

# SIERRA VISTA ECONOMIC OUTLOOK

2018





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KEITH RINGEY, COORDINATOR



Photo: City of Sierra Vista

# Review of the National, State, and Local Economy

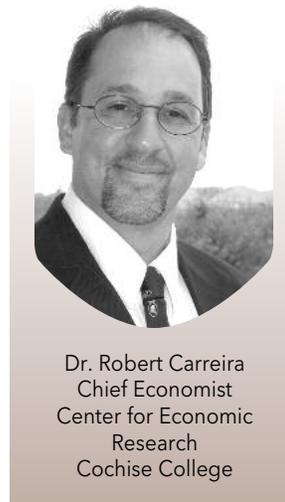
## United States

In 2017, the U.S. economy added 2.2 million jobs for job growth of 1.5 percent (down from 2.3 million jobs/1.6 percent in 2016). The national unemployment rate in 2017 was 4.4 percent (down from 4.9 percent in 2016). The seasonally adjusted monthly unemployment rate in January 2018 was 4.1 percent (down from 4.8 percent in January 2017).

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 2.3 percent in 2017. That followed growth of 1.5 percent in 2016—the lowest level of annual growth since the end of The Great Recession in 2009.

Building permits for new single-family homes nationwide were up 8.9 percent in 2017, following a 9.6 percent increase in 2016. Nationwide new home permits in 2017 were at their highest level since 2006.

According to data from National Association of Realtors, existing single-family home sales were up 1.1 percent in 2017 (following a 3.8-percent increase in 2016). The median home price nationwide in 2017 was \$247,300 (up 5.8 percent).



Dr. Robert Carreira  
Chief Economist  
Center for Economic  
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## Arizona

Arizona gained 46,800 jobs in 2017 for job growth of 1.7 percent (down from 68,100 jobs/2.6 percent in 2016). The statewide unemployment rate in 2017 was 4.9 percent (down from 5.2 percent in 2016). The seasonally adjusted monthly rate in December 2017 was 4.5 percent (down from 5.0 percent in December 2016).

Arizona’s real GDP grew 2.6 percent in 2016 (up from 2 percent in 2015). In the first three quarters of 2017, Arizona’s GDP was up 2.6 percent (compared to the first three quarters of 2016).

Inflation-adjusted retail sales statewide were up 1.7 percent in 2016 and 2.1 percent in the first 11 months of 2017. Arizona’s restaurant and bar sales were up 6.3 percent in 2016 and 3.5 percent for January through

November 2017, while hotel/motel receipts were up 3.8 percent in 2016 and 6.8 percent for the first 11 months of 2017.

Building permits for new single-family homes statewide were up 13 percent in 2017 (on the heels of a 7.9-percent increase in 2016). New home construction was up in five of six years from 2012 through 2017 (following six consecutive years of decline).

According to data from Arizona Regional Multiple Listing Service, home sales by realtors statewide were up 5.8 percent in 2017 (following a 5.3-percent increase in 2016). The year 2017 was the third year of growth in home sales following three consecutive years of decline. The statewide median home price in December 2017 was \$246,225 (up 8.5 percent from December 2016).

## Cochise County

Cochise County gained 100 jobs in 2017 for annual job growth of 0.3 percent (the first year of job gains following eight consecutive years of job losses). In the 18 months from July 2016 through December 2017, Cochise County saw year-over-year job gains in nine months, declines in five months, and stabilization in four months. That followed persistent job losses over the previous seven and a half years (from the beginning of 2009 through the middle of 2016).

Cochise County's annual unemployment rate in 2017 was 5.4 percent (down from 6.1 percent in 2016). The seasonally adjusted monthly rate in November 2017 was 5.1 percent (down from 5.7 percent in November 2016).

Cochise County's GDP increased 0.3 percent in 2016—the first year of growth following a 5-year economic recession. Cochise

County's economy slipped into recession in 2011 with a drop in GDP of 1.1 percent that year, followed by declines of 6.2, 7.0, 4.9, and 0.8 percent in 2012, 2013, 2014, and 2015, respectively.

Retail sales countywide were down 4.7 percent in 2016 and 0.7 percent for the first 10 months of 2017. Cochise County's restaurant and bar sales were up 2.3 percent in 2016 but were down 1.6 percent in the first 10 months of 2017, while hotel/motel receipts were down 0.1 percent in 2016 but were up 12.9 percent from January through October 2017.

New residential construction in Cochise County was up 33.1 percent in 2017 (on the heels of a 2.2-percent increase in 2016). The year 2017 was the second year of growth in new home permits following declines in nine of 10 years. There were 185 new home permits issued countywide in 2017 (up from 139 in 2016).

Home sales by realtors in Cochise County were up 11.3 percent in 2017. Home sales were up in seven of nine years from 2009 through 2017 (following three consecutive years of steep declines). The median home price in Cochise County in 2017 was \$135,000 (up 8 percent from 2016). The year 2017 was the third consecutive year of home price increases following seven straight years of decline.

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## Sierra Vista

Sierra Vista's annual unemployment rate in 2017 was 4.7 percent (down from 5.1 percent in 2016). In December 2017, the city's unadjusted monthly rate was 4.4 percent (up from 4.3 percent in December 2016).

Retail sales in Sierra Vista were down 2.6 percent in 2016 and 0.6 percent from January through October 2017. Sierra Vista's restaurant and bar sales were up 2.7 percent in 2016 and 1.2 percent in the first 10 months of 2017, while the city's hotel/motel receipts were up 5 percent in 2016 and 8 percent from January through October 2017.

New residential construction in Sierra Vista was up 10.5 percent in 2017 (following a 3.4-percent decrease the year prior). There were 63 new home permits issued in Sierra Vista in 2017 (up from 57 in 2016, which was the lowest level since 1981 and the second lowest on record, with records back to 1972). There were 1,307 homes sold by realtors in the Sierra Vista area in 2017 (up 16.2 percent from 2016). The median home price in 2017 was \$150,000 (up 7.1 percent).





Photo: City of Sierra Vista

# Taking a Holistic Approach to Economic Diversity

## City's interdepartmental efforts and local partnerships ensure success

The Sierra Vista City Council has long recognized the need to diversify Sierra Vista's economy through increased tourism and business development and has continued to champion economic development efforts in its biannual strategic plan. The plan for the 2017/18 biennium was no different.

Over the past five years the city has been laying groundwork to positively impact Sierra Vista's economy, and significant projects have gained traction, resulting in a welcoming, business-forward community.

In 2017, the city and Cochise County together reached an agreement with the owner of several west-end properties that had fallen into disrepair. In lieu of back property taxes and efforts to bring the lots up to code, the city took ownership, removed dilapidated manufactured homes and trash, and resold properties for commercial development. The project has resulted in the emergence of a new persona for the area, an increased pride of ownership with adjacent properties, and pockets of new, small construction

projects, tilling the soil for redevelopment in the west end—often referred to Sierra Vista's 'front door.'

Improvements are being envisioned for Fry Boulevard, thanks to the West Sierra Vista Partnership Program, funded with a \$50,000 investment by the city to, and matching grant funds from, self-selected businesses and property owners interested in upgrading their buildings. Although not quite ready to launch, the program will lead the way for improvements in an area that is ripe for redevelopment and renewal. The program dovetails

into the Sierra Vista Metropolitan Planning Organization's future plans for Fry Boulevard redevelopment, to include lane reductions and pedestrian amenities, moving the city closer to realizing the much-requested city center.

Efforts have also been made to streamline building codes to make them more business friendly and to facilitate project compliance. Additionally, the permit application process has been extended to an online portal, along with business license renewals.



Charles P. Potucek  
City Manager  
City of Sierra Vista

In 2017, the city received a \$720,000 grant from the Department of Defense Office of Economic Adjustment to be used to diversify Sierra Vista's economy to make it less reliant on the defense sector. The funds, along with the city's \$80,000 match, have been invested in two key initiatives: the Sierra Vista Airport Diversification Study and Strategy and the Sierra Vista Technical Assistance Program.

The airport study and strategy investigate how to foster better commercial use of the Sierra Vista Municipal Airport to enhance job creation, explores potential uses for approximately 200 acres of unused or underused adjacent land, guides the development of market-driven strategies to increase commercial aviation-related activities, and more. The grant also funds the Sierra Vista Technical Assistance Program, which provides technical support to Greater Sierra Vista-area companies seeking to expand in areas not tied to the defense sector.

A sure sign of economic recovery is new construction and development and Sierra Vista is seeing just that. The Lawley Nissan dealership underwent a façade improvement, Sierra Cycles is relocating into a newly constructed building on Highway 92, and new commercial development is underway at the Plaza Vista Mall, where a standalone Ulta retail storefront will be built. Another new commercial construction, which will be located at the northeast corner of Highway 92 and Buffalo Solder Trail, is in the planning stages and is expected to begin construction in 2019.

The city continues to work with Fort Huachuca to realize efficiencies and reduce the fort's operational costs. The city and the fort entered into a local intergovernmental support agreement to provide advanced life-support ambulance services, underscoring the city's long history of a strong partnership with the fort.

The city's tourism division was awarded \$117,300 in tourism advertising through a competitive program coordinated by the Arizona Office of Tourism. The funds were awarded for a marketing campaign that promotes Sierra Vista as a destination for bicycling and authentic

ethnic cuisine. The program places advertising into target markets and reinforces its ongoing efforts to position Sierra Vista as a destination for all outdoor recreation and culinary tourism. The campaign bolsters the city's efforts to attract sporting events and reinforces efforts underway that position the city as a location for extreme outdoor events. Fort Huachuca entered into a five-year commitment with the Arizona Interscholastic Cycling League to hold high-school mountain-bike races each October, giving Sierra Vista a guaranteed five-year placement niche market, and establishing the area as a mountain-bike-ready destination with millennials and the iGeneration, two difficult-to-reach demographics.

In 2017, the city launched the first Sky Islands Summit Challenge, which was held in conjunction with its inaugural Wine, Beer & Spirits Festival. These two major events will be held again in 2018 under the 'Sips & Skies' banner. Promotional efforts are yielding greater reach thanks to early efforts, laser targeted promotions, momentum created through other tourism marketing efforts, and word of mouth.

The city's tourism development strategy relies heavily on technology in addition to print and broadcast advertising. Social media is reinforced with banner ads, e-newsletter articles, blog posts, and email marketing campaigns. Public relations efforts have earned stories authored by travel writers. And results are paying off: The city is seeing an upward trend in extended-stay tax revenue (an indication that sales are up for local hotels) as well as increasing web and social media traffic and requests for visitor information.

In the coming year, the city will continue to focus on economic diversification, redevelopment, and tourism outreach. While we will continue to focus on Fort Huachuca as a partner and economic engine, diversification efforts are building. Together, Fort Huachuca and local businesses will become the backbone of Sierra Vista, ensuring a continued recovery and a solid 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, 2018; includes selected categories only.  
 Source: Arizona Department of Revenue and Cochise College Center for Economic Research

## COST OF LIVING

	SIERRA VISTA-DOUGLAS MSA*	TUCSON	PHOENIX	FLAGSTAFF	BULLHEAD CITY	PRESCOTT-PRESCOTT VALLEY	YUMA
2013	98.0	95.6	96.0	113.3	93.4	103.1	104.2
2014	97.3	97.0	96.2	117.9	93.8	100.4	101.3
2015	95.3	92.8	95.9	116.4	92.4	101.5	99.8
2016	95.0	93.1	97.0	113.6	94.1	**	97.8
2017	93.7	94.1	95.0	**	89.8	104.5	96.4

\*Sierra Vista-Douglas MSA is a statistical area designation for all of Cochise County.  
 \*\*Data not available.

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
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
2017	93.7	99.0	85.4	98.6	104.7	95.5	93.8

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 (2017)

DISTRICT	PRIMARY	SECONDARY	TOTAL
City of Sierra Vista	0.1136	—	0.1136
Buena Elementary School District	2.1346	—	2.1346
Buena High School District	2.0892	0.1787	2.2679
Cochise Joint Technical District	—	0.0500	0.0500
Cochise County General Government*	2.6747	—	2.6747
Library*	—	0.1451	0.1451
Flood Control*	—	0.2597	0.2597
Cochise College*	2.3735	—	2.3735
Fire District Assistance Tax*	—	0.1000	0.1000
School District Assistance Tax**	0.4875	—	0.4875
TOTAL	9.8731	0.7335	10.6066

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: Arizona Regional Economic Development Foundation

## Economic Development

### Local Organizations

#### CITY OF SIERRA VISTA ECONOMIC DEVELOPMENT

The City of Sierra Vista's economic development staff includes an economic manager and the city's ombudsman for the business community, emphasizing retention and assisting with developing business partnerships and streamlining permitting requirements. Additionally, the city includes all facets of city government from leisure and library services to tourism and marketing as partners in economic development. As of early 2018, city staff continued to update the previously adopted *Plan for Prosperity* as the framework for future economic development. The city also recently launched a partnership with Tucson-based Sun Corridor Inc. to offer the Sierra Vista Technical Assistance Program to Department of Defense businesses with the purpose of expanding and diversifying the Greater Sierra Vista Area economy.

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

#### ARIZONA REGIONAL ECONOMIC DEVELOPMENT FOUNDATION

The mission of AREDF is to promote the economic strength of the Southeastern Arizona region through actions focused on industry recruitment, expansion, retention, and development. This includes:

- **Exposure:** serve as a spokesperson at conferences throughout Arizona concerning economic operations and strategies; provide feedback to Arizona legislators on a variety of economic topics; and hold positions on influential state and national economic development councils and initiatives.
- **Local Business Development:** provide affordable office space to startup and small business entrepreneurs in the developmental stage of business through the Innovation Center and Business Complex; offer workshops, classes and business counseling on organizational issues including marketing, expansion and resource referral; and assist in the revitalization of the West End of Sierra Vista by providing low-interest funding for business facade and infrastructure improvements.
- **Industry Development:** facilitate commercial site certification for land and buildings; lead efforts in promoting, advancing, and uniting the aerospace industry, to include the formation of the Aerospace

Arizona Association; create collaborative partnerships in the healthcare and mining industries; and develop international relations and support Fort Huachuca missions.

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

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

Sierra Vista Area Chamber, a self-funded 501(c)(6) nonprofit organization, is the largest membership-based 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 chamber is also active in the legislative arena, 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 HISPANIC CHAMBER OF COMMERCE**

Sierra Vista Hispanic Chamber of Commerce is an affiliate of the Tucson Hispanic Chamber of Commerce. Its mission is to advocate for and provide services to help its member businesses grow in the bilingual and bicultural region of the Arizona-Sonora Border. Sierra Vista Hispanic Chamber is focused on the fast-growing Hispanic population and business opportunities for trade with Mexico, which they believe offer some of the greatest opportunities for businesses in Cochise County and Northern Sonora, Mexico. The chamber hosts monthly Fiesta Mixers and Cafes to help grow member businesses through intense networking/connections, along with business education workshops and Spanish classes focused on growing business and international trade opportunities.

*For more information, visit [www.TucsonHispanicChamber.org](http://www.TucsonHispanicChamber.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. As of early 2018, IDA was pursuing development of an industrial complex designed to facilitate location of manufacturing, assembly, technology, and related companies.

*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](http://www.Cochise.edu).*

#### **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. An emphasis for SEAGO in 2018 is to complete a target industry study for each community in the SEAGO region to identify businesses and industry sectors that should be targeted for business attraction and expansion in the respective communities.

*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. Arizona@Work assists employers with worker recruitment (to include 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, including vocational rehabilitation. 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](http://www.ArizonaAtWork.com).*

## AEROSPACE ARIZONA ASSOCIATION

Arizona Regional Economic Development Foundation is the founder and operator of Aerospace Arizona Association. The association was created to serve its members and the industry through advocacy, education, and outreach. Aerospace Arizona Association seeks to bring together corporations, businesses, and entrepreneurs to create a collaborative industry network and protect the interests of the industry through legislative and public policy advocacy. In addition to serving the industry and its members, Aerospace Arizona Association manages unmanned aircraft systems testing at Benson Municipal Airport in Benson, Arizona.

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

## 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 drawing several hundred riders from across the state and region.

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

## Recent Activities

### INNOVATION CENTER

Arizona Regional Economic Development Foundation is the founder and operator of the Innovation Center—a 3,600 square-foot business development center offering entrepreneurs fully furnished office space and access to an onsite training room, conference room, green screen room, break room, business center, and day-use office. AREDF offers business development workshops, classes, and business counseling at the center at no additional cost to tenants. The mission of the Innovation Center is to create a community of entrepreneurs with access to resources that assist in growing and creating sustainable businesses.

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

## CODE AMENDMENTS

In 2017, City of Sierra Vista Department of Community Development created a work program, which provides a summary of proposed development code amendments to be completed by the end of fiscal year 2018. The work program was a result of the department regularly reviewing current code provisions and procedures to identify ways in which the city can improve efficiencies, clarify requirements, and help residents and business owners move through the development process more easily. The overarching goals are to: (1) ensure that code standards are clear, internally consistent, easy to follow, and rationally related to achieving a clear public purpose consistent with state and federal laws; (2) ensure permitting processes are efficient and do not require more information than is necessary to determine compliance with applicable codes; and (3) minimize the use of special exceptions in the site plan/building permit approval process. As of early 2018, some amendments had already been approved by city council and others were progressing through the public hearing process.

## 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](http://www.Cochise.edu).*

## 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 received 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.

## **PARTNERSHIP BETWEEN CITY AND SIERRA VISTA AREA CHAMBER**

In 2016, City of Sierra Vista and Sierra Vista Area Chamber of Commerce partnered to develop a ‘business walk’ program, which was modified in 2018 to better meet the needs of the local businesses with focused engagement each quarter. The partnership also includes the monthly ‘Good Morning Sierra Vista’ program to highlight significant happenings within the community.

## **FRY CORRIDOR PROJECT/WEST END DEVELOPMENT**

Sierra Vista’s West End 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 including 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 Sierra Vista Metropolitan Planning Organization, 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 engineer Phase I of the project in 2018. The city has also established the West Sierra Vista Partnership Program—an economic assistance fund to incentivize 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.

## **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, 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. As of early 2018, the program was ongoing and included visiting and hosting decision makers to increase their understanding of the fort and its importance to national security.

## **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 nonprofit 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 2014 voter-approved general plan *Vista 2030*. The strategic plan guides budget investments and staff time allocated to programs, issues, and projects identified as priority items. 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. These documents provide the foundation for the update of the *Plan for Prosperity*.

## 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.

## 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 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.

## 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.

As of early 2018, the city and Fort Huachuca were engaged in joint planning efforts to explore ways to more fully utilize the facility for aviation and industrial development. As part of that effort, a study by Jeff Donohoe and Associates identified several options for potential partnership and economic growth at the airport, including utilization of the remaining nine acres of city property. The city's economic development manager also participated in the Area Development Plan at Libby Army Airfield during which Fort Huachuca leadership considered

possible growth in mission and facilities to meet future needs. To advance these efforts, the city received a \$750,000 grant from the Department of Defense's Office of Economic Adjustment, which supports communities dependent on the defense industry in the wake of defense budget cuts in recent years.

*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 the 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).*

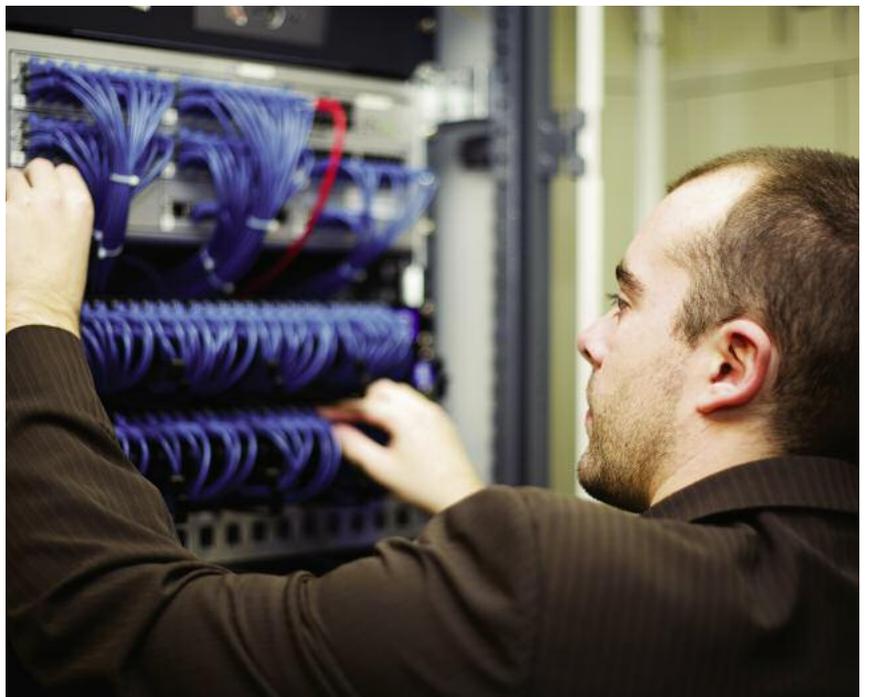


Photo: City of Sierra Vista

## 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

### **ARIZONA FINANCE AUTHORITY**

One-stop shop for financing to support expanding and relocating businesses, community infrastructure needs, and first-time homebuyers

### **ARIZONA INNOVATION CHALLENGE**

Awards \$3 million for a technology challenge to the most promising technology ventures

### **ARIZONA STEP GRANT**

Assists small businesses in entering export markets or expansion into new markets.

### **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 project operating costs by replacing real property tax with an excise tax

### **NAVIGATOR**

Connects businesses with highly skilled and available workforce by creating a custom recruiting strategy

### **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 3-year period for each net new quality job

### **RESEARCH & DEVELOPMENT**

State income tax credit for increased research and development activities

### **REV AZ**

Manufacturing Extension Partnership Center created through partnership between Arizona Commerce Authority and National Institute of Technology and Standards

### **SALES TAX EXEMPTIONS FOR MANUFACTURING**

Sales tax exemption for various machinery and 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. Career and Technical Education programs at Buena High School include automotive, criminal justice, culinary arts, digital photography, engineering, education professions, financial services, future focus exploration of healthcare career occupations, 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 (2016)

	SIERRA VISTA UNIFIED SCHOOL DISTRICT	PEER AVERAGE	ARIZONA AVERAGE
Instruction (classroom dollars)	\$3,803	\$3,774	\$4,145
Administration	822	846	806
Plant Operations	849	923	939
Food Service	309	314	415
Transportation	376	382	364
Student Support	539	605	633
Instruction Support	359	296	444
<b>Total (operational)</b>	<b>\$7,057</b>	<b>\$7,140</b>	<b>\$7,746</b>

Source: Arizona Office of the Auditor General.

### STUDENT AND TEACHER MEASURES (2016)

	SIERRA VISTA UNIFIED SCHOOL DISTRICT	PEER	ARIZONA
Attendance Rate (2015)	94%	94%	94%
Graduation Rate (2015)	88%	84%	78%
Poverty Rate (2015)	19%	24%	23%
Students per Teacher	19.7	19.0	18.6
Average Teacher Salary	\$46,090	\$44,998	\$46,384
Average Years Teacher Experience	12.4	11.6	11.0
Percentage of Teachers in First 3 Years	10%	17%	20%

Source: Arizona Office of the Auditor General.

## K-12 SCHOOL ENROLLMENT

	2014	2015	2016
<b>Sierra Vista Unified School District</b>	5,780	5,719	5,560
Bella Vista Elementary School (K-6)	452	401	382
Buena High School (9-12)	1,946	1,915	1,872
Carmichael Elementary School (pre-K-6)	391	422	385
Huachuca Mountain Elementary School (K-6)	625	630	597
Joyce Clark Middle School (7-8)	766	794	809
Pueblo Del Sol Elementary School (K-6)	647	636	633
Town & Country Elementary School (K-6)	416	407	378
Village Meadows Elementary School (K-6)	537	514	494
<b>Fort Huachuca Accommodation District</b>	1,010	994	912
Colonel Johnston Elementary School (pre-K-2)	380	329	317
Colonel Smith Middle School (6-8)	311	328	300
General Myer Elementary School (3-5)	319	337	295
<b>Charter Schools</b>	925	969	1,182
The Berean Schools Academy (K-12)	384	397	354
Center for Academic Success #5 (K-5)	369	382	395
Center for Academic Success #1 (9-12)	99	107	107
Leman Academy of Excellence (K-7)	*	*	254
PPEP-TEC Colin L. Powell Learning Center (9-12)	73	83	72

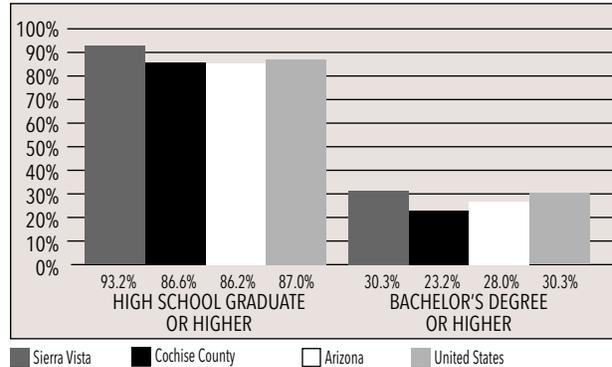
Note: Figures reflect enrollment as of October 1 each year. Includes district enrollment only.  
 \*School opened at the beginning of 2016-2017 school year.  
 Source: Arizona Department of Education and Cochise College Center for Economic Research

## AZMERIT STATE ASSESSMENT GRADES (2017)

<b>Sierra Vista Unified School District</b>	
Bella Vista Elementary School (K-6)	B
Buena High School (9-12)	B
Carmichael Elementary School (pre-K-6)	C
Huachuca Mountain Elementary School (K-6)	B
Joyce Clark Middle School (7-8)	C
Pueblo Del Sol Elementary School (K-6)	B
Town & Country Elementary School (K-6)	C
Village Meadows Elementary School (K-6)	B
<b>Fort Huachuca Accommodation District</b>	
Colonel Johnston Elementary School (pre-K-2)	*
Colonel Smith Middle School (6-8)	B
General Myer Elementary School (3-5)	A
<b>Charter Schools</b>	
The Berean Schools Academy (K-12)	*
Center for Academic Success #5 (K-5)	C
Center for Academic Success #1 (9-12)	*
Leman Academy of Excellence (K-7)	*
PPEP-TEC Colin L. Powell Learning Center (9-12)	*

Note: All grades are preliminary.  
 \*Not rated, rating under review, or rating not available.  
 Source: Arizona Department of Education

## EDUCATIONAL ATTAINMENT



Note: Population 25 years and older.  
 Source: U.S. Census Bureau (2012-2016 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 families or those associated with the fort.

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

## CHARTER SCHOOLS

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)), PPEP-TEC Colin L. Powell Learning Center ([www.PPEPtechs.org](http://www.PPEPtechs.org)), and Leman Academy of Excellence ([www.LemanAcademy.com](http://www.LemanAcademy.com)). In early 2018, Leman Academy of Excellence broke ground on a \$10 million, 22,000-square-foot addition that will include 12 new classrooms, a gymnasium, and a performing arts stage. The new classrooms will accommodate 300 additional students and be used to support the school's plans to add a new grade level each year, expanding from K-6 when the school opened in 2016, to K-7 for the 2017-2018 year, with plans to become a K-8 school in the 2018-2019 school year. The school's enrollment more than doubled from 220 to 460 in its second year of operation and administrators expect considerable further expansion as grade levels are added.

## 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 Fort Huachuca. The college also operates an online campus. Cochise College offers two-year degree and certificate programs in a variety of fields, noncredit 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 conducts 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. 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).*

## COCHISE COLLEGE TWO-YEAR DEGREE PROGRAMS

Administration of Justice	Economics	Media Production Arts
Agriculture	Education	Music
Agronomy	Electronics Technology	Network Technology
Automotive Technology	Elementary Education	Nursing
Aviation Dispatch	Engineering	Paramedicine
Biology	Engineering Technology	Philosophy
Building Construction Technology	English	Physics
Business Administration	Exercise Science, Health and Physical Education, Recreation and Wellness	Professional Administrative Assistant
Business Management	Fine Arts	Professional Pilot Technology
Chemistry	Fire Science Technology	Residential Construction Technology
Cisco and Linux Networking	General Requirements	Respiratory Therapy
Communications	General Studies	Social and Behavioral Sciences
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 Technician
Culinary Arts	Logistics Supply Chain Management	Welding Technology
Cybersecurity	LPN to Professional Nurse	
Early Childhood Care and Education	Mathematics	

## 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
- Commerce
- Computer Science
- Creative Writing
- Cyber Operations
- Early Childhood Education
- Elementary Education
- English
- Family Studies and Human Development
- Government and Public Service
- History
- Human Services
- Informatics
- Intelligence Studies
- Mathematics
- Network Administration
- Organizational Leadership
- Psychology
- Regional Commerce

Additionally, an undergraduate degree program in meteorology, as well as graduate degree programs in educational technology and

secondary education, are offered online (the secondary education graduate degree program is also offered at the Sierra Vista location).

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

## WAYLAND BAPTIST UNIVERSITY

Wayland Baptist University has campus locations at Sierra Vista and Fort Huachuca. Undergraduate degree programs include applied science, banking and finance, business administration, Christian ministry, cybersecurity, early childhood development, environmental studies, human services, justice administration, and management. Graduate degree programs include criminal justice, English, history, humanities, management, business administration, Christian ministry, divinity, education, public administration, and management.

*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 management, 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).*



# Health Care

## Overview

In addition to Canyon Vista Medical Center, Sierra Vista is home to Raymond W. Bliss Army Health Center at 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)), Chiricahua Community Health Centers ([www.CCHCI.org](http://www.CCHCI.org)), which held a ribbon cutting for its new pharmacy and expanded adult medical clinic in Sierra Vista in early 2018, 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 regional 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                 | Casa de la Paz Hospice       | Nutrition and Food Services |
| Advanced Wound Care Center | Case Management              | Orthopedics/Sports Medicine |
| Behavioral Health          | Critical Care                | Outpatient Surgery Center   |
| Bone & Joint Institute     | Diagnostic Imaging           | Pharmacy                    |
| Cardiac Cath Lab           | Emergency Services           | Pulmonary Rehabilitation    |
| Cardiac Rehabilitation     | Infusion Center              | Rehabilitation              |
| Cardiopulmonary Services   | Laboratory                   | Surgical Services           |
| Carter Imaging Center      | Medical Telemetry/Pediatrics | 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 2017 was 43,824; 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 6,066 as of January 2018, which includes 1,030 military personnel and 2,572 family members residing in on-post family housing, as well as 2,464 unmarried or unaccompanied military personnel residing in troop billets (including students assigned temporarily for training). As of the 2012-2016 American Community Survey, 27.7 percent of Sierra Vista's population ages 18 and older are civilian veterans of the military (more than three

### POPULATION

	SIERRA VISTA		COCHISE COUNTY		ARIZONA	
	POPULATION	CHANGE %	POPULATION	CHANGE %	POPULATION	CHANGE %
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
2016**	44,023	N/A	129,140	N/A	6,866,195	N/A
2017	43,824	-0.5	128,383	-0.6	6,965,897	1.5

\*Original estimates; use for comparison to estimates for 2011 through 2015.

\*\*Revised estimates; use for comparisons to estimates for 2017 forward (revisions due to a change in estimate methodology).

N/A = Not Applicable.

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 Economic Opportunity, and Cochise College Center for Economic Research.

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 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

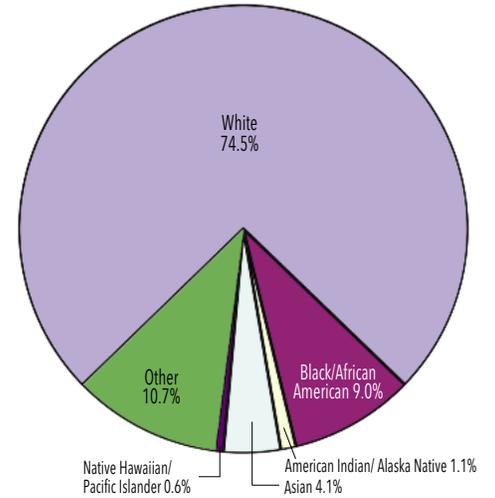
Source: Arizona Office of Economic Opportunity

### 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%

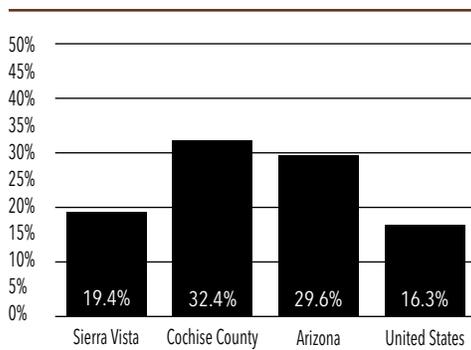
Source: U.S. Census Bureau (Census 2000 and Census 2010) and Cochise College Center for Economic Research.

### SIERRA VISTA RACIAL COMPOSITION



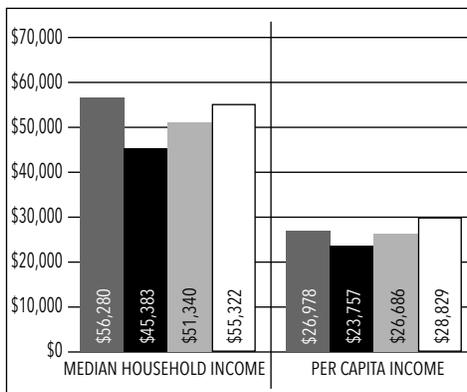
Source: U.S. Census Bureau (Census 2010) and Cochise College Center for Economic Research.

### HISPANIC/LATINO POPULATION



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

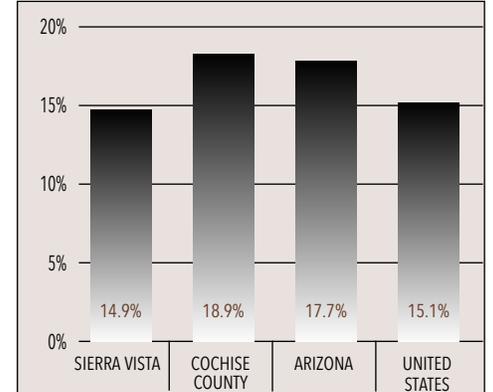
### INCOME



Note: All figures expressed in 2016 dollars.

Source: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research

### POVERTY LEVEL



Source: U.S. Census Bureau (2012-2016 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

In Sierra Vista and Cochise County, the largest threat to labor market improvement 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 in 2008 and 2009, Cochise County was buffered from the worst of it due primarily to increased defense spending on the fort and its missions, which peaked in 2011 and has declined considerably since. While defense cuts have had a dampening effect on the regional labor market, federal budget activity in Washington in early 2018 suggests an easing of constraints from recent years. An increase in defense spending is likely to impact military intelligence, unmanned aerial systems, and cybersecurity missions at Fort Huachuca, which have long been three of the fastest-growing missions in the Army and Department of Defense.

### UNEMPLOYMENT RATE (%)

	SIERRA VISTA	COCHISE COUNTY	ARIZONA	UNITED STATES
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	5.1	6.1	5.2	4.9
2017	4.7	5.4	4.9	4.4

Source: U.S. Bureau of Labor Statistics and Arizona Office of Economic Opportunity

### SIERRA VISTA LABOR MARKET DATA

	CIVILIAN LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT
2013	19,076	17,589	1,487
2014	18,600	17,292	1,307
2015	18,350	17,186	1,164
2016	18,379	17,439	940
2017	18,702	17,823	880

Source: Arizona Office of Economic Opportunity

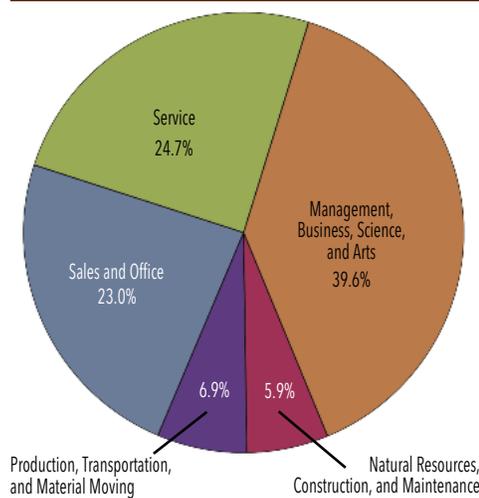
A bright spot for Sierra Vista and Cochise County in recent years has been a rebound in the tourism industry. As the state and national economies continue to improve, the region should see continued revitalization of its tourism economy and associated service-industry jobs (along with indirect and induced impacts to other regional industries).

Employment data from late 2016 through 2017 suggest Cochise County's labor market hit bottom during 2016. December 2017 was the fifth consecutive month of year-over-year job gains countywide—the longest stretch since 2008. In the 18 months from July 2016 through December 2017, Cochise County saw year-over-year job gains in nine months, declines in five months, and stabilization in four months. That followed persistent job losses over the previous seven and a half years (from the beginning of 2009 through the middle of 2016). The year 2017 was the first year since 2008 to see an annual increase in the number of jobs countywide. Looking forward, continued modest

improvement in the regional labor market is likely through 2018.

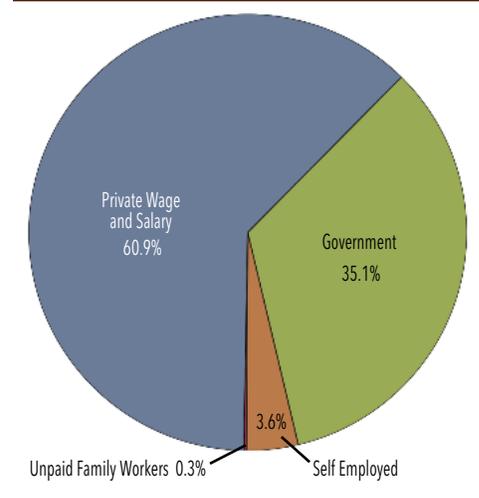
The most significant opportunity for long-term labor market improvement in Cochise County is the 28,000-home, master-planned 'The Villages at Vigneto' development in Benson—approximately 30 miles north of Sierra Vista. Developers there anticipate achieving and maintaining an ambitious 2,000-residential-unit annual absorption rate until fully built out (approximately two decades). The development is projected to support 16,355 jobs at peak construction (including construction activity and spending by new residents). Once all construction is complete, spending by new residents is projected to support 8,780 jobs countywide, sustained indefinitely into the future. Sierra Vista can expect to benefit from potential day visitors and shoppers from the new development, along with a generally stronger regional economy, particularly during the construction period. *(For more information, see the Real Estate section of this publication.)*

### SIERRA VISTA OCCUPATIONS



Source: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research

### SIERRA VISTA CLASSES OF WORKERS



Source: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates) and Cochise College Center for Economic Research

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

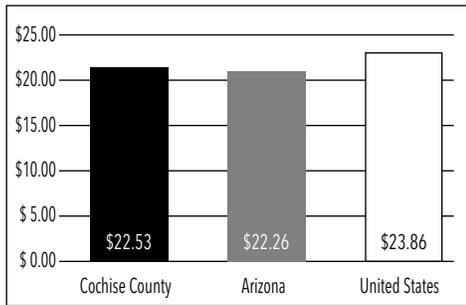
Agriculture, forestry, fishing and hunting, and mining	0.3
Construction	2.7
Manufacturing	3.9
Wholesale trade	1.5
Retail trade	9.7
Transportation and warehousing, and utilities	3.0
Information	1.8
Finance and insurance, and real estate and rental and leasing	5.3
Professional, scientific, and management, and administrative and waste management services	14.1
Educational services, and health care and social assistance	21.8
Arts, entertainment, and recreation, and accommodation and food services	11.6
Other services, except public administration	3.4
Public administration	21.0

Source: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates)

### SIERRA VISTA TOP EMPLOYERS

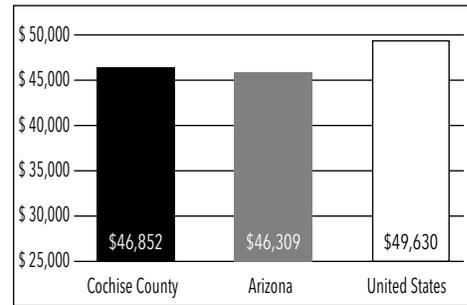
- Fort Huachuca
- Canyon Vista Medical Center
- City of Sierra Vista
- Cochise College
- Cochise County
- Engility
- General Dynamics
- Lawley Automotive Group
- ManTech
- Northrop Grumman
- Raytheon
- Sierra Vista Unified School District
- Teleperformance
- Walmart

### AVERAGE HOURLY WAGE (2016)



Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity, and Cochise College Center for Economic Research

### AVERAGE ANNUAL WAGE (2016)



Source: U.S. Bureau of Labor Statistics, Arizona Office of Economic Opportunity, and Cochise College Center for Economic Research

### NONFARM PAYROLL EMPLOYMENT (COCHISE COUNTY)

	2017	2016	CHANGE	CHANGE %
Total Nonfarm	34,300	34,200	100	0.3
Total Private	23,000	22,700	300	1.3
Goods Producing	1,900	1,900	0	0.0
Construction and Mining	1,300	1,300	0	0.0
Manufacturing	600	600	0	0.0
Service-Providing	32,400	32,300	100	0.3
Private Service-Providing	21,100	20,800	300	1.4
Trade, Transportation, and Utilities	6,000	6,000	0	0.0
Information	400	400	0	0.0
Financial Activities	1,200	1,000	200	20.0
Professional and Business Services	3,600	3,800	-200	-5.3
Educational and Health Services	5,400	5,000	400	8.0
Leisure and Hospitality	3,700	3,600	100	2.8
Other Services	900	900	0	0.0
Government	11,300	11,500	-200	-1.7
Federal Government	4,800	5,000	-200	-4.0
State and Local Government	6,500	6,500	0	0.0

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



Photo: City of Sierra Vista



Photo: City of Sierra Vista

## Commerce

### Outlook

Defense budget cuts impacting Fort Huachuca have affected all regional 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

#### AVERAGE ANNUAL DAILY TRAFFIC COUNT

ROUTE	LOCATION	2013	2014	2015	2016	2030*
SSR90	Fort Huachuca (North Gate) to Fort Huachuca (East Gate)	16,340	16,490	15,726	18,354	23,000
SR90	Fort Huachuca (East Gate) to 7th St	15,133	15,307	14,565	15,388	25,000
SR90	7th Street to Coronado Dr/San Xavier Rd	15,319	14,822	15,305	15,958	24,500
SR90	Coronado Dr/San Xavier Rd to Charleston Rd/MLK Pkwy	13,747	13,954	14,030	14,644	26,000
SR90	Charleston Rd/MLK Pkwy to SR 92/Fry Blvd	19,363	19,334	20,025	18,424	38,500
SR90	SR 92/Fry Blvd to Giulio Cesare Ave/Avenida Del Sol	17,378	20,023	21,816	15,675	27,000
SR90	Giulio Cesare Ave/Avenida Del Sol to Moson Rd	8,273	8,588	8,913	8,801	13,000
SR90	Moson Rd to SR 80	3,285	3,253	4,041	3,575	5,600
SR92	SR 90/Fry Blvd to East Foothills Dr	25,866	25,780	24,970	24,194	48,000
SR92	East Foothills Dr to Snyder Rd	25,330	25,505	26,423	23,071	46,000
SR92	Snyder Blvd to Avenida Cochise	25,161	22,940	22,701	22,052	34,000
SR92	Avenida Cochise to Buffalo Soldier Trail	20,805	18,569	18,234	17,364	37,000
SR92	Buffalo Soldier Trail to Glenn Ave/Kachina Trail	20,478	20,621	20,408	20,882	36,000
SR92	Glenn Ave/Kachina Trail to Ramsey Canyon/Ramsey Rd	17,688	17,630	17,466	17,514	28,000
SR92	Ramsey Canyon/Ramsey Rd to Hereford Rd - Nicksville	10,525	10,667	9,902	10,104	14,500

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

\*PROJECTED

purchases. While defense cuts have continued to have a dampening effect on regional sales, federal budget activity in Washington in early 2018 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. With increased military spending and the end of sequestration for defense, spending levels in the regional economy are likely to rise considerably. Retail sales are likely to climb with improvement in consumer confidence, 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 will likely also benefit as training at the fort increases along with an influx of personnel on temporary duty to the fort. Virtually all industries in the region will benefit as initial spending ripples throughout the local economy.

Trends as of late 2017 suggest a bottoming out for Sierra Vista's retail sales. Although sales were down 0.6 percent in the first 10 months of 2017 (compared to the same period the year prior, after adjusting for inflation), sales were up in four of the eight months ended October 2017, and declines during that period were considerably milder than in

prior periods. Annually, retail sales in Sierra Vista declined in three of five years from 2012 through 2016. In addition to Fort Huachuca-related declines, other factors have included a weakening of the peso against the dollar, which has constrained Mexican visitor spending, along with population declines in Sierra Vista and Cochise County resulting in fewer shoppers and fewer dollars in the regional economy. Other broader factors have included the impact of internet sales, which have threatened traditional brick-and-mortar retail sales everywhere, and a general shift in consumer preferences from 'things' to 'experiences.'

Sierra Vista's hospitality industries have seen sustained strong growth since 2014. Hotel/motel receipts in Sierra Vista were up in year-over-year comparisons in 11 of 13 months ended October 2017, while restaurant and bar sales were up in six of eight months (including each month from August through October) following declines in six of seven months. Positive factors influencing the city's hospitality industries seem likely to continue through 2018 on continued strength of the national and state economies and sustained improvement of the tourism industry, along with increased defense spending associated with Fort Huachuca.

### COCHISE COUNTY GROSS DOMESTIC PRODUCT (GDP)

YEAR	REAL GDP*	GROWTH (%)
2012	3,998	-6.2
2013	3,720	-7.0
2014	3,536	-4.9
2015	3,507	-0.8
2016	3,517	0.3

\*Millions of chained 2009 dollars.  
Source: U.S. Bureau of Economic Analysis.

### RETAIL SALES

YEAR	COCHISE COUNTY (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)	SIERRA VISTA (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)
2012	786,600,901	6.5	4.5	433,944,405	1.1	-1.0
2013	810,061,630	3.0	1.5	455,207,680	4.9	3.5
2014	815,460,657	0.7	-1.0	455,228,620	0.0	-1.6
2015	836,291,935	2.6	2.4	477,990,051	5.0	4.9
2016	807,386,078	-3.5	-4.7	471,397,469	-1.4	-2.6
2017*	669,658,952	1.4	-0.7	386,482,717	1.5	-0.6

\*Jan-Oct 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, U.S. Bureau of Labor Statistics, City of Sierra Vista, and Cochise College Center for Economic Research.

### RESTAURANT & BAR SALES

YEAR	COCHISE COUNTY (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)	SIERRA VISTA (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)
2012	131,290,836	-2.3	-4.4	75,894,198	-7.4	-9.5
2013	132,527,859	0.9	-0.5	73,010,219	-3.8	-5.3
2014	136,479,639	3.0	1.4	74,251,393	1.7	0.1
2015	142,027,235	4.1	3.9	79,820,247	7.5	7.3
2016	147,076,559	3.6	2.3	83,002,346	4.0	2.7
2017*	123,711,715	0.5	-1.6	71,383,389	3.3	1.2

\*Jan-Oct 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, U.S. Bureau of Labor Statistics, City of Sierra Vista, and Cochise College Center for Economic Research.

### HOTEL/MOTEL RECEIPTS

YEAR	COCHISE COUNTY (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)	SIERRA VISTA (\$)	CHANGE (%)	INFLATION ADJUSTED GROWTH (%)
2012	34,680,677	-15.1	-17.2	13,611,672	-26.1	-28.2
2013	30,956,346	-10.7	-12.2	9,950,132	-26.9	-28.3
2014	31,277,373	1.0	-0.6	11,840,657	19.0	17.4
2015	33,885,154	8.3	8.2	14,267,992	20.5	20.4
2016	34,265,272	1.1	-0.1	15,158,422	6.2	5.0
2017*	32,975,223	15.0	12.9	14,357,943	10.2	8.0

\*Jan-Oct 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, U.S. Bureau of Labor Statistics, City of Sierra Vista, 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 2018. Foreclosure sales will place continued upward pressure on home sales volume for existing homes, but sustained downward pressure on prices. Although foreclosures as a share of total home sales have declined steadily since 2013, they remain stubbornly high from an historic perspective. Regional home sales data from 2017 suggest the strong gains in existing home sales volume that began in 2015 are on track to continue through 2018. Modest home-price increases seen in recent years also seem positioned to hold and perhaps accelerate through 2018.

In the longer term, Castle & Cooke Arizona plans to develop 2,000 acres in Sierra Vista. 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 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 (the Arizona Supreme Court is scheduled to hear oral arguments involving the water adequacy issue in early 2018).

Focus group discussions in Sierra Vista indicate new commercial real estate activity from defense contractors bidding on new initiatives and a modest increase in activity in the market beginning in late 2017—considered the most significant movement in nearly a decade. Commercial real estate brokers in the area anticipate an increase in defense activity in 2018, with significant momentum picking up in early 2019. As of early 2018 there was an estimated 980,000 square feet of vacant nonresidential space on the market, with one 50,000 square-foot commercial project underway. Several relocations, expansions, and remodeling projects took place or were underway in 2017 and early 2018, including Guild Mortgage, Nova Mortgage, Lawley Nissan, Sierra Cycles, Embrace Life and Caring Connections, Sierra Counseling, Chad and Tracy's Automotive, and several defense-contracting firms, among others. New commercial development underway includes a standalone Ulta retail store.



Photo: City of Sierra Vista

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

	COCHISE COUNTY	SIERRA VISTA
2013	162	61
2014	209	110
2015	136	59
2016	139	57
2017	185	63

Source: U.S. Census Bureau, City of Sierra Vista, and Cochise College Center for Economic Research

**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)
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
2017	1,600	10.7	146,500	5.4	96.0	89.78	6.8	134	13.7

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)
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
2017	1,112	16.0	163,000	3.7	97.3	93.38	5.1	127	12.9

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.

At the county level, the most significant opportunity for long-term development is the 28,000-home, master-planned ‘The Villages at Vigneto’ on 12,167 acres in Benson (approximately 30 miles north of Sierra Vista). Developers there anticipate achieving and maintaining an ambitious 2,000-residential-unit annual absorption rate (until fully built out) by marketing to what they estimate as nearly 4 million potential buyers turning 65 in each of the next 20 years. In addition, the developer anticipates in excess of 3 million square feet of nonresidential development including schools, emergency response

buildings (fire, police, ambulance), medical facilities, a socially interactive Village Center, retail and commercial space, office space, recreational and community facilities, golf clubhouses, and a destination resort. The master plan was approved in 2016 and infrastructure improvements are expected to commence in 2018 with vertical construction beginning in late 2018 (subject to reinstatement of the Clean Water Act, Section 404 permit by U.S. Army Corp of Engineers and pending litigation against the ACOE by Earth Justice, which is challenging the permit).

### 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)
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
2017	321	14.2	79,000	17.9	94.7	55.58	20.5	127	16.5

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)
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
2017	195	17.5	79,519	22.4	95.4	50.57	21.8	121	19.0

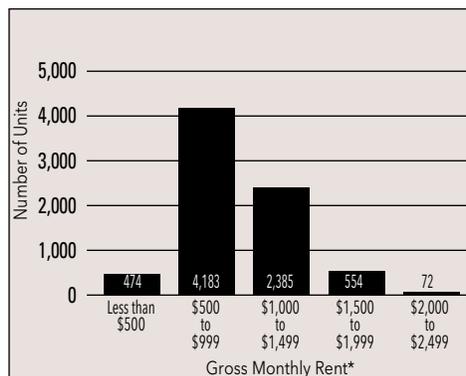
Note: Includes only those homes listed on Southeast Arizona Multiple Listing Service and/or Tucson Area Multiple Listing Service. Includes mobile homes.  
Sierra Vista Area includes Sierra Vista, Hereford, Palominas, Huachuca City, Tombstone, Whetstone, and surrounding areas.  
Source: Southeast Arizona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

### SIERRA VISTA HOUSING STATISTICS

Total Housing Units .....	19,847
Occupied Housing Units (%).....	85.4
Owner-occupied (%).....	53.5
Renter-occupied (%).....	46.5
Vacant Housing Units (%).....	14.6
Homeowner Vacancy Rate (%).....	3.1
Rental Vacancy Rate (%).....	16.2
Median Home Value (2016 dollars) .....	178,000
Median Monthly Owner Cost (2016 dollars) * .....	1,318
Homeowners Paying 30% or More of Income for Housing (%) * .....	22.9
Median Monthly Gross Rent (2016 dollars).....	908
Renters Paying 30% or More of Income for Housing (%).....	46.0

\*Includes only homes with a mortgage.  
Source: U.S. Census Bureau (2012-2016 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 2016 dollars.  
Source: U.S. Census Bureau (2012-2016 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
2013	6	2,555,100
2014	9	55,263,806
2015	7	6,213,427
2016	0	0
2017	3	3,016,265

Note: Valuation does not include value of land.  
Source: City of Sierra Vista and Cochise College Center for Economic Research



## 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 (%)
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
2017	870,323	6.2	1,270,989	6.0

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 (%)
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
2017	153,945	8.0	238,804	6.5

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
2013	1.81	3.55	3.39
2014	1.70	2.98	2.94
2015	1.56	2.54	2.63
2016	1.50	2.26	2.46
2017	1.67	2.30	2.42

Note: Includes all chapters.  
Source: U.S. Bankruptcy Court, U.S. Census Bureau, Arizona Office of Economic Opportunity, 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. As of 2010, the population of Naco, Sonora was approximately 6,400 while the population of Naco, Arizona 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

2016	January.....	18.1935	2017	January.....	20.7908
	February.....	18.1020		February.....	19.9957
	March.....	17.7691		March.....	18.7955
	April.....	17.1767		April.....	18.9594
	May.....	18.4118		May.....	18.6909
	June.....	18.4646		June.....	18.0626
	July.....	18.7837		July.....	17.8646
	August.....	18.8611		August.....	17.8145
	September.....	19.3776		September.....	18.1590
	October.....	18.8887		October.....	19.1478
	November.....	20.5155		November.....	18.6229
	December.....	20.6640		December.....	19.6629

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 (\$)
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
2016	106,845,123	98,694,550	8,150,573

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
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
2016	3,287	1,625	1,878	5	156	302,391	510,291	76,834

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. 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 Companies, Standex International, and Alstyle Apparel & Activewear.

A traveler survey conducted in 2016 by Lee Engineering, funded by Sierra Vista Metropolitan Planning Organization, concluded that 70 percent of visitors in the summer and 50 percent during fall, entering the United States through Douglas Port of Entry, did so for the purpose of shopping. Researchers determined the seasonal variation was due to an increase in school and work trips during fall. The study also found more than 75 percent of cross-border visitors spent less than five hours in the United States and visitors expected to spend \$146

per trip during summer and \$95 during fall. Most drivers crossing through Douglas Port of Entry indicated their final destination was Douglas (nearly 75 percent during summer and more than 90 percent during fall).

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 (\$)
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
2016	1,879,732,505	832,642,196	1,047,090,309

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
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
2016	30,815	17,366	12,904	2,787	30,029	1,614,882	2,908,282	851,997

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 the Army and 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 October 2017, approximately 2,400 active duty military personnel were assigned to Fort Huachuca. There are also approximately 2,500 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 2,600 civilian workers with an additional 400 civilians employed by other agencies operating on the installation, including U.S. 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, Raytheon, TASC, Booz Allen Hamilton, and others, employing more than 3,600 workers.

The resident population of Fort Huachuca (those residing on post) was 6,066 as of January 2018, which includes 1,030 military personnel and 2,572 family members residing in on-post family housing, as well as 2,464 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 surrounding communities.

In 2017, the Maguire Company released its updated Economic Impact of Arizona's Principal Military Operations report. The report estimated the annual direct, indirect, and induced impact of Fort Huachuca on Cochise County at \$2.9 billion. The employment impact was estimated at 21,327 jobs countywide with \$999.2 million in associated wages, which includes the fort's direct military and civilian employees, as well as those employed due to government contracts and spending by the fort and its employees.

*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 a 2014 Northern Arizona University study, Cochise County's \$1.7 million vineyard industry accounts for nearly 75 percent of statewide grape production. Vineyards are located in Willcox, Benson, Pearce, Cochise, and surrounding areas. Aridus Wine Company operates 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, Benson, 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 (just north of Douglas) 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

# Tourism

## 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.

In recent years, City of Sierra Vista has increased its focus on tourism promotion, channeling tourism marketing efforts into 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 mountain-biking access, roads, and pathways in and around the community, the recently designated U.S. Bicycle Route 90 (which passes through Sierra Vista), and League of American Bicyclists' designation of the city as a bicycle-friendly community; (3) outdoor adventure, including bird and wildlife watching, hiking, and other nature activities; and (4) winter visitors ('snowbirds') and retirees, targeting residents in geographic locations with cold winters and high living costs. Primary geographic targets include other Arizona communities, the states of Washington and Oregon, the Upper Midwest, and Sonora, Mexico.

### COCHISE COUNTY NATIONAL PARK VISITATIONS

YEAR	CHIRICAHUA NATIONAL MONUMENT		CORONADO NATIONAL MEMORIAL		FORT BOWIE NATIONAL HISTORIC SITE	
	VISITATIONS	CHANGE %	VISITATIONS	CHANGE %	VISITATIONS	CHANGE %
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
2017*	58,603	23.4	119,721	-4.2	7,392	-1.6

\*January through November only; comparison to same period a year prior.  
Source: Arizona Office of Tourism.

### COCHISE COUNTY STATE PARK VISITATIONS

YEAR	KARTCHNER CAVERNS STATE PARK		TOMBSTONE COURTHOUSE STATE HISTORIC PARK	
	VISITATIONS	CHANGE %	VISITATIONS	CHANGE %
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	159,233	1.4	49,023	1.7
2017	166,125	4.3	46,770	-4.6

Source: Arizona Office of Tourism

Positioned between Arizona’s two largest wine-growing regions, Sierra Vista is promoted as a hub for exploring wineries. The city plans to host its second annual outdoor wine, beer, and spirits festival in May 2018 to promote Arizona wineries, breweries, and distilleries.

Nearby mountains and flat roads with relatively low traffic volume make Sierra Vista and Cochise County an attractive base for two-wheeled activities. As of early 2018, through collaboration with local bicycle groups along with targeted advertising, the city was working to expand its base in that market. In recent years, bicycling tour groups have made Sierra Vista a location for rides. In 2017, City of Sierra Vista was awarded \$117,302 in advertising value through a competition sponsored by Arizona Office of Tourism. One of only two winners statewide, Sierra Vista took home the prize for a marketing campaign that marries two key markets: bicycling and culinary tourism. Playing off the tag line ‘That’s how we roll,’ the campaign elevates local international cuisine (which is often rolled into dishes like spring rolls, burritos, and sushi) while recognizing that bicyclists ‘roll’ as a means to transportation. The campaign media award includes print, digital, and broadcast media, and the city has bolstered efforts with video, social media, and tradeshow participation.

Through the efforts of Cochise Bicycle Advocates—a local

organization that champions bicycling and bicycle infrastructure—Sierra Vista has seen the addition of several bike racks at local businesses. The racks, purchased with donated funds, showcase the Sierra Vista brand while promoting the city’s reputation as a destination for bicyclists.

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 in Santa Cruz County to the west. In 2018, Sierra Vista will hold its second annual Sky Islands Summit Challenge—a Spartan game-like event where participants summit peaks of the Huachuca Mountains.

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



Photo: City of Sierra Vista

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, partners with the Tucson/Sierra Vista Hispanic Chamber of Commerce in trade missions and activities in Mexico and Arizona, and works collaboratively with U.S. and Mexican consulates, Arizona-Mexico Commission, and Arizona Office of Tourism’s International Marketing and Public Relations.

As of early 2018, the city planned to launch an events attraction program, earmarking efforts to reach event planners—especially those focusing on sporting events and small meetings.

## 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 National Scenic 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 Memorial 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, Gleeson, 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
- The Nature Conservancy’s 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
- Sips & Skies: Beer, Wine & Spirits Festival, 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, go to  
Visit.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.SierraVistaAZ.gov](http://www.SierraVistaAZ.gov)

**SIERRA VISTA VISITORS CENTER**  
[Visit.SierraVistaAZ.gov](http://Visit.SierraVistaAZ.gov)

**SIERRA VISTA AREA CHAMBER OF COMMERCE**  
[www.SierraVistaChamber.org](http://www.SierraVistaChamber.org)

**SIERRA VISTA HISPANIC CHAMBER OF COMMERCE**  
[www.TucsonHispanicChamber.org](http://www.TucsonHispanicChamber.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)

**SOUTHEAST ARIZONA ASSOCIATION OF REALTORS**  
[www.SeAzRealtor.com](http://www.SeAzRealtor.com)

**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)

**COCHISE COUNTY**  
[www.Cochise.AZ.gov](http://www.Cochise.AZ.gov)

**COCHISE COUNTY ECONOMIC DEVELOPMENT**  
[www.CochiseNow.com](http://www.CochiseNow.com)

**COCHISE COUNTY TOURISM COUNCIL**  
[www.ExploreCochise.com](http://www.ExploreCochise.com)

**SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION**  
[www.SEAGO.org](http://www.SEAGO.org)

**ARIZONA@WORK-SOUTHEASTERN AZ**  
[www.ArizonaAtWork.com](http://www.ArizonaAtWork.com)

**ARIZONA DEPARTMENT OF ECONOMIC SECURITY**  
[DES.AZ.gov](http://DES.AZ.gov)

**ARIZONA COMMERCE AUTHORITY**  
[www.AzCommerce.com](http://www.AzCommerce.com)

**U.S. CUSTOMS / BORDER PROTECTION**  
[www.CBP.gov](http://www.CBP.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)

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

**COX COMMUNICATIONS**  
[www.Cox.com](http://www.Cox.com)

**LIBERTY UTILITIES**  
[www.LibertyUtilities.com](http://www.LibertyUtilities.com)

**PUEBLO DEL SOL WATER COMPANY**  
[www.PdsH2O.com](http://www.PdsH2O.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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