.9
Federal Government	4,900	5,100	-200	-3.9
State and Local Government	6,700	6,600	100	1.5

Note: Numbers are rounded to the nearest 100; discrepancies are due to rounding. Source: Arizona Office of Employment and Population Statistics and Cochise College Center for Economic Research.



Photo: City of Sierra Vista



Photo: City of Sierra Vista

## Commerce

### Sales Outlook

Defense budget cuts impacting Fort Huachuca have affected all industries in recent years, contributing to slow growth or declining sales levels. Sequestration has led to uncertainty among those employed in the defense industry, lowering levels of consumer confidence and leading those affected to delay major retail purchases.

#### AVERAGE ANNUAL DAILY TRAFFIC COUNT

ROUTE	LOCATION	2012	2013	2014	2015	2030*
SSR90	Fort Huachuca (North Gate) to Fort Huachuca (East Gate)	17,239	16,340	16,490	15,726	23,000
SR90	Fort Huachuca (East Gate) to 7th St	15,509	15,133	15,307	14,565	25,000
SR90	7th Street to Coronado Dr/San Xavier Rd	15,457	15,319	14,822	15,305	24,500
SR90	Coronado Dr/San Xavier Rd to Charleston Rd/MLK Pkwy	14,461	13,747	13,954	14,030	26,000
SR90	Charleston Rd/MLK Pkwy to SR 92/Fry Blvd	18,879	19,363	19,334	20,025	38,500
SR90	SR 92/Fry Blvd to Giulio Cesare Ave/Avenida Del Sol	17,933	17,378	20,023	21,816	27,000
SR90	Giulio Cesare Ave/Avenida Del Sol to Moson Rd	8,681	8,273	8,588	8,913	13,000
SR90	Moson Rd to SR 80	3,639	3,285	3,253	4,041	5,600
SR92	SR 90/Fry Blvd to East Foothills Dr	24,282	25,866	25,780	24,970	48,000
SR92	East Foothills Dr to Snyder Rd	25,447	25,330	25,505	26,423	46,000
SR92	Snyder Blvd to Avenida Cochise	24,609	25,161	22,940	22,701	34,000
SR92	Avenida Cochise to Buffalo Soldier Trail	20,327	20,805	18,569	18,234	37,000
SR92	Buffalo Soldier Trail to Glenn Ave/Kachina Trail	19,994	20,478	20,621	20,408	36,000
SR92	Glenn Ave/Kachina Trail to Ramsey Canyon/Ramsey Rd	17,877	17,688	17,630	17,466	28,000
SR92	Ramsey Canyon/Ramsey Rd to Hereford Rd - Nicksville	10,532	10,525	10,667	9,902	14,500

Note: Figures represent the average number of vehicles traveling each day in both directions.  
Source: Arizona Department of Transportation.

\*PROJECTED

While defense cuts continue to have a dampening effect on regional sales, the Trump Administration's stated interest in increasing defense spending suggests an easing of pressures from recent years. An increase in defense spending is likely to impact military intelligence, as well as unmanned aerial systems and cybersecurity missions at Fort Huachuca. Those have long been three of the fastest-growing missions in the Army.

If the Trump Administration delivers on campaign promises to increase military spending and end sequestration for defense, spending levels in the area's economy are likely to rise considerably. Retail sales would be given a boost by improvement in local-area consumer sentiment, resulting in increased spending on large-ticket items (e.g., automobiles, computers, etc.) that have been subject to pent-up demand in recent years amid sequestration uncertainty and job insecurity. The local lodging industry, which has suffered in recent years largely as a result of dwindling defense spending, would likely also benefit as training at the fort increases along with an influx of personnel on temporary duty to the fort.

## RETAIL SALES

YEAR	COCHISE COUNTY (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)	SIERRA VISTA (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)
2011	738,394,565	2.0	-1.2	495,431,943	-2.3	-5.5
2012	786,600,901	6.5	4.5	500,704,057	1.1	-1.0
2013	810,061,630	3.0	1.5	525,392,914	4.9	3.5
2014	815,460,657	0.7	-1.0	525,416,906	0.0	-1.6
2015	836,291,935	2.6	2.4	551,540,022	5.0	4.9
2016*	727,149,593	-3.3	-4.5	421,612,055	-1.7	-2.8

\*Jan-Nov only; comparison to same period one year prior.

Note: Inflation-adjusted growth is calculated using the inflation rates as determined by the Consumer Price Index (CPI-U). Data shown are estimates.

Source: Arizona Department of Revenue and Cochise College Center for Economic Research.

## RESTAURANT & BAR SALES

YEAR	COCHISE COUNTY (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)	SIERRA VISTA (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)
2011	134,364,426	3.0	-0.2	74,541,692	5.9	2.8
2012	131,290,836	-2.3	-4.4	68,999,308	-7.4	-9.5
2013	132,527,859	0.9	-0.5	66,362,692	-3.8	-5.3
2014	136,479,639	3.0	1.4	67,483,136	1.7	0.1
2015	142,027,235	4.1	3.9	72,514,346	7.5	7.3
2016*	133,877,789	2.6	1.5	75,430,315	3.3	2.1

\*Jan-Nov only; comparison to same period one year prior.

Note: Inflation-adjusted growth is calculated using the inflation rates as determined by the Consumer Price Index (CPI-U). Data shown are estimates.

Source: Arizona Department of Revenue and Cochise College Center for Economic Research.

## COCHISE COUNTY GROSS DOMESTIC PRODUCT (GDP)

YEAR	REAL GDP*	GROWTH (%)
2011	4,080	-0.8
2012	3,863	-5.3
2013	3,667	-5.1
2014	3,520	-4.0
2015	3,461	-1.7

\*Millions of chained 2009 dollars.

Source: U.S. Bureau of Economic Analysis.

## HOTEL/MOTEL SALES

YEAR	COCHISE COUNTY (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)	SIERRA VISTA (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)
2011	40,863,664	-9.9	-13.1	23,581,436	-6.9	-10.1
2012	34,680,677	-15.1	-17.2	17,425,818	-26.1	-28.2
2013	30,956,346	-10.7	-12.2	12,746,873	-26.9	-28.3
2014	31,277,373	1.0	-0.6	15,171,299	19.0	17.4
2015	33,885,154	8.3	8.2	18,278,582	20.5	20.4
2016*	31,424,211	0.2	-1.0	14,114,967	6.5	5.3

\*Jan-Nov only; comparison to same period one year prior.

Note: Inflation-adjusted growth is calculated using the inflation rates as determined by the Consumer Price Index (CPI-U). Data shown are estimates.

Source: Arizona Department of Revenue and Cochise College Center for Economic Research.

## SIERRA VISTA AREA EMPLOYER BUSINESS ESTABLISHMENTS

INDUSTRY	2010	2011	2012	2013	2014
Accommodation & Food Services	107	114	109	112	108
Administrative, Support, Waste Management, & Remediation Services	74	77	75	63	65
Arts, Entertainment, & Recreation	12	10	12	12	10
Construction	90	94	87	85	81
Educational Services	18	20	22	23	21
Finance & Insurance	67	66	66	67	65
Health Care and Social Assistance	177	176	169	169	169
Industries not classified	1	2	0	0	2
Information	19	19	18	17	16
Management of Companies & Enterprises	4	4	6	3	3
Manufacturing	18	19	15	13	14
Mining, quarrying, and oil and gas extraction	1	1	1	1	2
Other Services (Except Public Administration)	112	108	104	99	107
Professional, Scientific, and Technical Services	163	167	151	163	171
Real Estate & Rental & Leasing	64	64	68	63	63
Retail Trade	180	183	185	181	182
Transportation & Warehousing	29	26	26	25	20
Utilities	5	5	6	6	6
Wholesale Trade	23	20	14	17	17
<b>TOTAL</b>	<b>1,164</b>	<b>1,175</b>	<b>1,134</b>	<b>1,119</b>	<b>1,122</b>

Note: Data for zip codes 85635, 85636, and 85650; includes employer business establishments only.

Source: U.S. Census Bureau and Cochise College Center for Economic Research.





Photo: City of Sierra Vista

## Real Estate

### Outlook

In Sierra Vista and Cochise County, foreclosed homes offered at lower prices will continue to dampen demand for new home construction through 2017 and beyond. Foreclosure sales will place continued upward pressure on sales volume for existing homes, but sustained downward pressure on prices. Although foreclosures as a share of total home sales declined in 2015 and 2016, they remain stubbornly high from an historic perspective.

In the longer term, Castle & Cooke Arizona plans to develop 2,000 acres in the city. The planned Tribute community will consist of a mixture of single-family lots ranging from 3,150 to more than 20,000 square feet; multifamily units including apartments, townhouses, and condominiums; and commercial and institutional development. The specific plan also provides for a linear park, community and recreational opportunities, and open space. It incorporates neotraditional neighborhood design, including houses oriented to the street and sidewalk, pedestrian-friendly design, neighborhood parks, numerous water conservation/recharge measures, and

#### NEW HOME PERMITS (SINGLE FAMILY RESIDENTIAL)

	COCHISE COUNTY	SIERRA VISTA
2012	278	169
2013	162	61
2014	209	110
2015	136	59
2016	139	57

Source: U.S. Census Bureau and Cochise College Center for Economic Research.



mixed use development. Castle & Cooke expects the development to proceed when housing market conditions at the local level see sustained improvement and issues resolving water adequacy designation are resolved.

At the county level, the most significant opportunity for the long-term development of Cochise County is the planned 28,000-home Villages at Vigneto retirement community in Benson (approximately 30 miles north of Sierra Vista). The development, if successful in achieving and maintaining a 2,000 residential unit annual absorption rate from 2020 to 2031 as anticipated by developer El Dorado Holdings, will transform the economy of Cochise County spurring unprecedented growth. Even if developers fall far short of their target, the project is likely to give a significant boost to construction in the region in coming years.

## Construction on Fort Huachuca

Although Fort Huachuca is part of Sierra Vista city limits through annexation, construction on the fort, which is federally owned land, is not subject to the city's building permit process. For that reason, new construction on the fort is not included in the city or county's building permit numbers. From 2010 to 2014, residential communities on the fort were constructed by local builders Castle & Cooke Arizona and R. L. Workman Homes. The overall number of housing units on post dropped from approximately 1,200 in 2010 to 1,064 in 2017 as a result of demolition of older units and construction of fewer units to replace them.

### COCHISE COUNTY HOME SALES (SITE-BUILT)

YEAR	VOLUME	CHANGE IN VOLUME (%)	MEDIAN PRICE	MEDIAN PRICE CHANGE (%)	AVERAGE SALE/ASKING PRICE (%)	AVERAGE PRICE SQ FT	AVERAGE PRICE SQ FT CHANGE (%)	AVERAGE DAYS ON MARKET	FORECLOSURES (% OF SALES)
2012	1,084	3.4	146,500	-6.1	93.9	84.51	-4.9	162	26.4
2013	1,181	8.9	139,900	-4.5	94.6	82.13	-2.8	156	27.6
2014	1,144	-3.1	132,000	-5.6	95.2	79.85	-2.8	154	24.8
2015	1,291	12.8	137,200	3.9	95.0	81.73	2.4	153	18.7
2016	1,445	11.9	139,000	1.3	95.5	84.09	2.9	142	16.1

Note: Includes only those homes listed on Southeast Arizona Multiple Listing Service and/or Tucson Area Multiple Listing Service. Includes townhouses and condominiums.  
Source: Southeast Arizona Multiple Listing Service, Tucson Area Multiple Listing Service, and Cochise College Center for Economic Research.

### SIERRA VISTA AREA HOME SALES (SITE-BUILT)

YEAR	VOLUME	CHANGE IN VOLUME (%)	MEDIAN PRICE	MEDIAN PRICE CHANGE (%)	AVERAGE SALE/ASKING PRICE (%)	AVERAGE PRICE SQ FT	AVERAGE PRICE SQ FT CHANGE (%)	AVERAGE DAYS ON MARKET	FORECLOSURES (% OF SALES)
2012	733	-2.5	168,761	-6.2	95.5	92.47	-4.7	166	22.5
2013	781	6.5	162,000	-4.0	96.0	89.96	-2.7	147	25.2
2014	779	-0.3	147,617	-8.9	96.6	84.97	-5.5	151	24.6
2015	878	12.7	148,500	0.6	96.3	86.18	1.4	151	17.7
2016	959	9.2	157,200	5.9	96.6	88.83	3.1	134	17.2

Note: Includes only those homes listed on Southeast Arizona Multiple Listing Service and/or Tucson Area Multiple Listing Service. Includes townhouses and condominiums. Sierra Vista Area includes Sierra Vista, Hereford, Palominas, Huachuca City, Tombstone, Whetstone, and surrounding areas.  
Source: Southeast Arizona Multiple Listing Service, Tucson Area Multiple Listing Service, and Cochise College Center for Economic Research.

## VA Financing

In considering housing affordability in Sierra Vista, it is important to take into account the large number of active duty military personnel and veterans residing in the area. As of September 2016, approximately 2,300 active duty military personnel were assigned to Fort Huachuca. As of the 2011-2015 American Community Survey, 27 percent of Sierra Vista's population ages 18 and older are civilian veterans of the military (more than three times the national level). This is important to housing market analysis since most active duty military personnel and veterans finance their homes using Veterans Administration guaranteed loans. VA loans continue to offer zero-down financing, even as loan paperwork and credit requirements have increased significantly in recent years and debt-to-income ratios have become more restrictive. The large number of VA eligible buyers creates an affordability bonus since a major obstacle for many buyers, especially first-time buyers, is the down payment.

## Affordable Housing Developments

A focus of the city in recent years has been affordable housing. In the city's West End, the Crossing Point community, developed in partnership with the Sierra Vista Industrial Development Authority, is a 57-unit affordable housing development. The Crossing Point community offers moderately priced two-story, three- and four-bedroom homes with down payment assistance for those who qualify. Another affordable housing development, also in the city's West End, is Casa del Sol Apartments, an 88-unit, multifamily affordable senior rental housing development completed in late 2012.

### COCHISE COUNTY HOME SALES (MANUFACTURED HOMES)

YEAR	VOLUME	CHANGE IN VOLUME (%)	MEDIAN PRICE	MEDIAN PRICE CHANGE (%)	AVERAGE SALE/ASKING PRICE (%)	AVERAGE PRICE SQ. FT.	AVERAGE PRICE SQ. FT. CHANGE (%)	AVERAGE DAYS ON MARKET	FORECLOSURES (% OF SALES)
2012	202	29.5	53,000	-9.0	90.4	41.49	-10.1	169	43.6
2013	247	22.3	59,500	12.3	92.6	40.60	-2.1	151	37.2
2014	265	7.3	56,000	-5.9	92.1	41.07	1.2	137	29.4
2015	275	3.8	68,250	21.9	93.2	45.73	11.3	145	21.5
2016	281	2.2	67,000	-1.8	95.8	46.11	0.8	140	19.9

Note: Includes only those homes listed on Southeast Arizona Multiple Listing Service and/or Tucson Area Multiple Listing Service. Includes mobile homes.  
Source: Southeast Arizona Multiple Listing Service, Tucson Area Multiple Listing Service, and Cochise College Center for Economic Research.

### SIERRA VISTA AREA HOME SALES (MANUFACTURED HOMES)

YEAR	VOLUME	CHANGE IN VOLUME (%)	MEDIAN PRICE	MEDIAN PRICE CHANGE (%)	AVERAGE SALE/ASKING PRICE (%)	AVERAGE PRICE SQ. FT.	AVERAGE PRICE SQ. FT. CHANGE (%)	AVERAGE DAYS ON MARKET	FORECLOSURES (% OF SALES)
2012	128	26.7	55,000	-8.3	91.6	40.66	-12.6	185	47.7
2013	147	14.8	59,300	7.8	93.2	39.50	-2.9	166	41.5
2014	143	-2.7	55,000	-7.3	92.9	38.43	-2.7	130	32.9
2015	157	9.8	68,700	24.9	93.7	41.53	8.1	157	26.1
2016	166	5.7	64,950	-5.5	98.0	41.52	-0.0	133	25.3

Note: Includes only those homes listed on Southeast Arizona Multiple Listing Service and/or Tucson Area Multiple Listing Service. Includes mobile homes. Sierra Vista Area includes Sierra Vista, Hereford, Palominas, Huachuca City, Tombstone, Whetstone, and surrounding areas.  
Source: Southeast Arizona Multiple Listing Service, Tucson Area Multiple Listing Service and Cochise College Center for Economic Research.

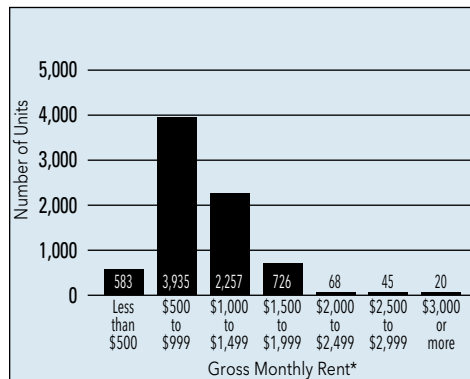
## SIERRA VISTA HOUSING STATISTICS

Total Housing Units .....	19,736
Occupied Housing Units (%).....	85.0
Owner-occupied (%).....	52.8
Renter-occupied (%).....	47.2
Vacant Housing Units (%).....	15.0
Homeowner Vacancy Rate (%).....	2.6
Rental Vacancy Rate (%).....	16.1
Median Home Value (2015 dollars) .....	186,000
Median Monthly Owner Cost (2015 dollars) * .....	1,335
Homeowners Paying 30% or More of Income for Housing (%) * .....	21.2
Median Monthly Gross Rent (2015 dollars) .....	931
Renters Paying 30% or More of Income for Housing (%).....	44.8

\*Includes only homes with a mortgage.

Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates).

## SIERRA VISTA RENTAL UNITS



\*Gross rent includes contract rent plus utilities.

Note: Includes occupied rental units only; figures expressed in 2015 dollars.

Source: U.S. Census Bureau (2011-2015 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research.

## COMMERCIAL BUILDING PERMITS, NEW BUILDINGS (CITY OF SIERRA VISTA)

YEAR	PERMITS	VALUATION
2012	3	12,876,107
2013	6	2,555,100
2014	9	55,263,806
2015	7	6,213,427
2016	0	0

Note: Valuation does not include value of land.

Source: City of Sierra Vista.



Photo: City of Sierra Vista



## Banking & Financial Services

Sierra Vista is served by five banks: Wells Fargo ([www.WellsFargo.com](http://www.WellsFargo.com)), J.P. Morgan Chase ([www.Chase.com](http://www.Chase.com)), Bank of America ([www.BankOfAmerica.com](http://www.BankOfAmerica.com)), National Bank of Arizona ([www.NBArizona.com](http://www.NBArizona.com)), and Compass Bank ([www.BBVACompass.com](http://www.BBVACompass.com)). Additionally, Armed Forces Bank ([www.AFBank.com](http://www.AFBank.com)) is located on Fort Huachuca. The area is also served by American Southwest Credit Union ([www.ASCU.org](http://www.ASCU.org)), Navy Federal Credit Union ([www.NavyFederal.org](http://www.NavyFederal.org)), and several financial services firms.

### BANK DEPOSITS

YEAR	SIERRA VISTA		COCHISE COUNTY	
	AMOUNT (\$000)	CHANGE (%)	AMOUNT (\$000)	CHANGE (%)
2012	614,967	8.1	1,082,302	4.7
2013	668,778	8.8	1,118,042	3.3
2014	754,642	12.8	1,148,049	2.7
2015	770,680	2.1	1,133,687	-1.3
2016	819,627	6.4	1,198,482	5.7

Note: Data reflect total deposits as of June 30 each year.

Source: Federal Deposit Insurance Corporation and Cochise College Center for Economic Research.

### CREDIT UNION DEPOSITS

YEAR	SIERRA VISTA		COCHISE COUNTY	
	AMOUNT (\$000)	CHANGE (%)	AMOUNT (\$000)	CHANGE (%)
2012	115,997	4.6	184,206	6.0
2013	122,023	5.2	193,193	4.9
2014	129,388	6.0	204,618	5.9
2015	134,193	3.7	213,285	4.2
2016	142,545	6.2	224,263	5.1

Note: Includes only credit unions whose main office is located in Cochise County; includes only deposits to Cochise County branches. Data reflect total deposits as of June 30 each year.

Source: National Credit Union Administration, American Southwest Credit Union, and Cochise College Center for Economic Research.

### BANKRUPTCY FILINGS (PER 1,000 RESIDENTS)

YEAR	COCHISE COUNTY	ARIZONA	UNITED STATES
2012	1.79	4.39	3.89
2013	1.81	3.55	3.39
2014	1.70	2.98	2.94
2015	1.56	2.54	2.63
2016	1.51	2.27	2.46

Note: Includes all chapters.

Source: U.S. Bankruptcy Court, U.S. Census Bureau, Arizona Office of Employment and Population Statistics, and Cochise College Center for Economic Research.





Photo: City of Sierra Vista

## Mexico

### Naco, Sonora

The town of Naco, Sonora, Mexico shares an international border with Naco, Arizona, an unincorporated area of Cochise County approximately 35 miles southeast of Sierra Vista. The population of Naco, Sonora as of 2010 was approximately 6,400 (according to Mexico's Instituto Nacional de Estadística y Geografía). The population of Naco, Arizona as of Census 2010 was 1,046. Naco is the fourth largest commercial port in Arizona measured by total volume of trade (imports and exports). Naco Port of Entry is open 24 hours a day, 7 days a week, to vehicle and pedestrian traffic.

#### REPRESENTATIVE EXCHANGE RATES: MEXICAN PESO TO U.S. DOLLAR

<b>2015</b>	January.....14.9885	<b>2016</b>	January.....18.1935
	February.....14.9553		February.....18.1020
	March.....15.2647		March.....17.7691
	April.....15.2225		April.....17.1767
	May.....15.3815		May.....18.4118
	June.....15.6854		June.....18.4646
	July.....16.0772		July.....18.7837
	August.....16.7829		August.....18.8611
	September.....16.9053		September.....19.3776
	October.....16.5244		October.....18.8887
	November.....16.5856		November.....20.5155
	December.....17.2487		December.....20.6640

Note: As of the last business day of each month; rates vary daily.  
Source: International Monetary Fund.

### INTERNATIONAL TRADE WITH MEXICO (NACO PORT)

YEAR	TOTAL (\$)	EXPORTS (\$)	IMPORTS (\$)
2011	123,216,117	107,600,698	15,615,419
2012	137,458,811	116,186,861	21,271,950
2013	144,601,341	119,145,333	25,456,008
2014	119,392,843	101,067,643	18,325,200
2015	115,838,459	105,436,790	10,401,669

Source: U.S. Department of Transportation and Cochise College Center for Economic Research.

### US-MEXICO BORDER CROSSINGS (NACO PORT)

	TRUCKS	LOADED TRUCK CONTAINERS	EMPTY TRUCK CONTAINERS	BUSES	BUS PASSENGERS	PERSONAL VEHICLES	PERSONAL VEHICLE PASSENGERS	PEDESTRIANS
2011	3,376	1,530	2,406	21	254	236,330	465,186	79,115
2012	3,728	1,622	2,542	21	547	270,416	493,205	72,896
2013	3,947	1,882	2,397	17	554	284,677	509,178	81,146
2014	3,601	3,496	3,112	12	451	298,368	525,988	79,325
2015	2,988	3,041	1,952	3	140	297,174	514,875	75,267

Note: Includes only those crossing from Mexico into the United States.

Source: U.S. Department of Transportation.

## Agua Prieta, Sonora

The City of Douglas in Cochise County shares an international border with Agua Prieta, Sonora, Mexico (approximately 50 miles southeast of Sierra Vista). As of 2010, Agua Prieta's population was just under 80,000 (according to Mexico's Instituto Nacional de Estadística y Geografía). Douglas is the second largest commercial port in Arizona measured by total value of imports and exports. Douglas Port of Entry is open 24 hours a day, 7 days a week to vehicle and pedestrian traffic. The port uses the Secure Electronic Network for Travelers Rapid Inspection (SENTRI) program to allow expedited entry into United States for preapproved, low-risk travelers. The SENTRI lane reduces wait times through streamlined customs and immigration processing.

There are more than 20 maquiladoras (twin factories with facilities on both sides of the border) in Agua Prieta and Douglas, with Agua Prieta serving as the manufacturing center and Douglas the warehouse distribution center. Major industrial employers in Agua Prieta include Levolor Kirsh, Commercial Vehicle Group, Takata, Velcro USA, Standex International, and Alstyle Apparel & Activewear.

There are more than 20 maquiladoras (twin factories with facilities on both sides of the border) in Agua Prieta and Douglas, with Agua Prieta serving as the manufacturing center...

### INTERNATIONAL TRADE WITH MEXICO (DOUGLAS PORT)

YEAR	TOTAL (\$)	EXPORTS (\$)	IMPORTS (\$)
2011	2,150,915,630	940,641,845	1,210,273,785
2012	2,328,182,718	1,228,944,450	1,099,238,268
2013	2,377,359,817	1,379,382,857	997,976,960
2014	2,256,787,626	1,239,621,435	1,017,166,191
2015	2,116,734,216	1,013,887,548	1,102,846,668

Source: U.S. Department of Transportation and Cochise College Center for Economic Research.

### US-MEXICO BORDER CROSSINGS (DOUGLAS PORT)

	TRUCKS	LOADED TRUCK CONTAINERS	EMPTY TRUCK CONTAINERS	BUSES	BUS PASSENGERS	PERSONAL VEHICLES	PERSONAL VEHICLE PASSENGERS	PEDESTRIANS
2011	29,883	17,377	10,484	1,987	14,577	1,393,181	2,615,027	1,030,357
2012	31,636	17,419	11,836	2,065	19,670	1,405,122	2,610,492	1,198,838
2013	32,497	17,231	12,963	2,076	14,544	1,470,933	2,703,712	1,804,110
2014	33,104	17,701	13,032	2,267	13,442	1,571,929	2,821,853	1,011,664
2015	32,104	17,478	12,652	2,818	19,282	1,591,184	2,850,942	1,069,031

Note: Includes only those crossing from Mexico into the United States.

Source: U.S. Department of Transportation.



Photo: City of Sierra Vista

## Fort Huachuca

Fort Huachuca, Cochise County's largest employer, is an active U.S. Army installation located in Sierra Vista. The fort provides critical resources, infrastructure, and services to more than 50 unique tenant units and missions with national-level requirements, including three of the fastest-growing missions in Department of Defense: military intelligence, cybersecurity, and unmanned aircraft systems. The main and auxiliary installation properties cover more than 100,000 acres and the fort manages 964 square miles of restricted air space and 2,500 square miles of electronic ranges outside installation boundaries. The fort maintains, operates, or oversees more than 8.2 million square feet of operational facilities, 1,064 family housing units, three remote airstrips, and three accommodation schools. Libby Army Airfield with its 12,001-foot concrete runway is one of the Army's busiest continental U.S. airfields.

As of September 2016, approximately 2,300 active duty military personnel were assigned to Fort Huachuca. There are also approximately 2,600 military trainees (students) temporarily assigned to the fort for training on any given day with more than 8,000 trained on site each year. Fort Huachuca directly employs approximately 3,000 civilian workers with an additional 400 civilians employed by other agencies operating on the installation, including Department of Homeland Security, Fort Huachuca Accommodation Schools, Army & Air Force Exchange Service, and others. The fort also contracts with numerous area firms including General Dynamics, Northrup Grumman, ManTech International, Raytheon, TASC, Booz Allen Hamilton, and others employing more than 3,300 workers. The resident population of Fort Huachuca (those residing on post) was 5,679 as of January 2017, which includes 1,007 military personnel and 2,546 family members residing in on-post family housing, as well as 2,126 unmarried or unaccompanied military personnel residing in troop billets (including students assigned temporarily for training). Many military personnel and their families also reside off-post in Sierra Vista and surrounding communities.



Photo: City of Sierra Vista

*For more information, visit [www.Army.Mil/Huachuca](http://www.Army.Mil/Huachuca).*





Photo: City of Sierra Vista

## Agriculture

Agriculture is a significant part of the Cochise County economy. Top crop items are forage land, corn for grain, pecans, dry edible beans, and cotton. Top livestock are cattle and calves, layers, sheep and lambs, bee colonies, and horses and ponies. Cochise County offers numerous agritourism opportunities including farmers markets throughout the county, U-PICK farms in the Sulphur Springs Valley area, and wineries and winetasting events.

*For more information, visit [www.ExploreCochise.com](http://www.ExploreCochise.com).*

### Sierra Vista Farmers Market

Sierra Vista Farmers Market provides access to locally raised food to contribute to the success of local food growers and producers and strengthen the local food economy. Products include produce, meat, fish, eggs, cheese, baked goods, and specialty products, as well as plants, native trees, natural body care, locally roasted coffees, crafts, and entertainment by local musicians.

*For more information, visit [www.SierraVistaFarmersMarket.com](http://www.SierraVistaFarmersMarket.com).*

### Cochise County Wineries

Wine production, sales, and tasting rooms have been a growing industry in Cochise County in recent years. According to Arizona Wine Growers Association ([www.ArizonaWine.org](http://www.ArizonaWine.org)), the Willcox area of Cochise County produces the largest quantity of grapes in Arizona. Vineyards are located in Willcox, Benson, Pearce, Cochise, and surrounding areas. In 2013, Aridus Wine Company opened a custom crush facility in Willcox, which processes, ferments, and barrel-stores grapes from various vineyards. The Willcox Wine Trail has several vineyards supporting wine tours in the foothills of the Chiricahua Mountains. Tasting rooms are located in Sierra Vista, Bisbee, Willcox, and Tombstone.

*For more information, visit [www.ExploreCochise.com](http://www.ExploreCochise.com).*



## Cochise County Fair

The Cochise County Fair is held each September at Cochise County Fairgrounds offering agricultural, commercial, educational, and entertainment activities including a live rodeo. Exhibits include

livestock, buildings, dogs, small stock, and horses. The carnival at the fair offers rides, attractions, games, and food booths.

For more information, visit [www.CochiseCountyFair.org](http://www.CochiseCountyFair.org).

### COCHISE COUNTY AGRICULTURE

		2012	2007	CHANGE	% CHANGE
Farms	Number	1,093	1,065	28	2.6%
	Land (acres)	916,672	824,226	92,446	11.2%
	Average farm size (acres)	839	774	65	8.4%
Estimated market value of land and buildings	Average per farm (dollars)	1,175,308	1,475,858	-300,550	-20.4%
	Average per acre (dollars)	1,401	1,907	-506	-26.5%
Estimated market value: machinery and equipment	Average per farm (dollars)	81,234	77,792	3,442	4.4%
Farms by size	1 to 9 acres	182	122	60	49.2%
	10 to 49 acres	297	252	45	17.9%
	50 to 179 acres	232	285	-53	-18.6%
	180 to 499 acres	137	149	-12	-8.1%
	500 to 999 acres	56	76	-20	-26.3%
	1,000 acres or more	189	181	8	4.4%
Total cropland	Farms	496	496	0	0.0%
	Acres	123,311	141,156	-17,845	-12.6%
Irrigated land	Farms	374	368	6	1.6%
	Acres	65,483	67,598	-2,115	-3.1%
Market value of agricultural products sold	Total (\$1,000)	149,998	117,130	32,868	28.1%
	Average per farm (dollars)	137,235	109,981	27,254	24.8%
Farms by value of sales	Less than \$2,500	420	490	-70	-14.3%
	\$2,500 to \$4,999	159	119	40	33.6%
	\$5,000 to \$9,999	103	91	12	13.2%
	\$10,000 to \$24,999	133	120	13	10.8%
	\$25,000 to \$49,999	85	87	-2	-2.3%
	\$50,000 to \$99,999	48	50	-2	-4.0%
	\$100,000 or more	145	108	37	34.3%
Hired farm labor	Workers	1,375	1,382	-7	-0.5%
	Payroll (\$1,000)	16,195	10,359	5,836	56.3%

Source: U.S. Department of Agriculture and the Cochise College Center for Economic Research.



Photo: City of Sierra Vista



Photo: City of Sierra Vista

## Tourism & Quality of Life

### Tourism

Tourism is an important component of the Sierra Vista and Cochise County economy. As an export-oriented industry it brings dollars to the local area from other regions, generating local jobs, income, and tax revenue. Area attractions lure hundreds of thousands of visitors annually. According to Sierra Vista Visitor Center, there are approximately 1,800 lodging rooms in the city.

In recent years, City of Sierra Vista has increased its focus on tourism promotion. In 2015, the city launched its first-ever brand campaign: 'Extraordinary Skies and Uncommon Ground' capitalizing on the region's open blue skies, mountains, diverse terrain, and unique environment. According to city officials, the brand has bolstered tourism marketing efforts in four key areas: (1) culinary tourism, encompassing the variety of international cuisine in Sierra Vista, the growing wine industry, and culinary education; (2) bicycle tourism, capitalizing on the newly designated U.S. Bicycle Route 90, which passes through Sierra Vista, as well as world class mountain biking access and roads and pathways in and around the community; (3) outdoor adventure, including bird and wildlife watching, hiking, and other nature activities; and (4) international tourism, with particular emphasis on

#### COCHISE COUNTY NATIONAL PARK VISITATIONS

YEAR	CHIRICAHUA NATIONAL MONUMENT		CORONADO NATIONAL MEMORIAL		FORT BOWIE NATIONAL HISTORIC SITE	
	VISITATIONS	CHANGE %	VISITATIONS	CHANGE %	VISITATIONS	CHANGE %
2012	41,159	11.2	97,579	-36.2	7,966	-5.5
2013	40,646	-1.2	92,936	-4.8	8,082	1.5
2014	45,125	11.0	118,838	27.9	6,964	-13.8
2015	56,960	26.2	132,584	11.6	7,760	11.4
2016	51,227	-10.0	136,075	2.6	8,013	3.3

Source: Arizona Office of Tourism and Cochise College Center for Economic Research.

## COCHISE COUNTY STATE PARK VISITATIONS

YEAR	KARTCHNER CAVERNS STATE PARK		TOMBSTONE COURTHOUSE STATE HISTORIC PARK	
	VISITATIONS	CHANGE %	VISITATIONS	CHANGE %
2012	137,734	18.0	45,207	-1.8
2013	137,268	-0.3	45,790	1.3
2014	153,053	11.5	42,549	-7.1
2015	157,007	2.6	48,224	13.3
2016	160,461	2.2	49,023	1.7

Source: Arizona Office of Tourism and Cochise College Center for Economic Research.

retail tourism from Mexico. Other marketing targets include retirees, winter visitors ('snow-birds'), and motorcyclists. Primary geographic targets include Arizona, Washington State, and the upper Midwest.

Positioned between Arizona's two largest wine-growing regions, Sierra Vista is promoted as a hub for tourists seeking to explore wineries. To better position itself as part of Arizona Wine Country, Sierra Vista will host the first 'Savor Sierra Vista' event in May 2017. The event will promote Arizona wineries in an outdoor wine tasting and music festival while also marketing the region's natural environment. The first Sky Islands Summit Challenge will be held as part of the event.

Nearby mountains and flat roads with relatively low traffic volume make Sierra Vista and Cochise County an attractive base for two-wheeled activities. Through collaboration with local bicycle and motorcycle groups, along with targeted advertising, the city is working to expand its market base in those two visitor markets. In recent years, bicycling and motorcycling groups, including national bicycle tour groups, have made Sierra Vista a location for regional rides. In 2016, the city was selected as the location for the annual Arizona H.O.G. Rally—a motorcycle event that brought approximately 1,500 people to Sierra Vista from across the state. The city's tourism division created both road and mountain cycling maps and launched a Bicycle-Friendly Business Program to highlight local businesses offering

amenities to cyclists. The city's leisure department coordinated availability for indoor overnight accommodations for bicyclists riding USBR 90.

According to city tourism officials, bicycling gives way to other outdoor activities such as hiking and wildlife watching (with a natural crossover among enthusiasts of those activities).

Sierra Vista emphasizes hiking in the adjacent Sky Islands with peaks up to 9,500 feet. Sierra Vista is a designated Gateway Community for the Arizona Trail—an 800-mile route that stretches from Mexico to Utah. The trail begins just south of Sierra Vista at the Coronado National Memorial and wends across the Huachuca Mountains to the rolling hills of Sonoita to the west.

Often referred to as 'the Hummingbird Capital of the United States,' Sierra Vista attracts many bird-watching enthusiasts and other naturalists. With its proximity to the Nature Conservancy's Ramsey Canyon Preserve and BLM's San Pedro Riparian National Conservation Area, Sierra Vista is surrounded by microclimates and terrain that support extensive biodiversity.

To bolster tourism from Mexico, the city's tourism department produces bilingual tourism materials, targets advertising to cities in Sonora, Mexico, participates in media missions in Mexico, and works collaboratively with U.S. and Mexican consulates, Tucson Hispanic Chamber of Commerce, Arizona-Mexico Commission, and Arizona Office of Tourism's International Marketing and Public Relations.



Photo: City of Sierra Vista



## Quality of Life

In recent years, City of Sierra Vista has focused on enhancement of quality of life factors, including: parks; well designed and maintained streets; affordable neighborhoods; cultural and recreational opportunities; dining and shopping opportunities; successful commercial districts; open space; a 30-mile system of multiuse paths throughout the city; designated bicycle routes; and other amenities.

Sierra Vista's Veterans Park, with a large ADA play structure and paved pathways, is a venue for outdoor public events and concerts at the park's Centennial Pavilion.

Ethel H. Berger Center includes an active-adult lounge, activity rooms, dance studio, horseshoe pits, kitchen and dining room,

and stage (and also serves as home to the Henry F. Hauser Museum).

Oscar Yrun Community Center includes activity rooms, auditorium, arts and crafts studio, shuffleboard, and tennis courts (and also provides the location for the Sierra Vista Visitor Center).

The Cove (Sierra Vista's Aquatic Center) offers a beach entry; children's lagoon with slide; diving pool; sunning decks; lap and competition lanes; two 150-foot tube water slides; party area; snack bar; and a warm water pool.

The city's Teen Center offers itself as a safe and fun place for youth to gather after school and on weekends for supervised activities and recreation.

## Area Attractions

Area attractions represent centuries of history, including prehistoric hunting grounds and petroglyphs, Native American sites and pictographs, 16th Century forts, and Old West townsites. Alongside the region's history, Sierra Vista and Cochise County are well known for birding and wildlife viewing opportunities and are home to numerous attractions, including:

- American Museum of Natural History's Southwestern Research Station
- Amerind Foundation and Museum
- Arizona Folklore Preserve
- Arizona's Sky Islands
- Arizona Trail
- Brown Canyon
- Butterfield Trail
- Chiricahua National Monument and Chiricahua Mountains
- Cities of Tombstone and Bisbee
- Cities of Naco, Agua Prieta, and historic Arizpe in Sonora, Mexico
- Cochise Stronghold
- Coronado National Monument and Coronado National Forest
- Dragoon Springs Butterfield Mail Station
- Fort Bowie National Historic Site
- Fort Huachuca (National Historic Landmark District)
- Fort Huachuca Historical Museum and Army Intelligence Museum
- Gammons Gulch Ghost Town Movie Set
- Geronimo Surrender Site
- Ghost towns of Charleston, Gleason, Fairbank, and Dos Cabezas
- Holy Trinity Monastery
- John Slaughter Ranch
- Kartchner Caverns State Park
- Lehner Mammoth Kill Site and Murray Springs Clovis Site
- More than 24 Arizona wineries
- Numerous public and private observatories
- Our Lady of the Sierras Shrine
- Ramsey Canyon Preserve
- Rucker Canyon Archaeological District
- San Bernardino Wildlife Refuge
- San Pedro House
- San Pedro Riparian National Conservation Area
- Sierra Vista Environmental Operations Park
- Spooner's Arboretum
- Texas Canyon
- Whitewater Draw Wildlife Area

## Annual Events

### JANUARY

- Sierra Vista Symphony Winter Concert

### FEBRUARY

- Cochise Cowboy Poetry and Music Gathering

### MARCH

- Cochise Community Creative Writing Celebration
- High Desert Gardening & Landscaping Conference
- Hummingbird Stitchers Quilt Guild Show
- Men Who Cook

### APRIL

- Cultural Diversity Fair
- Festival of the Southwest
- Sierra Vista Economic Outlook Luncheon
- Sierra Vista Symphony Spring Concert

### MAY

- Movies in the Park
- Southwest Wings Spring Fling
- West End Fair
- Savor Sierra Vista and the Sky Islands Summit Challenge

### JUNE

- Concerts in the Park: Summer Concert Series

### JULY

- 4th of July Celebration
- Concerts in the Park: Summer Concert Series

### AUGUST

- Southwest Wings Birding & Nature Festival

### SEPTEMBER

- Dine under the Stars
- Oktoberfest

### OCTOBER

- Art in the Park
- Cars in the Park
- Huachuca Gem, Mineral & Jewelry Show
- Brown Canyon Ranch Open House
- Sierra Vista Symphony Fall Concert

### NOVEMBER

- Festival of Trees

### DECEMBER

- Christmas Light Parade
- Community Tree Lighting Ceremony
- Festival of Trees
- Fort Huachuca Historic Holiday Home Tour
- Santa Fly-In
- Santas in the Park

*For more information, visit  
[www.VisitSierraVista.com](http://www.VisitSierraVista.com).*





# Renewable Energy & the Environment

## Incentives

SSVEC, which provides electrical service to Sierra Vista and other areas of Cochise County, offers several residential and commercial incentives to promote use of alternative energy, including solar (photovoltaic systems and solar water heating) and wind.

*For more information, visit [www.SSVEC.org](http://www.SSVEC.org). (Customers may also qualify for state and federal tax incentives; for more information, visit [www.DSIREUSA.org](http://www.DSIREUSA.org)).*

## National Bank of Arizona Green Returns Program

National Bank of Arizona offers special financing opportunities for renewable energy and efficiency projects under its Green Returns Banking and Financing program.

*For more information, visit [www.NBArizona.com](http://www.NBArizona.com).*

## Environmental Stewardship

To help protect resources such as Fort Huachuca and the San Pedro River, the city has developed several water conservation programs and actions. In 2013, the city was notified by U.S. Environmental Protection Agency that it was the first community in the nation to adopt the agency's WaterSense program for future residential development. WaterSense is a partnership program by EPA that seeks to protect the future of the nation's water supply by offering ways to use less water with water-efficient products, new homes, and services. Water conservation codes for all new development now require developers to use a variety of water-saving devices in new construction, including waterless urinals

...the first community in the nation to adopt the agency's WaterSense program for future residential development.

in commercial buildings and recirculating pumps or on-demand devices for hot water in new residential construction. City codes also require new commercial developments to build on-site detention basins; eliminate turf in new commercial landscapes in favor of low-water-use plants; and limit turf in front yards of new homes to 200 square-feet.

The city also partners with The Cochise Water Project by providing funding to expand rebates for replacing high-flow toilets, turf replacement, and other programs. The city received several grants for public facilities in 2015 to install a number of water harvesting tanks and replace lawn in front of city hall with artificial turf. In addition,

the city is a joint funding partner with Fort Huachuca and Cochise County to support the 'Water Wise' program hosted by University of Arizona Cooperative Extension. Water Wise provides education and programs related to water conservation to residents and businesses.

The city's wastewater treatment facility also incorporates technology that results in recharge of more than 650 million gallons of water to the aquifer each year making it the largest water mitigation activity in the Sierra Vista sub-watershed, according to city officials. The wastewater treatment facility and city's compost program have also reduced costs for waste disposal and wastewater treatment.

*For more information, visit [www.SierraVistaAZ.gov](http://www.SierraVistaAZ.gov).*







Photo: City of Sierra Vista

## Community Resources

### **CITY OF SIERRA VISTA**

[www.SierraVistaAZ.gov](http://www.SierraVistaAZ.gov)

### **CITY OF SIERRA VISTA ECONOMIC DEVELOPMENT**

[www.SierraVistaAzBusiness.com](http://www.SierraVistaAzBusiness.com)

### **SIERRA VISTA VISITORS CENTER**

[www.VisitSierraVista.com](http://www.VisitSierraVista.com)

### **SIERRA VISTA AREA CHAMBER OF COMMERCE**

[www.SierraVistaChamber.org](http://www.SierraVistaChamber.org)

### **SIERRA VISTA INDUSTRIAL DEVELOPMENT AUTHORITY**

[www.SierraVistaIDA.com](http://www.SierraVistaIDA.com)

### **SIERRA VISTA METROPOLITAN PLANNING ORGANIZATION**

[www.SVMPO.org](http://www.SVMPO.org)

### **ARIZONA REGIONAL ECONOMIC DEVELOPMENT FOUNDATION**

[www.AREDF.org](http://www.AREDF.org)

### **COCHISE COLLEGE CENTER FOR ECONOMIC RESEARCH**

[www.CochiseEconomy.com](http://www.CochiseEconomy.com)

### **COCHISE COLLEGE SMALL BUSINESS DEVELOPMENT CENTER**

[www.Cochise.edu/SBDC](http://www.Cochise.edu/SBDC)

### **SOUTHEAST ARIZONA ASSOCIATION OF REALTORS**

[SeAzRealtor.com](http://SeAzRealtor.com)

### **COCHISE COUNTY**

[www.Cochise.Az.gov](http://www.Cochise.Az.gov)

### **COCHISE COUNTY ECONOMIC DEVELOPMENT**

[www.CochiseNow.com](http://www.CochiseNow.com)

### **ARIZONA@WORK-SOUTHEASTERN ARIZONA**

[ArizonaAtWork.com/SoutheasternAZ](http://ArizonaAtWork.com/SoutheasternAZ)

### **SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION**

[www.SEAGO.org](http://www.SEAGO.org)

### **ARIZONA COMMERCE AUTHORITY**

[www.AzCommerce.com](http://www.AzCommerce.com)

### **ARIZONA DEPARTMENT OF ECONOMIC SECURITY**

[www.AzDES.gov](http://www.AzDES.gov)

### **FORT HUACHUCA**

[www.Army.mil/Huachuca](http://www.Army.mil/Huachuca)

### **ARMED FORCES BANK**

[www.AFBank.com](http://www.AFBank.com)

### **BANK OF AMERICA**

[www.BankOfAmerica.com](http://www.BankOfAmerica.com)

### **COMPASS BANK**

[www.BBVACompass.com](http://www.BBVACompass.com)

### **CHASE**

[www.Chase.com](http://www.Chase.com)

### **NATIONAL BANK OF ARIZONA**

[www.NBArizona.com](http://www.NBArizona.com)

### **WELLS FARGO BANK**

[www.WellsFargo.com](http://www.WellsFargo.com)

### **AMERICAN SOUTHWEST CREDIT UNION**

[www.ASCU.org](http://www.ASCU.org)

### **NAVY FEDERAL CREDIT UNION**

[www.NavyFederal.org](http://www.NavyFederal.org)

### **ARIZONA WATER COMPANY**

[www.AzWater.com](http://www.AzWater.com)

### **COX COMMUNICATIONS**

[www.Cox.com](http://www.Cox.com)

### **LIBERTY UTILITIES**

[www.LibertyWater.com](http://www.LibertyWater.com)

### **PUEBLO DEL SOL WATER COMPANY**

[www.PdsH2o.com](http://www.PdsH2o.com)

### **CENTURYLINK**

[www.CenturyLink.com](http://www.CenturyLink.com)

### **SOUTHWEST GAS**

[www.SWGas.com](http://www.SWGas.com)

### **SULPHUR SPRINGS VALLEY ELECTRIC COOPERATIVE**

[www.SSVEC.org](http://www.SSVEC.org)



## About the Center for Economic Research

Cochise College Center for Economic Research (CER), founded in 1995, provides economic information, analysis, and forecasting to help leaders in the public, private, and nonprofit sectors make better-informed decisions. CER hosts economic outlook events each year in Sierra Vista, Douglas, Bisbee, and Benson, and publishes the annual *Sierra Vista Economic Outlook*, *Douglas Economic Outlook*, *Bisbee Economic Outlook*, and *Benson Economic Outlook* (released in conjunction with the events). CER is a member of Association for University Business and Economic Research (AUBER) and is a U.S. Census Bureau State Data Center affiliate receiving and disseminating Census Bureau data to local governments and nongovernmental data users at no charge or on a cost-recovery/reimbursable basis.

For more information, visit [www.CochiseEconomy.com](http://www.CochiseEconomy.com).

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Larry Catten—Southeastern Arizona Governments Organization  
Rick Coffman—Castle & Cooke, Arizona  
Frank Gonzalez—Lawley Automotive Group  
Judy Hector—City of Sierra Vista  
Angelica Hernandez—Arizona@Work-Southeast Arizona  
Mignonne Hollis—Arizona Regional Economic Development Foundation  
Mary Jacobs—City of Sierra Vista  
Frank Moro—Sierra Vista Industrial Development Authority and First West Properties Corporation  
Rachel Norton—Cochise College Small Business Development  
Tom Reardon—First Things First  
Mark Schmitt—Cochise College Small Business Development Center  
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