



MODIFIED RECORDATION:

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Docket/Fee No.: 2020-08486; Pages: 65

Note: This corrected document is being re-recorded pursuant to Arizona Revised Statute §11-480(A)(D).

Please return original document to the
Yuma County Board of Supervisors Office, attention:
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TYPE OF DOCUMENT:

(Check the appropriate box; fill in blanks.)

Resolution No 2020-08, adopting the
Yuma County Five-Year Economic Development Plan,
effective March 16, 2020 through March 15, 2025

DOCUMENT APPROVAL:

Approved by Yuma County Board of Supervisors:
March 16, 2020, Item No. D1

2020-08486 RESOLUTION
03/17/2020 10:06:24 AM Pages: 65 Fees: \$0.00
Requested By: YUMA CO BD OF SUPERVISORS
Recorded By: mlopez
Robyn Stallworth Piquette County Recorder - YUMA County AZ



Please return original document
to the **Yuma County Board of Supervisors Office**,
ATTENTION: Annie Rojas, 373-1133

TYPE OF DOCUMENT:

Adopt Resolution No. 2020-08, adopting the
Yuma County Five Year Economic Development Plan,
effective March 16, 2020 through March 15, 2025

DOCUMENT APPROVAL:

Approved by Yuma County Board of Supervisors:
March 16th, 2020, Item No. D1.



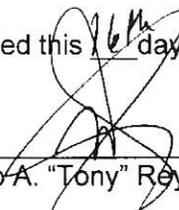
YUMA COUNTY BOARD OF SUPERVISORS
RESOLUTION NO. 2020-08
A RESOLUTION OF THE YUMA COUNTY BOARD OF SUPERVISORS ADOPTING THE YUMA COUNTY FIVE YEAR ECONOMIC DEVELOPMENT PLAN.

WHEREAS: Yuma County is authorized to participate in Economic Development activities pursuant to Arizona Revised Statutes ("A.R.S.") §§ 11-201, 11-251.21, 11-254, and 11-254.04, and

WHEREAS: The Yuma County Board of Supervisors has determined that community and economic development is a priority; and

WHEREAS: Having an approved Five Year Economic Development Plan will provide the Board of Supervisors with specific objectives that will define a path forward for achieving the Board's community and economic development vision; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors of Yuma County hereby adopts Resolution No. 2020-08 adopting the Yuma County Five Year Economic Development Plan as attached hereto.

Adopted this 16th day of March 2020.


Marco A. "Tony" Reyes, Chairman

ATTEST:


SUSAN K. THORPE
County Administrator/Clerk of Board

APPROVED AS TO FORM AND DETERMINED TO BE WITHIN THE SCOPE OF PERFORMANCE OF DUTY OF THE YUMA COUNTY BOARD OF SUPERVISORS:

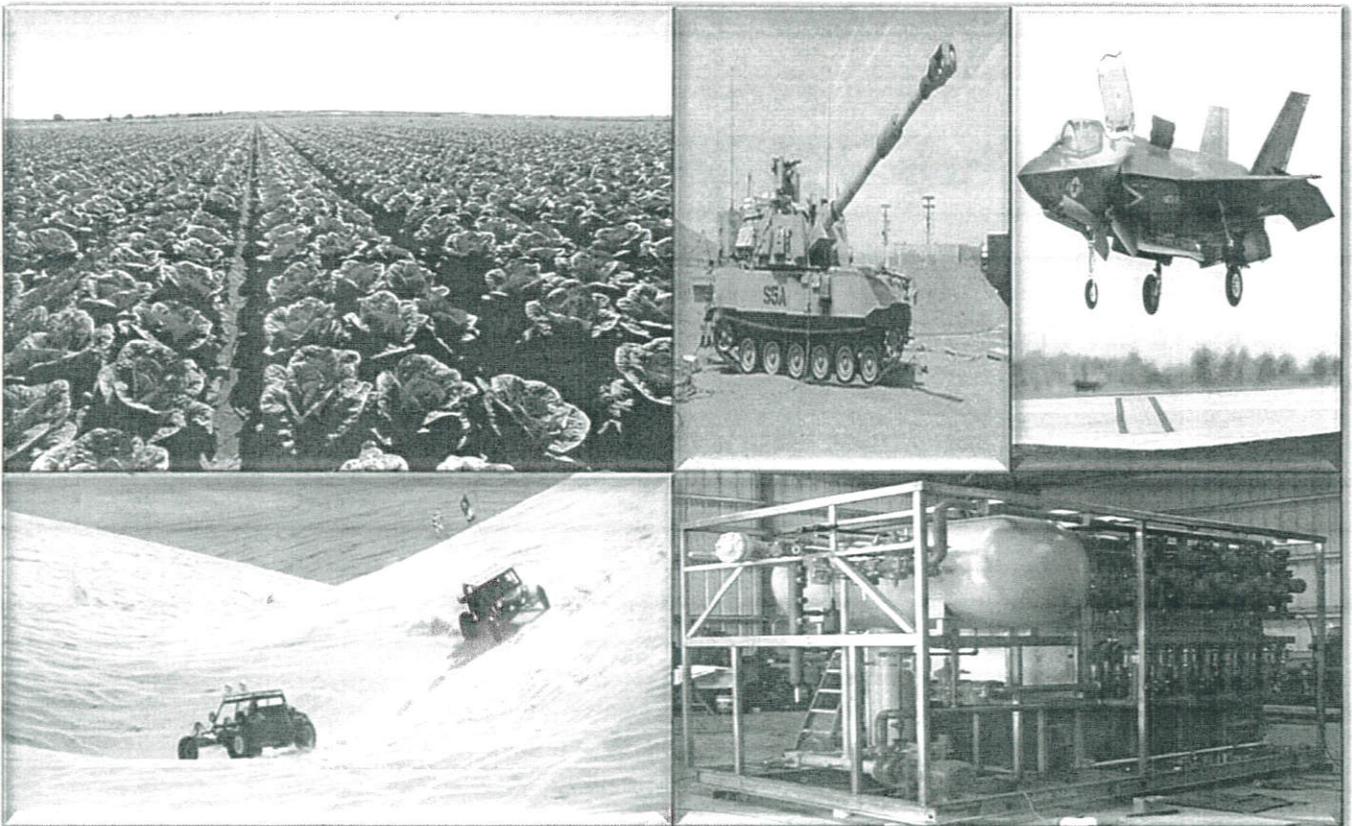

JON R. SMITH, County Attorney



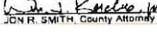
Yuma County Five-Year Economic Development Plan

Executive Summary

Effective March 16, 2020



Introduction

	<p>YUMA COUNTY BOARD OF SUPERVISORS RESOLUTION NO. 2016-18 Yuma County Economic Development Incentive Policy</p>
WHEREAS:	Yuma County is authorized to participate in Economic Development activities pursuant to ARB §§11-251.21, 11-254, and 11-254.04, and
WHEREAS:	The Yuma Board of Supervisors is interested in promoting economic development that increases employment opportunities for Yuma County residents, and
WHEREAS:	As an incentive for business creation and expansion, Yuma County will reimburse qualifying businesses for specific infrastructure improvements that benefit Yuma County, and
WHEREAS:	A qualifying business will also be required to demonstrate achievement and maintenance of identified economic benchmarks, including full-time jobs created, salary levels and offered benefits, and increases in property tax revenues, and
WHEREAS:	This resolution repeals all previous economic development policies.
NOW, THEREFORE, BE IT RESOLVED, that the Yuma County Board of Supervisors hereby adopts Resolution No. 2016-18 establishing an Economic Development Policy for Yuma County, as attached hereto.	
Adopted this 20 th day of June, 2016.	
 RUSS CLARK, Chairman	
ATTEST	
 SUSAN K. THORPE County Administrator/Clerk of the Board	
APPROVED AS TO FORM AND DETERMINED TO BE WITHIN THE SCOPE OF PERFORMANCE OF DUTY OF THE YUMA COUNTY BOARD OF SUPERVISORS:	
 JOHN R. SMITH, County Attorney	

Yuma County's involvement in regional economic development was historically one of lending support to the region's municipalities, mostly through its membership in the Greater Yuma Economic Development Corporation (GYEDC). However, the County's philosophy shifted significantly in June 2016 when the Board of Supervisors adopted the Yuma County Economic Development Incentive Policy (RESOLUTION NO. 2016-18.) The Board of Supervisors approved the Incentive Policy understanding that the County needed to assume a larger, more proactive role in supporting regional and bi-national economic development.

Since then, Yuma County has expanded its economic development activities to include new membership in economic development-related organizations such as the Arizona/Mexico Commission and the Arizona Border Counties Coalition while maintaining membership in such organizations as GYEDC, the Greater Yuma Port Authority, and 4FrontED. Understanding the diverse opportunities the region has to expand its economic base is critical in developing an economic development plan that defines how Yuma County can both lead and be a partner in regional and bi-national prosperity.

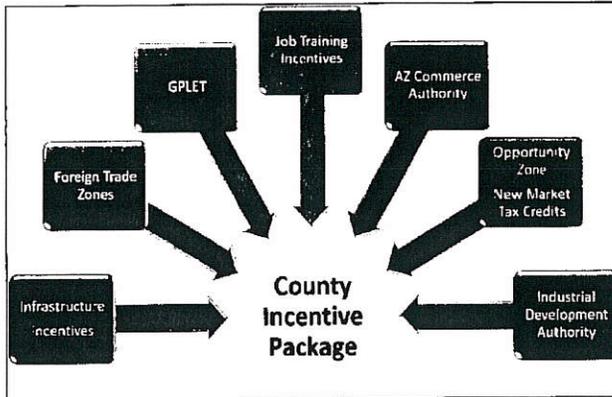
Also a reflection of the region's economic diversity, the Plan is broken down into four chapters:

- Chapter 1: Economic Development
- Chapter 2: Infrastructure
- Chapter 3: Workforce Development
- Chapter 4: Collaboration

The Plan does not identify a single priority for furthering economic prosperity. Rather, it addresses the larger issues that the region faces in supporting and diversifying its core industries: agricultural production; military readiness; training, and testing; healthcare systems; winter visitor stays, and manufacturing.

Consequently, the Yuma County Economic Plan (Plan) has been developed to provide the County with objectives designed to guide local, regional and bi-national economic development activities through the next five years. These objectives are located in Appendix A.

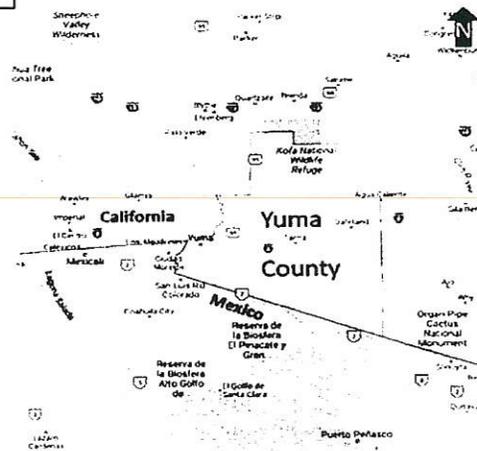
These objectives were developed based on the information and data included in the Yuma County Economic Development Baseline Report included as Appendix B of the Plan. Appendix C includes a summary of the Public Outreach used for the Report's development and Plan review



prior to review and approval by the Yuma County Board of Supervisors. The Plan will be reviewed and updated each year, and so it will be with the Report information. Plan updates will be tracked and included in Appendix D. Report updates will be tracked and included in Appendix E.

Chapter 1. Economic Development

Yuma County is well-positioned geographically to capitalize on regional and bi-national trade, infrastructure development, and workforce development. The County's geographic advantage supports current and future logistics operations and the expansion of manufacturing opportunities. Yuma County also benefits from having adequate water resources and a climate well-suited for agricultural production and perfect weather and terrain for Marine Corps Air Station-Yuma flight operations and Yuma Proving Ground test facilities. Based on these factors, Yuma County has established the following industries as priorities for new company recruitment:



- Advanced Manufacturing/Computer Numerical Control Machining
- Food Processing and Perishable Prepared Food
- Aerospace/Spaceport
- Logistics.

The County will work to attract new businesses and encourage the expansion of existing ones primarily through infrastructure and job training incentives. When appropriate, the County will also partner with local entities and state and federal agencies to collaborate to assist in creating incentive packages. Moreover, prospective and expanding businesses can utilize the County's Industrial Development Authority for project financing. Other programs such as New Market Tax Credits, Opportunity Zones, the Government Property Lease Excise Tax, and Foreign Trade Zones provide tax incentives to develop in Yuma County. As part of informing businesses of these incentive and tax break opportunities, the County will create a website and social media plan to distribute key economic development information.

To enhance regional infrastructure important to support current and facilitate future economic development opportunities, the County will have many opportunities to collaborate with the Cities of Yuma, San Luis, and Somerton and the Town of Wellton. Examples of these types of collaborations include the development of the extension of Avenue E north to Somerton, the future development of Rolle Air Field, and developing a regional corridor for new natural gas infrastructure.

Objectives originating from information contained in Chapter 1 are designed to strengthen and expand the operations of its core industries: agriculture production; military readiness; training, and testing; healthcare systems; winter visitor stays, and manufacturing. These efforts generally focus on preventing encroachment on agriculture and military training assets, advocacy that supports core industry operations, creating necessary development infrastructure, and supporting job skills attainment and training efforts. This includes collaborative efforts with the Cities of Yuma, San Luis, and Somerton and the Town of Wellton to improve regional roadway and broadband capacities.

Chapter 2: Infrastructure



Having adequate infrastructure in place allows the region to overcome marketplace challenges such as a lack of speculative buildings, a limited number of shovel-ready sites, limited rail-served sites, and a lack of air freight services directly linked to destinations west of Yuma County. The Investing in Manufacturing Communities Partnership Plan (IMCP) not only includes a summary of future capital improvement projects necessary to promote optimal buildout of a desired manufacturing business type, but also functions as an assessment tool for critical infrastructure to support general economic development.

The following types of infrastructure are critical to achieving regional economic development objectives: broadband, roads, rail, natural gas, electricity, and water/wastewater treatment. Broadband infrastructure and service is quickly become the most important of these as it supports data exchanges vital to the region's core industries. Also, broadband capacities factor greatly in site selectors' property reviews. In addition to the region's core industries, adequate infrastructure of all types is necessary to support the region's ports of entry, manufacturing and logistics centers, and airports.

Objectives associated with improving local infrastructure includes prioritizing infrastructure improvements and identifying local, state, and federal funding sources for each project. To aid in this task, Chapter 2 includes a list of possible funding sources at each government level.

Local Funding Sources	State Funding Sources	Federal Funding Sources
<ul style="list-style-type: none"> Local Capital Improvement Plans Public/Private Partnerships Local Banks through the Community Reinvestment Act 	<ul style="list-style-type: none"> Arizona Commerce Authority Grants Water Infrastructure Finance Authority 	<ul style="list-style-type: none"> Economic Development Administration USDA/Rural Development Federal Highways Administration North American Development Bank Office of Small Business Utilization

Chapter 3. Workforce Development



Having a skilled, trained workforce is a factor of equal importance compared to shovel-ready sites and spec buildings in relation to sustainable economic development. Regional employers of all sizes need employees that possess both base skills which match job requirements and a desire for learning enhanced skills needed as jobs become

increasingly sophisticated. With these challenges in mind, Chapter 3 provides a summary of the local workforce development, certification, and degree opportunities available to create such a skills foundation.

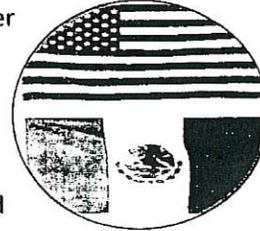
Objectives originating from stakeholder input include those that support workforce development related to skill development and degree attainment, skilled worker recruitment and retention, and creating local and international skills attainment opportunities.

Chapter 4. Collaboration

Chapter 4 serves as a clearinghouse for information related to the numerous boards upon which members of the Board of Supervisors serve and the partner entities that the Board and staff have worked with to further the region’s economic prospects. Yuma County partners with its local municipal, governmental, and non-governmental partners to create or support projects of regional significance. Examples of current projects include road and access improvements to the Gary Magrino Industrial Park, Yuma County’s incentive support for business recruitment opportunities in the cities of Yuma and San Luis, and Yuma County’s legislative advocacy on behalf of its farmers, military bases, and National Heritage Area.

Yuma County is also developing state-wide partnerships to address economic development issues with county's and communities that share common interests. For example, Yuma County is a member of the Arizona Border Counties Coalition and the Arizona/Mexico Commission. Through these affiliations, the County has supported the passage of the US/MEX/CAN Trade Agreement and gained perspective on the challenges border counties face regarding a host of topics related to economic development.

The County is also working to develop relationships that further economic development with government and economic development officials in San Luis, Rio Colorado, Sonora, and Mexicali, Baja, Mexico. The County's participation in 4FrontED has been the primary vehicle for developing these relationships. However, the County is creating direct relationships with San Luis, Rio Colorado and OPRODE, its affiliate economic development organization.



There are no specific objectives that originate directly from Chapter 4. However, it is evident that the objectives included from Chapters 1-3 include numerous examples of collaboration, with some projects requiring collaboration at all levels of government and between bi-national stakeholders.

Appendix A: Prioritized Objectives

Prioritized Objectives fall within the following categories based on their links to information in the Yuma County Five-Year Economic Development Plan Baseline Report:

- Infrastructure Improvements
- Workforce Development and Retention
- Legislation and Advocacy
- Incentives and Programs Promoting Economic Development
- Business Development
- Public Outreach and Education
- Ongoing Issues Related to Economic Development
- Major Projects

The Major Projects category includes projects that do not fit precisely within one of the other recognizable categories but are still important to the region's economic development. These projects will also likely take three to five years to complete.

The Yuma County Director of Economic Development and Intergovernmental Affairs will be responsible for implementation of the Prioritized Objectives.

Year One (January 2020-December 2020)

#1 Priority (Major Projects)

Objective: Acquire state and/or federal funding to facilitate the Yuma County Fairgrounds Temporary and Permanent Relocation projects.

Primary Stakeholder(s): Yuma County, Yuma County Fair Board, Inc., Marine Corps Air Station-Yuma, City of Yuma

Projected Start Date: Already initiated

Projected End Date: April 2022 for Temporary Relocation, Permanent Relocation TBD

Current Progress: Separate work groups have been established for both the short- and long-term relocation phases of the project. Yuma County and other stakeholders are currently identifying grants and other funding sources to fund a relocation study and the eventual relocation of the fairgrounds.

#2 Priority (Infrastructure Improvements)

Objective: Identify 5-year project capital needs, start up and completion dates, and likely funding sources for enhanced infrastructure to support the expansion of regional manufacturing opportunities based on Character Area rankings identified in the Investing in Manufacturing Partnership Program (IMCP).

Primary Stakeholder(s): IMCP Implementation Group

Projected Start Date: Already initiated

Projected End Date: December 2020

Current Progress: The IMCP working group completed the ranking for the Character Areas in June 2019. Jenny Torres (San Luis) and Larry Killman (Wellton) are working on natural gas and electric for the US/MEX border, Paul Melcher is working on roads, and Julie Engel (Greater Yuma Economic Development Corporation) is working on broadband.

#3 Priority (Infrastructure Improvements)

Objective: Increase the availability of broadband to regional businesses and industry by:

- 1) Developing an amendment the Yuma County Zoning Ordinance to provide for cellular tower and/or broadband infrastructure placement incentives in rural areas,*
- 2) Submitting broadband infrastructure projects of regional benefit to the Arizona Commerce Authority and the Economic Development Administration through participation in the Yuma Regional Broadband Action Team, and*
- 3) Advocating for improvements to the federal ReConnect Program to increase local entity access to program funding.*

Primary Stakeholder(s): Broadband Action Team, Yuma County for Zoning Ordinance Amendments

Projected Start Date: June 2020 for the Commission Initiative. Other activities ongoing.

Projected End Date: December 2020 for the Commission Initiative

Current Progress: The amendment to the Yuma County Zoning Ordinance will need to be coordinated with Development Services as a Commission Initiative. The Yuma Regional Broadband Action Team is working to submit broadband infrastructure projects to the Arizona Commerce Authority and submitted recommendations to Economic Development Administration staff regarding improvements to the ReConnect Program October 2019.

#4 Priority (Incentives and Programs Promoting Economic Development)

Objective: Identify and implement strategies to increase annual funding in the Yuma County budget for training and infrastructure reimbursement incentives to increase the county's ability to offer incentives to eligible new and expanding businesses.

Primary Stakeholder(s): Yuma County

Projected Start Date: December 2019

Projected End Date: February 2020

Current Progress: Two areas have been identified initially for increasing funding: 1) Increased revenues from new construction, and 2) Increasing the budget allocation to \$200,000 from existing funds.

#5 Priority (Workforce Development and Retention)

Objective: Support ARIZONA@WORK's requested increase in state funding for the development of job skills related to manufacturing, logistics, and science, technology, engineering, and math fields and establishing manufacturing employment data sets to determine critical skill area needs.

Primary Stakeholder(s): Yuma County, ARIZONA@WORK

Projected Start Date: Already initiated

Projected End Date: April 2020, Annual Event

Current Progress: Requires meeting with ARIZONA@WORK prior to each state legislative cycle to determine funding for specific programs, what gaps exist, and what metrics are available to create meaningful employment data sets. Employment data sets need to be created.

#6 Priority (Workforce Development and Retention)

Objective: Ensure that Yuma County has representation on local workforce development organization boards, planning committees, and local college and university curriculum development groups to monitor the development of manufacturing, engineering, and logistics skills courses and certification programs.

Primary Stakeholder(s): Yuma County

Projected Start Date: Already initiated

Projected End Date: Continuing with no set end date

Current Progress: The Director will serve on UofA Engineering group, ARIZONA@WORK economic development work groups, and other boards and groups as needed.

#7 Priority (Legislation and Advocacy)

Objective: Develop legislation to introduce to the Arizona State Legislature that creates economic development incentives specifically for use by rural Arizona counties.

Primary Stakeholder(s): Yuma County

Projected Start Date: Already initiated

Projected End Date: April 2020

Current Progress: The Arizona Revised Statutes must be amended to create the desired incentives associated with tax increment financing. Paul Melcher will meet with Greater Yuma Economic Development staff to create the bill that would enable counties to create such incentives.

#8 Priority (Public Outreach and Education)

Objective: Develop a Social Media Outreach Plan to promote county-related Economic Development activities and the Yuma County Economic Development webpage.

Primary Stakeholder(s): Yuma County

Projected Start Date: January 2020

Projected End Date: May 2020

Current Progress: New project to be initiated.

#9 Priority (Public Outreach and Education)

Objective: Advocate at the Arizona State Legislature for an increase in access to the Arizona Loan Repayment Program.

Primary Stakeholder(s): Yuma County

Projected Start Date: January 2020

Projected End Date: April 2020

Current Progress: New effort to be initiated.

Year Two (January 2021-December 2021)

#1 Priority (Major Projects)

Objective: Increase local business startups by:

- 1) Creating an initial small site incubator as a test case to determine the needed scope and type of incubator/accelerator in the Yuma downtown area,*
- 2) Creating an incubator dedicated to promoting high-tech start-ups, applications of technology, and student training in partnership with the local college and universities with a campus in Yuma, local municipalities, industry associations, and private, technical and manufacturing-based companies, or*
- 3) Collaborating with the Yuma Multiversity campus development project to determine the feasibility of a downtown campus that could increase local access to baccalaureate, masters, and doctoral degrees as well as potentially develop programming and sites for business incubation, acceleration, and on-site housing.*

Primary Stakeholder(s): Yuma County, Greater Yuma Economic Development Corporation, Arizona Western College and universities with a local campus, City of Yuma, Western Arizona Economic Development District, Yuma Multiversity

Projected Start Date: Already initiated

Projected End Date: May 2023

Current Progress: Two initial meetings have occurred to generally define partners, location, financing and funding. Yuma Multiversity is applying for nonprofit status.

#2 Priority (Major Projects)

Objective: Work with San Luis, Somerton, the Yuma County Airport Authority, and the Yuma Metropolitan Planning Organization to identify the general alignment and funding sources for an Avenue E extension from County 23rd Street north to County 14th Street.

Primary Stakeholder(s): Yuma County, Cities of San Luis and Somerton, Yuma County Airport Authority, Yuma Metropolitan Planning Organization

Projected Start Date: July 2020

Projected End Date: April 2023

Current Progress: New project to be initiated. The Design Concept Report is completed, but verification is needed to determine which Environmental review has been completed.

#3 Priority (Major Projects)

Objective: Collaborate with the local municipalities to amend the Bureau of Land Management Resource Management Plan to list developable federal parcels for disposal and municipal use, to promote economic and community development.

Primary Stakeholder(s): Yuma County, Cities of Yuma, San Luis, Somerton and Town of Wellton, Bureau of Land Management, Yuma County Airport Authority

Projected Start Date: Already initiated

Projected End Date: June 2025

Current Progress: The Bureau of Land Management is currently reviewing the parcel list the entities have submitted. Yuma County will begin discussions with the City of San Luis to address ownership and development issues related to Rolle Field.

#4 Priority (Business Development)

Objective: Coordinate a meeting to include the Quechan Indian Tribe, Yuma County, the City of Yuma, the Yuma National Heritage Area and other impacted stakeholders to establish planning and development projects along the Colorado riverfront.

Primary Stakeholder(s): Yuma County, Yuma Crossing National Heritage Area, City of Yuma, Quechan Tribe, Impacted Private Property Owners to be determined

Projected Start Date: January 2020

Projected End Date: Continuous annually

Current Progress: Paul Melcher to coordinate a meeting date and agenda with Yuma Crossing National Heritage Area Director Lowell Perry.

#5 Priority (Workforce Development and Retention)

Objective: Commission a consultant to conduct a Live, Work, Play study for the Yuma Region to identify strategies to assist businesses with attracting and retaining skilled workers to decrease recruitment costs and lost production hours.

Primary Stakeholder(s): Yuma County, Greater Yuma Economic Development Corporation, VisitYuma, Yuma County Chamber of Commerce

Projected Start Date: January 2020

Projected End Date: April 2022

Current Progress: New project to be initiated.

#6 Priority (Workforce Development and Retention)

Objective: Create cross-border educational exchanges between colleges, universities, and other educational and job training organizations in Yuma County, Sonora, Mexico, and Mexicali, Mexico to accomplish the following: 1) Establish a program with the Mexican Consulate in Yuma that allows teachers from Mexico to attend classes in the United States; and 2) Create a grant fund to cover the costs of travel and lodging for Mexican exchange students.

Primary Stakeholder(s): Yuma County, 4 Borders International Education Alliance

Projected Start Date: Already initiated

Projected End Date: June 2022

Current Progress: 1) Meetings with the Mexican Consulate have occurred with a follow-up, large group meeting to include partners from Mexican universities planned for November 2019. 2) New project to be started.

#7 Priority (Workforce Development and Retention)

Objective: Establish a Revolving Loan Fund to be administered through the Western Arizona Economic Development District (WAEDD) to provide project funding for new and expanding businesses.

Primary Stakeholder(s): Yuma, Mohave, and La Paz Counties, Western Arizona Economic Development District

Projected Start Date: January 2020

Projected End Date: July 2025

Current Progress: Alan Pruitt, WAEDD Executive Director, is the local contact who introduced the project to the US Economic Development Administration Seattle Regional Office Economic Development Representative. Mohave and La Paz will also be included in this project as members of WAEDD.

#8 Priority (Public Outreach and Education)

Objective: Facilitate a meeting between Yuma County Farm Bureau and other farm advocacy groups and the Department of Development Services to discuss a possible amendment(s) to the Yuma County Zoning Ordinance that would create a buffer(s) around farm land to enhance food safety protections.

Primary Stakeholder(s): Yuma County, Yuma County Farm Bureau

Projected Start Date: August 2020

Projected End Date: September 2020

Current Progress: New project to be started. Paul Melcher to work as liaison with the Yuma County Farm Bureau and other farm advocacy groups to set up an engagement meeting Yuma County Development Services.

#9 Priority (Business Development)

Objective: Create a public/private partnership that facilitates the construction of speculative buildings to assist with recruiting prospective manufacturing businesses in the Yuma Region.

Primary Stakeholder(s): Yuma County, Cities of Yuma, San Luis, Somerton and Town of Wellton, Private Investor to be determined.

Projected Start Date: December 2020

Projected End Date: September 2021

Current Progress: New project to be started.

Year Three (January 2022-December 2022)

#1 Priority (Legislation and Advocacy)

Objective: Develop legislation to introduce to the Arizona State Legislature to allow for counties to be able to create Central Business Districts in unincorporated areas to further economic development in these districts.

Primary Stakeholder(s): Yuma County

Projected Start Date: December 2021

Projected End Date: April 2021

Current Progress: This will require potential amendments to ARS §42-6201-10 et. seq. Currently determining the level of support for a bill from the other Arizona counties.

#2 Priority (Public Outreach and Education)

Objective: Establish a community stakeholder plan with Fortuna Foothills residents to determine if residents desire the creation of a "Main Street" for the community as a means of strengthening business development in the area.

Primary Stakeholder(s): Yuma County

Projected Start Date: June 2021

Projected End Date: January 2022

Current Progress: This task can be completed as part of the Yuma County Comprehensive Plan Update. The Director will assist with specific outreach to the Fortuna Foothills Community Action Group.

#3 Priority (Business Development)

Objective: Solicit input from residents and business owners during the Comprehensive Plan development process regarding desired employment and business development opportunities in unincorporated areas of the county.

Primary Stakeholder(s): Yuma County

Projected Start Date: January 2021

Projected End Date: January 2022

Current Progress: This task can be completed as part of the Yuma County Comprehensive Plan Update. The Director will work with the Planning Division team to identify the specific outreach method to solicit feedback from each area Community Action Group.

#4 Priority (Business Development)

Objective: Complete an assessment of private water companies to determine capacities to support economic development opportunities in the unincorporated areas of the county.

Primary Stakeholder(s): Yuma County

Projected Start Date: January 2021

Projected End Date: April 2021

Current Progress: New project to be initiated.

#5 Priority (Public Outreach and Education)

Objective: Develop outreach materials that explain the benefits of a Government Property Lease Excise Tax to incentivize business development in unincorporated areas of Yuma County.

Lead Agency and Responsible Person: Yuma County, Paul Melcher

Projected Start Date: January 2021

Projected End Date: March 2021

Current Progress: This is a new project to be started.

Year Four (January 2023-December 2023)

#1 Priority (Business Development)

Objective: Inventory the number of commercial buildings that are long-term vacant in the Fortuna Foothills, Tacna, Gadsden, and Martinez Lake Census Designated Places to determine how many owners might benefit from a vacant building "Pop-Up Shop" Program.

Primary Stakeholder(s): Yuma County

Projected Start Date: July 2022

Projected End Date: December 2023

Current Progress: New project to be started.

#2 Priority (Major Projects)

Objective: Conduct a feasibility analysis for Yuma County's participation in the Readiness and Environmental Protection Integration program administered by the Department of Defense as a means of preventing encroachment, incompatible uses, and detrimental operational impacts related to Marine Corps Air Station-Yuma base and range assets.

Lead Agency and Responsible Person: Yuma County

Projected Start Date: January 2022

Projected End Date: December 2023

Current Progress: Received Marine Corps Air Station-Yuma agreement responses 9/26/19. Will begin the review with Development Services staff December 2019.

Year Five (January 2024-December 2024)

#1 Priority (Major Project)

Objective: Develop a regional park or parks system in the Fortuna Foothills area to provide recreational outlets that businesses can use as a recruiting and retention tool for skilled employees.

Primary Stakeholder(s): Yuma County

Projected Start Date: June 2023

Projected End Date: January 2024

Current Progress: This task can be completed as part of the Yuma County Comprehensive Plan Update. The Director will work with the Planning Division team to identify the specific outreach

to the Fortuna Foothills Community Action Group and compare the results with the information about parks and bicycle amenities detailed in the 2019 Winter Visitor Study.

Ongoing Issues Related to Economic Development

Objective: Track and/or review the following items on a continual basis to keep the Board of Supervisors and County Administrator informed and able to make effective decisions:

- Potential Foreign Trade Zone locations
- Space Port Master Plan Development
- Designation for Yuma County as a Health Professional Shortage Area
- Yuma Regional Economic Development map
- Administrative needs of the Industrial Development Authority
- Infrastructure and operational improvements/obstacles and legislation related to the Ports of Entry
- State and federal legislation and program changes related to broadband
- Local advocacy efforts requesting funding for improvements to U.S. Highway 95 north from Yuma to Quartzite
- Local advocacy efforts requesting that the Federal Highways Administration add the Western Passage of the CANAMEX Corridor to the list of Congressional High Priority Highways
- State and federal legislation and program changes related to H-2A and Guest Worker Programs and the US/MEX/CAN Agreement
- State and federal legislation related to Yuma County's water rights
- Winter Visitor information and updated study needs
- Natural Gas, Broadband, Roadway, and Rail infrastructure expansion efforts by members of 4FrontED and the Yuma Metropolitan Planning Organization
- Economic Development data and its presentation on the Economic Development webpage
- Annual summary of Yuma County's annual legislative priorities to the Arizona State Legislative and Federal Congressional Delegation
- State and federal legislation that impacts economic development
- State and federal legislation that impacts the Yuma National Heritage Area and/or the National Heritage Area Program
- Encroachment issues related to Marine Corps Air Station-Yuma and Yuma Proving Ground
- Annual Business Retention and Expansion Report



Appendix B

**Yuma County Economic Development Plan Baseline Report
October, 2019**

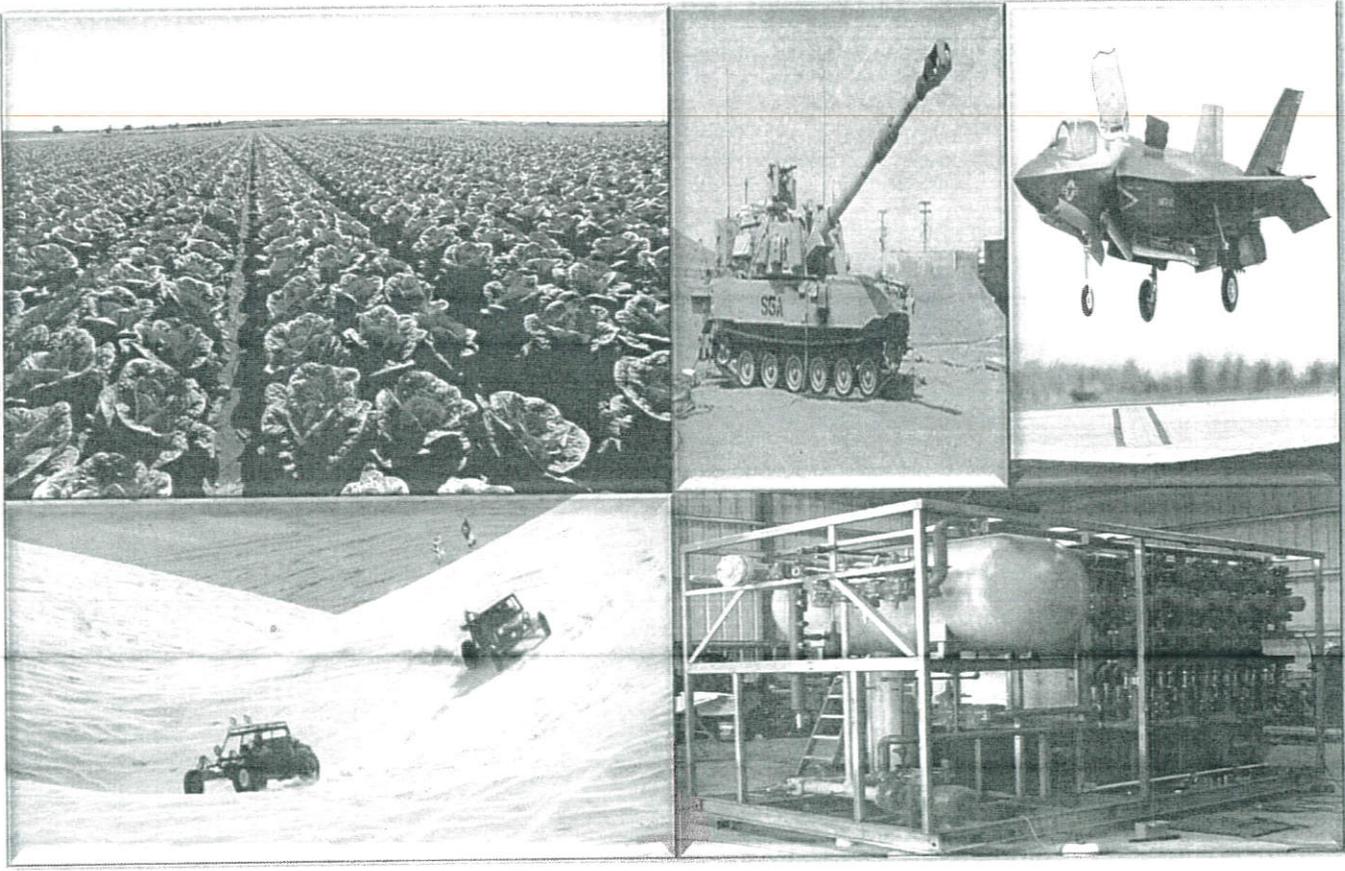


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Introduction

The Yuma County Economic Development Baseline Report provides the initial information used to develop the Yuma County Five-Year Economic Development Plan. In keeping with the County's philosophy of supporting business attraction and expansion in the region's municipalities (the Cities of Yuma, San Luis, Somerton, and the Town of Wellton), County staff developed this report based on input from these primary stakeholders in addition to the County's other regional partners, a list of which is located in Chapter 4.

The report includes information related to regional Economic Development, Infrastructure, Workforce Development, and Collaboration that aided County staff in developing the Plan and its Action Plan components. Additionally, the Report serves as a resource for partner and stakeholder information, complete with links to both organization websites, planning documents, financial programs, and grants information.

Chapter 1. Economic Development

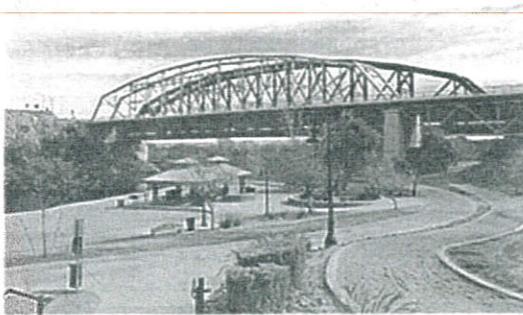


Figure 1. Ocean to Ocean Bridge

Because of its location in the Southwest United States, the Yuma Region is a natural magnet for business and provides the geographically advantageous benefits of immediate access to markets in California and Mexico. The State of California economy ranks 8th (\$2.9 trillion) among all countries in Gross Domestic Product while Mexico's economy ranks 15th (\$1.3 trillion). The combined ranking of the two economies would be 5th among all nations (\$4.2 trillion). Additionally, the Yuma Region provides the perfect vantage point from which to serve

these markets while capitalizing on the low cost of doing business and reasonable regulatory environment.

To facilitate regional economic development opportunities and job creation in the United States and Mexico in the four borders megaregion that includes Yuma County, Imperial County, California, San Luis Rio Colorado, Sonora, Mexico, and Mexicali Baja Norte, Mexico, local elected leaders from the County and the Cities of Yuma, San Luis, Somerton, and the Town of Wellton have created 4FrontED. Within this organization, its members collaborate with economic development, tourism, and workforce development professionals at local, state, and international levels.

Section 1. Business Recruitment and Development

Entities in the Yuma Region that promote economic and community development understand that a specific focus on business recruitment and expansion based on existing industries and businesses will leverage existing staff and incentive resources and help create a regional economic identity that can be marketed to prospective clients.

Prioritized Industry Recruitment

Yuma County has established the following industries as priorities for new company recruitment:

- Advanced Manufacturing/Computer Numerical Control Machining
- Food Processing and Perishable Prepared Food
- Aerospace/Spaceport
- Logistics

While healthcare systems and tourism are also important parts of the regional economy, specific company recruitment opportunities are yet to be identified. However, it is understood that advanced manufacturing opportunities may include healthcare equipment manufacturing, and tourism can capitalize on farm production for tours and field-to-feast events featuring products sourced locally.

A brief description of each prioritized industry is included below.

Advanced Manufacturing/Computer Numerical Control Machining

<https://www.camoinassociates.com/understanding-advanced-manufacturing>

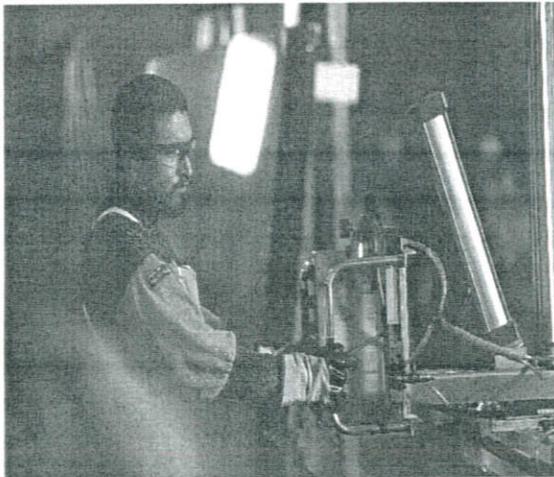


Figure 2. Advanced Manufacturing

Advanced manufacturing involves incorporating technology into traditional production methods to promote the utilization of production facilities in a more efficient, effective and responsive manner. The technologies are considered cutting edge and often result from the rapid transfer of science and technology into manufacturing processes. Advanced manufacturing has the capacity to accommodate varying production requirements and mass customization encountered by industry without the need for excessive capital investment to retool existing production facilities. 3D printing and cloud computing are examples of advanced manufacturing technologies.

The term *customized precision manufacturing industries* generally refers to the activity of contract manufacturing, where a manufacturer produces some component of a product for another manufacturer to incorporate into their product. The “precision” component indicates the output is produced with a high degree of technical capability. In both types of manufacturing, a skilled, adaptable workforce is necessary to ensure new technologies are used to further enhance manufacturing production and distribution.

Food Processing and Perishable Prepared Food

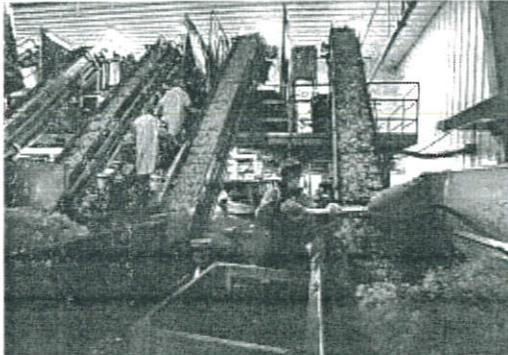


Figure 3. Food Processing: Taylor Farms, Yuma

The output of the Yuma Region's agriculture industry contributes \$1.2 billion to the County's overall Gross Domestic Product. The region's producers have focused on creating value-added products to increase profits and product marketability. The types of foods being processed locally include fruits and vegetables, eggs, dates, and milk. Specific processed food products include bagged salads and salad kits, hard boiled eggs, stuffed dates and baked goods with dates to name a few.

Aviation and Defense/Spaceport



Figure 4. Aerospace Operations in Yuma

The Greater Yuma Economic Development Corporation is working to increase the viability of commercial space port activities, including activities that support the new U.S. Space Force, through investment in necessary infrastructure and workforce development.

The proposed space port will be designed for launching rockets 300kg in size and smaller, and will likely be located near the southwest boundary of the Barry M. Goldwater Range. It is anticipated

that Marine Corps Air Station-Yuma and the Yuma International Airport will function as or provide support assets for large, horizontal rocket launches and building infrastructure for support industries located in proximity to the launch facilities.

Logistics

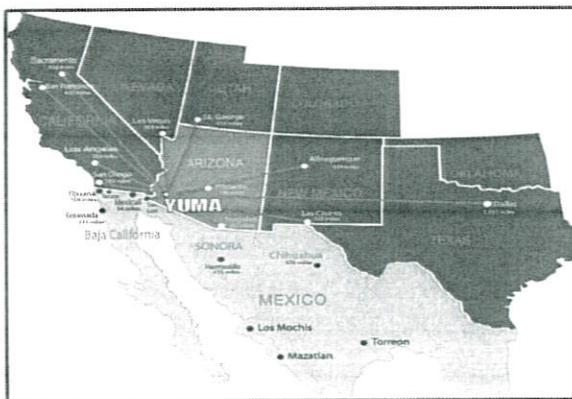


Figure 5. Destinations within 10-hour Truck Haul

The Yuma Region is strategically positioned to facilitate the movement of goods and people. There are currently 13 major trucking companies specializing in refrigerated shipping, and excellent back-haul opportunities exist due to the volume of trucks entering/exiting California. The Yuma Region is also within a 10-hour truck haul of 50 million persons and hosts a new FedEx Air and Ground group distribution facility. The binational region has strategic

transportation corridors that connect to the Port of Guaymas in Mexico (approximately 174 miles) via the San Luis II Commercial Port of Entry and connects to the Port of Long Beach (approximately 250 miles) in California.

In addition, the City of Yuma is an official CANAMEX Corridor entry point, providing safe and efficient multi-modal transportation networks from Mexico and Canada via U.S. Highway 95. For additional North/South freight options, the Area Service Highway (SR-195) is a 26-mile, limited access, 4-lane divided state highway facilitating travel and movement of goods between the San Luis II Commercial Port of Entry and Interstate 8. Warehousing space is sufficient to handle and process the local distribution of goods.

Section 2. Incentives and Project Financing

Incentives



Attracting businesses, encouraging the expansion of existing operations, and improving local infrastructure often involves providing incentives as part of that effort. Yuma County has a balanced approach to incentives. For qualifying projects, the County will reimburse companies for specific infrastructure investments and/or provide financial support for employee training. Currently, the Board of Supervisors has reserved \$100,000 in budget authority to apply toward incentives.

The following example describes how the County would award incentives for infrastructure reimbursements. Company A is required to construct roadway improvements related to the development of its project at a cost of \$1,000,000, and the improvements are listed as part of the County capital improvement program. The results of an economic development analysis show that Company A’s business operations will create an impactful amount of primary jobs and that construction of the new facility will increase County real and personal property tax and construction sales tax revenues. Since the project will generate primary jobs and increase tax revenues, the public purpose appears to be met. Since the roadway improvements will become part of the County roadway system, the County will be receiving something of value, and the requirement for consideration is met. Thus, the County could negotiate incentives to reimburse Company A for part or all of the roadway improvements.

In relation to job training incentives, the County uses a sliding scale to determine the value of new, full time jobs created based on the number of jobs created, the average wage of the jobs, health insurance coverage provided to the company’s workers, and the estimated amount of capital expenditures expected for the project. Job training incentives are paid upon verification that the qualifying company has met benchmarks established in the Economic Development Agreement.

In addition to cash incentives, the County offers a Virtual Building Program to expedite site development and expedited permit reviews for projects that meet employment, capital expenditure, and other criteria related to the County's business recruitment priorities.

The County, moreover, offers assistance for businesses to access other programs that incentivize regional development, including Opportunity Zones (<http://yumaCountygis.maps.arcgis.com/apps/webappviewer/index.html?id=4f54804227ee4482b74531f21779554e>), New Market Tax Credits, and Foreign Trade Zones. Yuma County is also reviewing the prospects of creating a Central Business District and utilizing the Government Property Lease Excise Tax as additional ways of incentivizing business relocation and expansion.

At the State level, the Arizona Commerce Authority offers the following possible cash and tax abatement incentives to qualifying businesses (<https://www.azcommerce.com/programs/>):

- Quality Jobs Tax Credit
- Qualified Facility Tax Credit
- International Operations Center
- Job Training Grant
- Additional Depreciation
- Exemption For Machinery And Equipment
- Exemption For Electricity
- Foreign Trade Zone
- Military Reuse Zone
- Healthy Forest Enterprise Program
- Research And Development
- Computer Data Center Program
- Renewable Energy Tax Incentives Program
- Renewable Energy Production
- Commercial/Industrial Solar

In addition to the County and Arizona Commerce Authority job training incentives, local stakeholders have expressed support for AZ@WORK to reinstate job training incentive funds that can be offered to prospective employers to offset training costs related to workforce ramp up prior to the commencement of operations.

Section 3. Financing Programs

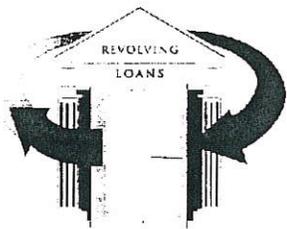
Some developers will require a means of financing improvements that extend beyond traditional construction loans. Financing projects through an Industrial Development Authority provides a means of acquiring capital through the issuance of bonds, and Revolving Loan Funds can be a flexible, localized source of construction capital.

Industrial Development Authority

Pursuant to Arizona Revised Statutes §§35-701 through 35-761 inclusive, as amended, private borrowers can reduce their financing costs through the Yuma County Industrial Development Authority (Authority), a nonprofit corporation designated a political subdivision of the State of Arizona that issues limited obligation revenue bonds and lends the proceeds thereof to an applicant for financing for a qualifying project. The Authority does not lend its own money to applicants. The Authority, instead, is a conduit that provides a formal mechanism through which an applicant can seek financing from private sources through either a private placement or public offering of bonds issued by the Authority. The sole source of monies for the repayment of principal and interest on the bonds will be revenues generated by or for the benefit of the project being financed or otherwise provided for by the applicant. The bonds do not become a general obligation or liability of the Authority or Yuma County, nor do the bonds result in a charge against the general credit or taxing power of the Authority or the County. The Authority has no taxing power.

Economic Development Administration Revolving Loan Fund

<https://www.cdfa.net/cdfa/cdfaweb.nsf/ordredirect.html?open&id=rlffactsheet.html>



A revolving loan fund (RLF) is a gap financing measure primarily used for development and expansion of small businesses. It is a self-replenishing pool of money, utilizing interest and principal payments on existing loans to issue new ones. While the majority of RLFs support local businesses, some target specific areas of an economy such as healthcare and minority business development.

Quality RLFs issue loans at market or otherwise competitive and attractive rates with flexible collateral and payback terms. RLF programs should be built on sound interest rate practices and not perceived as free or easy sources of financing. RLFs must be able to generate enough of an interest rate return to replenish the fund for future loan allocations. With competitive rates and flexible terms, a RLF provides access to new financing sources for the borrower, while lowering overall risk for participating institutional lenders.

For Yuma County, an RLF can be established through the Western Arizona Economic Development District using a combination of federal Economic Development Administration funds and Community Reinvestment Act funds. The exact amount of funding and match will be determined prior to the initiation of the creation of the RLF.

Eligible uses for RLF loans include:

- Operating capital
- Acquisition of land and buildings
- New construction
- Facade and building renovation

- Landscape and property improvements, and
- Machinery and equipment.

Section 4. Home Grown Business Development

While there is an understandable emphasis on recruiting new business into the Yuma Region, there is also value in supporting the expansion of existing businesses and encouraging the development of new businesses as spinoffs from existing industries and businesses. Typically, new businesses need capital, space to develop, mentoring, and time to grow and become successful. Section 4 provides insights into how business incubator, accelerator, and mentor programs support new businesses, and how the Government Property Lease Excise Tax acts as an incentive for businesses to locate in revitalizations areas.

Incubator Development and Support

The need for a business incubator has been presented by a number of stakeholders contributing to this report. However, the concept needs to be discussed in greater detail to provide an understanding of the importance of business incubators in a community, particularly for those communities looking to expand local business opportunities in specialized areas. Specifically, business incubators are buildings dedicated to



providing new businesses with office space, shared amenities such as telephone and internet, and access to mentors in business and academia. Rents are often lower than traditional commercial spaces to help offset initial business development costs. Incubators can be operated by private/public partnerships, colleges and universities, and economic development agencies all under the guise of developing new startup businesses. Often, entrepreneurs provide their own initial capital for the business startup which results in gradual business development.

An incubator can also function as a business accelerator when venture capitalists provide entrepreneurs initial funding in sufficient amounts to create product prototypes and operating funding necessary to create a startup business rapidly. Frequently, a business accelerator will identify businesses for accelerated development by hosting startup events. At these events, entrepreneurs pitch business concepts as part of a contest with the winners receiving cash prizes, support from the incubator, and most importantly, exposure to increase the likelihood of receiving support from a venture capitalist. Locally, Arizona Western College and Northern Arizona University partner to host *StartUp Weekend* which features entrepreneurs from the Yuma Region, Arizona, and Mexico.

To support new business startups, the U.S. Small Business Administration administers a highly-competitive early-stage capital financing program, the Small Business Innovation Research and Small Business Technology Transfer program (<https://sbir.nih.gov/>). The Arizona Commerce Authority provides support and guidance for entrepreneurs desiring to access the program at <https://www.azcommerce.com/programs/sbirsttr-resource-center/>.

Finally, some cities have utilized incubators as a means of retaining local talent. Incubators in Pittsburg, Pennsylvania, for example, offer cash startup funds in exchange for the business locating within the city limits and staying for an agreed-upon period of time. Several stakeholders have mentioned that attracting and retaining highly-educated employees is an issue for Yuma County, so such a program may be a way of creating more permanent ties to the regional community.

Business Mentors Program

<http://awc.azsbdc.net/>



The Arizona Small Business Development Center Network (AZSBDC) provides one-on-one, confidential business evaluation, counseling and guidance by Business Advisors with business ownership and management experience to help businesses fast-track plans and position businesses for success. The Network also offers affordable workshops and seminars to help business owners gain the knowledge

and skills needed to create and sustain a successful business.

The *Starting a Business* section includes guidance on the tools and resources necessary to 1) write a winning business plan and 2) bring a business concept to reality. The *Expanding a Business* section includes information for planning second-stage success, including guidance on accessing capital to further business growth.

South County Resource Center

An additional mentoring resource for businesses is the South County Business Resource Center. The South County Business Resource center will open January 20, 2020, and provide assistance to businesses in San Luis and Somerton in a local retail/office setting in South County. The Center will be staffed by employees from the Yuma County Chamber of Commerce, the Greater Yuma Economic Development Corporation, VisitYuma, the Better Business Bureau, and the Arizona Western College AZ Small Business Development Center proficient in the various business models.

Government Property Lease Excise Tax and Redevelopment Areas

The Government Property Lease Excise Tax has been established by the State of Arizona as a redevelopment tool to initiate development by reducing a project's operating costs by replacing

the real property tax with an excise tax. Under the state statute an excise tax is established for the building type of use and is calculated on the gross square footage of the building. The use of the excise tax cannot continue for more than twenty-five years and requires that the land and improvements conveyed to a government entity and leased back for private use. The excise tax rate can be abated for the first eight years after a certificate of occupancy on the building is issued if the property is located within a Central Business District and a Redevelopment Area. Currently, Arizona Revised Statutes do not provide for Central Business Districts and a Redevelopment Areas in unincorporated Yuma County.

Section 5. Commercial Businesses

Section 5 includes a discussion regarding promoting County economic development policies that can encourage growth in its unincorporated, urbanized areas. Census Designated Places such as the Fortuna Foothills (population 28,200), Avenue B and C Colonia (population 3,444), Tacna (population 742), Martinez Lake (population 81), and Gadsden (population 502) possess differing levels of commercial development based on urban development and recreational uses.

Fortuna Foothills “Downtown” Area

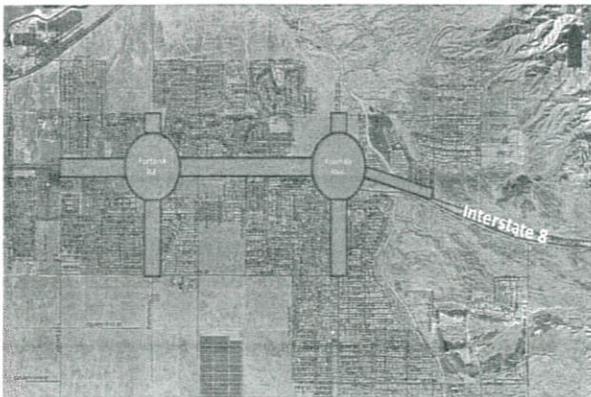


Figure 6. Fortuna Foothills Commercial Corridors

The Fortuna Foothills is becoming more than the winter visitor destination it was in the late 1980s and early 1990s. The demographics of this Census Designated Place are changing as the City of Yuma has grown and extended its boundaries to this area. In recent years, Fortuna Foothills residents have requested the Board of Supervisors begin developing amenities typically associated with urban areas such as parks, bicycle paths, and sidewalks. These requests fall in line with the types of regional, big-box anchor businesses with

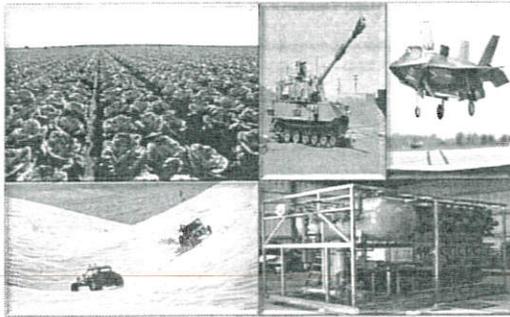
smaller business pads such as the Fry’s Shopping Center at the intersection of Interstate 8 and Fortuna Road that are common to urbanized development. In fact, an undefined central business district exists along Interstate 8 at the intersections of Fortuna Road and Foothills Boulevard, extending all directions from these intersections.

To maximize employment opportunities in the Fortuna Foothills Area, it will be necessary to analyze the area’s planning and development characteristics to match the needs of the changing demographics. Also, input from area residents and business owners during the development of the 2030 Yuma County Comprehensive Plan will be vital in determining the types of employment, shopping, and residential options appropriate for the area. *Place making* is an innovative means of determining the proper ratios of community amenities (shopping, culture, and recreation),

supporting infrastructure, and employment opportunities. Place making includes the creation of downtown corridors, revitalizing downtown business and residential areas, and establishing a “main street” feel for these corridors.

For the smaller Census Designated Places, input from area residents and business owners can be collected as part of the development of the 2030 Yuma County Comprehensive Plan.

Section 6. Strengthening Core Industries



Currently, Yuma County’s economy is driven by four core elements: agriculture production; military readiness, training, and testing; healthcare systems; and winter visitor stays. Specifically, these elements contribute annually \$1.8 billion, \$1.1 billion, \$590 million and \$452 million, respectively, to the County’s economy. To ensure and enhance the continued viability and resilience of the region’s economy, it is

important that the County take steps to strengthen protections that facilitate agricultural production, the ability of Marine Corps Air Station-Yuma and Yuma Proving Ground to complete their respective operational missions, and enhance and develop local amenities to promote winter visitor stays and tourism.

Additionally, the Yuma Region has been expanding its manufacturing base to add diversity to the local economy. The region’s manufacturing sector features Fortune 500 companies such as Clarios, Shaw Carpets, Associated Materials, and International Paper and is expanding into agricultural food product production and aerospace systems.

Consequently, Section 6 includes a description of activities that will strengthen the existing agricultural, military, and tourism economic elements and promote the expansion of the region’s manufacturing industries based on interviews with Yuma County Farm Bureau members, staff from the University of Arizona Cooperative Extension Office and from the Yuma Center of Excellence for Desert Agriculture, the Commanding Officers and staff from Yuma Proving Ground and Planning Staff from Marine Corps Air Station-Yuma, the Executive Director of VisitYuma, the Executive Director of the Yuma Chamber of Commerce, the Economic Development Administration Director for the Quechan Indian Tribe, the Yuma Crossing National Heritage Area Executive Director, and the Executive Director and staff from the Greater Yuma Economic Development Corporation.

A. Agriculture

1. Zoning Ordinance Protections:

- A discussion of buffers around land dedicated to agriculture production should occur as a means of strengthening protections for leafy green vegetable production and increasing food safety.
 - Illegal dumping in unincorporated areas of the County is becoming more prevalent.
2. Legislative Support and Advocacy
- Improvements are needed to broadband access and speeds in rural areas. Better access to broadband is necessary for the continued research and product development efforts of Ag-Tech startups and University entities such as the Yuma Center of Excellence for Desert Agriculture. 4G network access is likely a higher priority than 5G service since area coverage is needed versus overall speed of data transfer for agricultural production operations. Advocacy is needed for the Yuma Region to be able to access ReConnect funding.
 - A clearinghouse is desired to help with community awareness of and applications to USDA's research and Rural Development programs related to agricultural-based grants and technical assistance.
3. Sustaining Water Rights
- Continued regional support for preserving existing water rights is key to sustaining future production capabilities.
4. Preventing Impacts on Production, Expanding Production and Research
- Continued support for administrative improvements to the H-2A farm labor program are needed to ensure that an adequate farm labor force is available for Yuma County producers.
 - Improvements in infrastructure and staffing are needed for the San Luis Ports of Entry that promote the efficient crossing of farm laborers from Mexico and promote the expedited flow of agricultural commodities.
 - An incubator is needed to promote the continued development of agriculture technologies and start-ups in the Yuma region. Setting up such an incubator could be developed on University of Arizona property but would require new facilities, improvements to roads and broadband service and new natural gas and water/water treatment services. The incubator could also be developed to allow for workforce training opportunities and skills development among students studying in Agricultural and Engineering fields.
 - Support expanded export opportunities via free trade agreements.

B. Military--Marine Corps Air Station-Yuma

1. Zoning Ordinance Protections

- Review the provisions in the Yuma County Zoning Ordinance for Accessory Dwelling Units in unincorporated areas of the County in the noise contours

since there are no limits on dwelling size, length of occupancy, and changes after occupancy that facilitate permanent occupancy.

2. Buffers to Prevent Encroachment

- There is a need to clarify intent of the identified areas of lower density development around the Barry M. Goldwater Range and how infill can occur that both complements existing development but does not present conflicts with the range.
- Continue to discuss the feasibility of local entities, including Yuma County, participating in the Readiness and Environmental Protection Integration program.
- Increasing the funding available in the State of Arizona Military Installation Fund.

3. Legislative Priorities

- Community Planning Staff will be addressing the lack of Clear Zones and other regulatory designations for all of the runways as part of an amendment to Title 28, Chapter 25 of the Arizona Revised Statutes.
- Identifying a source of state or federal funds to assist with or fully fund the temporary relocation of the midway and select buildings on the Yuma County Fairgrounds to a location out of the Clear Zone and APZ 1.
- Identifying a source of state or federal funds to assist with or fully fund the permanent relocation of the Yuma County Fairgrounds.
- Continue to support the efforts of Yuma50 to secure base needs.

C. Military--Yuma Proving Ground

1. Zoning Ordinance Protections, Encroachment Buffers

- Continue limiting development near the Air Combat West Range. Sales of federal lands are not recommended for this area in order to maintain necessary buffers between range operations and private development.
- Ensure that expansion in the Martinez Lake area does not impact Yuma Proving Ground safety and security to sensitive areas. It is recommended that future development in this area should occur south of Martinez Lake, near Ferguson Lake, or on the California side of the Colorado River.
- Increase the airspace coverage on the southern portion of the range to Interstate 8 to facilitate long-range precision firing.

2. Legislative Priorities

- Continue to seek funding for the expansion of U.S. HWY 95 from Yuma to Quartzsite.
- Continue to support the efforts of Yuma50 to secure base needs.

3. Training Needs

- Improvements to STEM course offerings are needed to support the continued training for Mechanical and Systems Engineering positions.

D. Health Care Systems

<https://www.yumaregional.org/EmergeWebsite/media/Yuma-Documents/2019-Community-Health-Needs-Assessment.pdf>



Health care systems and associated services are now the fourth largest industry in the Yuma Region. According to the Yuma County Economic Overview compiled by the Greater Yuma Economic Development Corporation (September 2019), for occupation groups in Yuma County, Healthcare Practitioners, Technical Occupations, and Social Assistance Professionals have the highest annual average wages at \$51,563. In

addition to wage amounts, continuing education, quality of schools, and shopping/recreation opportunities, access to adequate healthcare is also a major factor in recruiting and retaining employees and in business startups. Health care industry employees have also expressed the desire for healthier communities, so planning and zoning policies that promote “Health Design” are becoming increasingly important. This includes policies that promote parks and recreation efforts, bicycling and walking paths, and community gardens.

According to the Arizona Counties Health Rankings and Road Maps (<https://www.Countyhealthrankings.org/>), the Yuma Region has sufficient medical facilities to meet client needs. Regionally, the healthcare systems sector has made over \$500 million in capital investments over the last ten years. However, rural areas, and counties with large unincorporated areas, are still experiencing barriers to health care that affect the health and wellness in the community and the ability to attract and retain health care providers.

In Yuma County, barriers to health care include the following:

1) Workforce Shortages

There are not enough licensed clinical professionals, resulting in long waiting periods to see primary care doctors and specialists.

- Yuma County Primary Care Physicians: 1 for every 2,690
- Arizona County Primary Care Physicians: 1 for every 1,520
- According to 2019 Community Health Survey Data, 47.2% of adults report some type of difficulty or delay in obtaining health care services in the past year.

2) **Lack of Insurance**

- Yuma County Uninsured rate: 17%
- Arizona Uninsured rate: 13%

3) **Transportation**

- According to 2019 Community Health Survey data, 45.6% of Yuma residents indicated they “cannot rely on local public transportation when needed”.

4) **Lack of behavioral health providers**

- Yuma County Mental Health Providers: 1 for every 1,890
- Arizona Mental Health Providers: 1 for 820

5) **Health Literacy**: *The ability to find or understand written or spoken health information.*

- According to 2019 Community Health Survey Data, 23% of Yuma County Residents reported having low health literacy. The rate is higher in East County (36.9%).

Policies that ensure access to basic health care services overlap with those that work to promote an adequate health care workforce. These include the following potential and existing policies:

Potential Policies/Actions:

- Persuade local and state foundations to increase the number of healthcare scholarships offered.
- Increase the number of academic programs for clinically in-demand jobs.
- Encourage local health care providers to provide work-sponsored tuition reimbursement programs for employees currently working in healthcare who are seeking advanced degrees.
- Seek and obtain designation as a Health Professional Shortage Area.
- Encourage local health care providers to provide loan repayment programs for those working in high demand healthcare fields.
- Support policies that promote the implementation of health information technology and telemedicine. This includes investing in high-speed internet for rural and unincorporated areas.
- Create a tuition reimbursement program with a \$2,500 reimbursement amount per 6 months for medical assistants, nurses, and nurse practitioners currently employed by Yuma County.

Current Policies:

- Continue partnerships with local colleges and universities to foster “grow our own” policies and programs.

- Continue efforts with the Mexican Consulate in Yuma to create a work visa program so that qualified nurses in Sonora and Baja, Mexico, can work in the Yuma County.
- Advocate at the Arizona State Legislature for an increase in access to the Arizona Loan Repayment Program which enables health care providers to provide health care services in Arizona underserved communities in exchange for loan repayment assistance.
- Arizona Senate Bill 1194, which was signed by Governor Ducey, in 2015 provides up to \$65,000 per qualified applicant for a two-year work commitment in an underserved area.

E. Tourism

1. Colorado River Development

- Future planning discussions should include a campground area for tents that includes showers and restroom facilities.
- River access can be enhanced at Gateway Park in Yuma.
- The Quechan Indian Tribe has expressed interest in development projects on the Colorado River and recommends regular meetings with Yuma County, the City of Yuma, the Yuma National Heritage Area, and other impacted stakeholders to discuss them.
- A Colorado Riverfront Development Plan is to identify concessions, parks, and historical connections that present the Colorado Riverfront as a single destination comprised of multiple attractions, i.e., the East and West Wetlands, the Yuma Downtown area, and the Confluence of the Colorado and Gila Rivers.
- Use the Colorado Riverfront Downtown as a launch to transport people to Martinez Lake.

2. Improved Regional Tourist Amenities

- Bike paths are needed to promote connectivity from Yuma Foothills to Downtown Yuma via Arizona Western College.
- The number of parks in the Foothills should be increased to include a possible amphitheater area.
- Support the Yuma Crossing National Heritage Area (YCNHA) efforts to plan fund, and launch a "Mega Park" concept in the footprint of the YCNHA, a National Historic Landmark. This concept could become a local attraction that would contribute greatly to Yuma moving from a drive-through gas stop between Phoenix and San Diego to a more vibrant destination where locals, visitors and tourists alike will spend their discretionary dollars.
- The Telegraph Pass area could be developed as a regional park.
- Improved access and promotion is needed for the Arizona Peace Trail.

3. US/MEX Tourism via 4FrontED
 - VisitYuma can work with 4FrontED to promote the film industry for both the U.S. and Mexico.
 - Branding for the region could include a tagline that reflects the character of the region beyond calling it the 4FrontED Region.
 - A brochure could be created that would highlight the newly-branded region, the costs borne by tourist attractions, hotels, restaurants, and other businesses related to tourism.
4. Important Studies/Data Sources
 - Winter Visitor studies are an important means of assessing how many winter visitors choose Yuma and why, the economic impact of these stays, and desired amenities to promote increased winter visitor stays.
 - Hotel/Motel Stays statistics are important to determine the approximate number of hotels/motels needed to meet tourism and business needs.
5. Legislative Priorities
 - A Tourism Improvement District at the state level would facilitate the raising of capital to support a regional Destination Marketing Organization.
 - County support for bills advocating for continued National Heritage Area funding.

F. Manufacturing

1. Supply Line Identification and Startups
 - Utilize the local inventory of subcontractors and suppliers for existing manufacturing companies as a resource for infrastructure planning and recruitment activities.
 - Understand that the states of Sonora and Baja Norte, Mexico and Imperial County are part of the local supplier inventory.
 - Utilize the ACA Aviation and Defense Supply List for infrastructure planning and recruitment activities.
 - Investigate possible funding sources to improve Taxiway Y.
2. Zoning Rules and Regulations
 - Incentivize the repurposing of existing, vacant large-box buildings for light assembly uses as applicable.
 - Monitor development and planning trends that may negatively impact future manufacturing development in areas where manufacturing sites have been prioritized.
3. Available Workforce
 - Ensure that emerging workers possess marketable skills in key manufacturing job areas.

4. Workforce Skills

- Ensure that training programs are in place for both unskilled workers seeking to increase their skills in manufacturing industries and for skilled workers transitioning to higher skilled positions.

Section 7. Economic Development Projects with Local Municipal Partners

In addition to our partnerships with local quasi- and nongovernmental agencies, Yuma County has been able to support municipal economic development initiatives by participating with job training incentives, participating on infrastructure planning teams, and by supporting their respective legislative priorities. In addition to these general activities, the Cities of San Luis, Somerton, and Yuma and the Town of Wellton have identified specific projects where County collaboration is critical. The projects for each city/town are summarized below.

City of San Luis

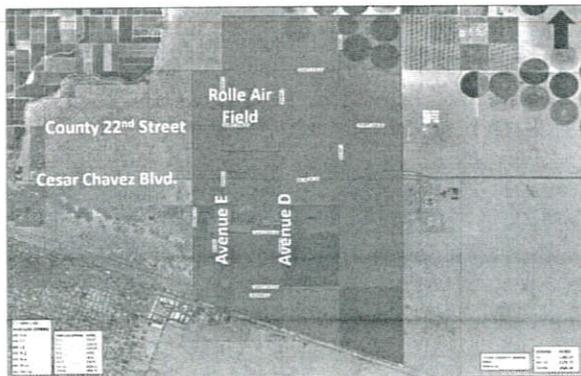


Figure 7. IMCP Area K

San Luis's focus for collaborative projects is in and around Investing in Manufacturing Communities Plan (IMCP) Area K where thousands of acres of federal lands surround a pocket of privately-held lands, the San Luis II Commercial Port of Entry, and the Magrino Industrial Park. To facilitate contiguous growth east of 10th Avenue east to Avenue D, the city and County are working with the Bureau of Reclamation to determine how federal lands in this area can be acquired by the city

for local government uses and scheduled for disposal so that private parties can purchase selected parcels.

There is also a significant need for road and broadband infrastructure in this area. Regarding road infrastructure, there is need of a loop from Avenue E north to Rolle Air Field that circles west and north to connect to County 22nd Street. This loop would provide both connectivity to Rolle Air Field to support its development and employment activities and connectivity to an Avenue E Rural Collector Road that would extend north to Somerton, ending at County 14th Street and Avenue D. The exact alignment for this road has not been identified. However, its purpose would be to support job creation at Rolle Air Field and in IMPC Character Area I in Somerton, so it may qualify for Build Grant funding or other grant funds such as Coordinated Border Infrastructure funding. Broadband infrastructure is needed in the area to support operations in the Magrino Industrial Park, Rolle Air Field, and the Spaceport once its final site is identified near this area.

City of Somerton

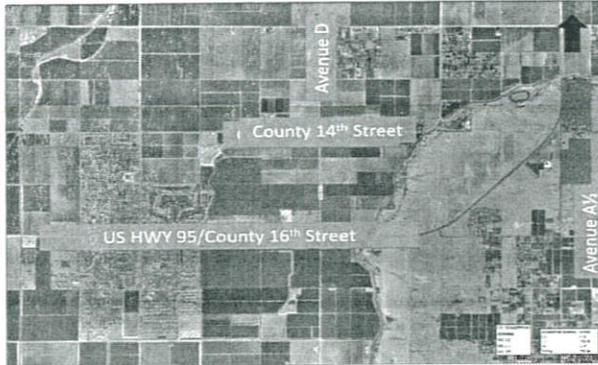


Figure 8. IMCP Area I

Somerton's focus on collaborative projects includes completing the aforementioned Avenue E/Avenue D Rural Collector to County 14th Street to provide access to IMCP Character I which is Light Manufacturing, Warehousing, and Industrial uses. The city is also looking to extend sewer lines into the Orange Grove/Rancho Mesa Verde Areas that will help spur commercial development for associated commercial properties within the Somerton

Municipal Boundary and in unincorporated Yuma County. The city is also looking to expand water lines east on County 16th Street to Avenue A 1/2 that support the development of these commercial properties.

City of Yuma

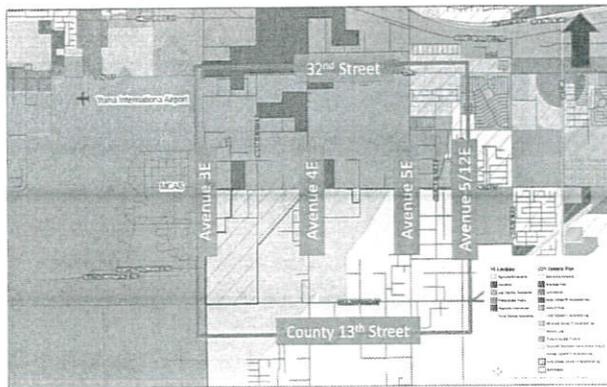


Figure 9. IMCP Area C

Yuma's focus on collaborative infrastructure projects includes improvements to broadband and roads in IMCP Area C which lies east of the Yuma International Airport between Avenues 3E and 5 1/2E. This area is particularly difficult to assess regarding overall infrastructure needs due to the amount of unincorporated parcels, lack of road development, and inconsistencies in existing property development. Specific roadway

infrastructure projects will likely include capacity improvements to 36th and 40th Streets from Avenue 3E to 4E. Additionally, sewer line construction projects will be primarily developed along the Avenue 4E Corridor from 34th Street north to the I-8 Frontage Road and south to County 13th Street. Additional sewer lines will extend east or west from this main line.

Furthermore, the city has expressed an interest in becoming a partner relating to the development of a high-tech incubator. The general intent would be to promote high-tech development centered on support from existing regional high-tech industries and colleges and universities.

Town of Wellton

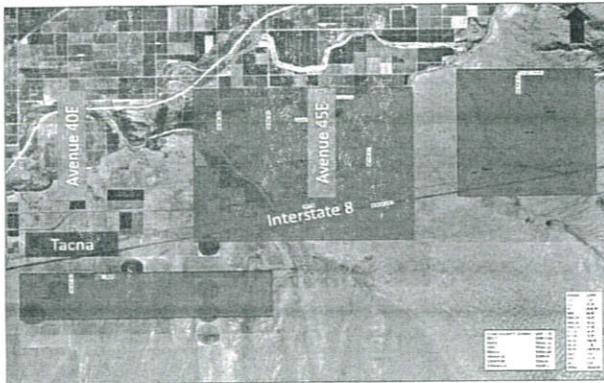


Figure 10. IMCP Area G

Wellton's focus on collaborative infrastructure projects includes improvements to natural gas distribution systems that would theoretically provide service to IMCP Area G and creating corridors for regional natural gas distribution. There is a lack of natural gas distribution lines in the vicinity of IMCP Area G and west of Wellton near Avenue 25E that has been a barrier to significant industrial and manufacturing development even though this area has

sufficient water and electric service via the Wellton/Mohawk Irrigation District and rail access to the Union Pacific Sunset line. Two options for promoting the extension of natural gas feeder lines into the area include facilitating the placement of a transmission line along the US/Mexico border coming from Texas or working with El Paso Natural Gas to extend a new transmission line from its hub near Gila Bend, Arizona, to Yuma County. Both options could ultimately provide a connection for San Luis, Rio Colorado, Sonora, which is in need of natural gas service to support manufacturing operations in the maquiladoras along the northern Sonoran border.

Section 8. Economic Development Information

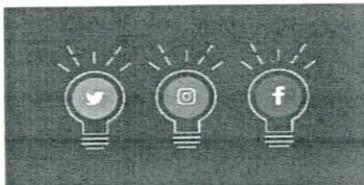
Section 8 provides details regarding where County economic development information is located and how the County can promote this information through social media.

County Economic Development Webpage

To enhance access to economic development information for businesses, Yuma County will need to create and maintain a web page dedicated to providing this content. The webpage, at a minimum, will contain the following:

- A link to the Yuma County Economic Development Plan, the Investing in Manufacturing Communities Partnership Program, and the 4FrontED Business Case.
- A link to the various incentive types and expedited permit review programs
- A list of the core industries on which Yuma County is placing a recruitment focus
- A list of partners Yuma County consults for economic development collaborations

Social Media Outreach Plan



Social media platforms will help drive prospective businesses to the County's Economic Development webpage. Also, a consistent social media presence will provide such County businesses, partners, and constituents with vital updates regarding County-initiated and regional economic

development-related activities. Finally, a well-defined social media strategy will assist the County in connecting with its target business audience, create transparency and awareness as the County works to recruit new and expand existing businesses, help establish the County's reputation for direct, assertive involvement in the region's economic development initiatives, and create a platform for public comment regarding County economic development initiatives.

Chapter 2. Infrastructure

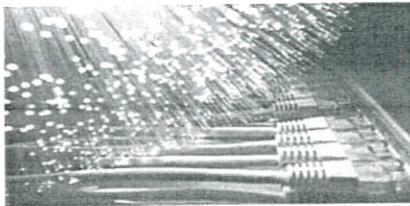
The Investing in Manufacturing Communities Partnership Plan (IMCP) includes a summary of future capital improvement projects necessary to promote optimal buildout of a desired manufacturing business type. The IMCP includes summaries for the following types of infrastructure: broadband, roads, rail, natural gas, electricity, and water/wastewater treatment.

Having adequate infrastructure available allows the region to overcome marketplace challenges such as a lack of speculative buildings, a limited number of shovel-ready sites, limited rail-served sites, and a lack of air freight services directly linked to destinations west of Yuma County.

The following section includes a general description of each infrastructure type and strategies that can be developed to enhance it.

Section 1. Critical Infrastructure

Broadband



Per research conducted to develop the IMCP, the Yuma Region is deficient in the quality of broadband service. At the time the IMCP was completed in February 2015, broadband **coverage** exceeded 80% of the region, but broadband **speeds** averaged 39% slower than the state average and 35 percent slower than the national average. Anecdotal evidence confirms that substandard broadband

speeds continue to be an obstacle for maximizing business outputs, agricultural production, and research.

An additional challenge for addressing broadband deficiencies is a lack of access to federal funding programs that support broadband infrastructure projects. Specifically, Congress appropriated \$600,000,000 for the Rural eConnectivity Pilot Program (ReConnect Program). However, Yuma County is not eligible to access the program even though much of the County is rural and extensive economic activity takes place in rural areas in the form of agricultural production. In support of rural broadband needs, the Arizona Commerce Authority is developing a rural broadband grant program with \$3,000,000 in funding, but additional funding will be necessary to address the needs of all rural Arizona.

Roads



The IMCP includes a roads analysis as part of each Manufacturing Investment Zone (MIZ) assessment. Recommendation 11 from the IMCP includes Action Items such as prioritizing the MIZs, developing cost estimates for a 5-year capital improvement project list, and identifying funding sources to fund the project list.

Research needs to be conducted to identify all sources of funding that would support road construction to support regional economic development. The IMCP Implementation Group has exchanged the term *Manufacturing Investment Zone* for *Character Area* to reflect updated economic development terminology and strategies.

Natural Gas



Southwest Gas (<https://www.swgas.com/>) provides natural gas service to Yuma County and looks at opportunities to serve new business growth. Businesses can visit www.swgas.com or call [877-860-6020](tel:877-860-6020) to submit an inquiry for natural gas service.

Water/Waste Water Treatment

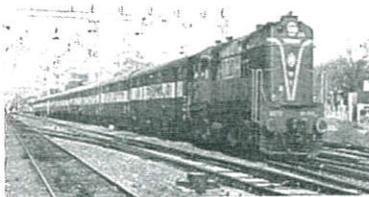


In Yuma County, the local municipalities provide the majority of water and wastewater services. In the Fortuna Foothills area, Far West Water is a private utility providing these services. Additionally, there are a number of smaller, private water companies throughout the unincorporated areas of County that currently meet the water delivery service needs of businesses and residents, and might be able to meet future business-related demand.

The quality of these systems should be assessed to determine viability to provide water for manufacturing or light industrial uses. The following link provides information regarding private water delivery systems:

https://azsddwis.azdeq.gov/DWW_EXT/JSP/WaterSystems.jsp?PointOfContactType=none&number=&name=&County=Yuma.

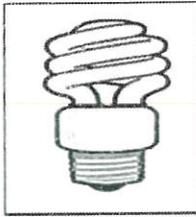
Rail



The region is currently served by the Union Pacific Sunset (UP) line. UP's process for providing rail access and service for new or expanding industries is to identify possible site service on a case-by-case basis. In the Yuma region, most UP rail projects are related to expansion or changes of ownership. At this time, there are no proposed green field projects. However,

the UP double track project is 85% complete.

Electricity



Yuma County electrical needs are primarily served by Arizona Public Service (APS), a private utility, and the Wellton/Mohawk Irrigation District. APS reports that it has 16 distribution substations with a total capacity of 768 available MVA, and the maximum daily projected load is 486 MVA, leaving 282 MVA available for potential growth.

For electrical service in East County, the Wellton-Mohawk Irrigation and Drainage District reports that it has 12 distribution substations with a total capacity of 55 available MVA, with a current projected maximum daily load of 30 MVA, leaving 25 MVA available for potential growth.

Section 2. Areas of Commerce and Industries to support

The Yuma Region boasts a number of economic development assets as described in preceding sections. In addition to these industry-specific assets, additional institutional assets that need support in terms of infrastructure improvements and legislative advocacy at the state and federal levels include ports of entry, logistics centers, the Yuma International Airport, and Rolle Air Field.

Ports of Entry

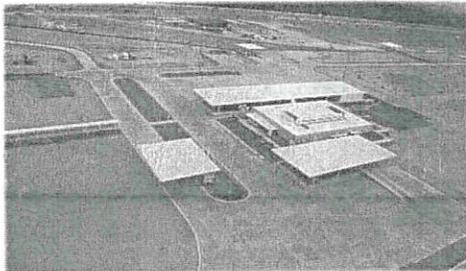


Figure 11. San Luis II Commercial Port of Entry

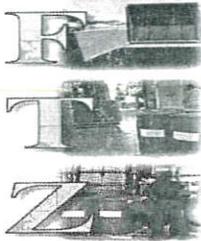
The San Luis I Port of Entry is a key commercial driver for the City of San Luis and represents the primary entry point for regional tourism and farm labor. The Fiscal Year 2019 Federal Budget includes approximately \$248 million in physical port facility improvements. Local governments and state and federal legislators have advocated for the improvements. However, a remaining issue is the lack of necessary staff required to operate the port in

a manner that expedites both pedestrian and vehicular crossers.

Regarding the San Luis II Commercial Port of Entry, capacities and infrastructure are sufficient to process double the amount of trucks currently crossing each day. However, there are structural amenities and programs that would make this port of entry more attractive to commercial traffic. These include the following:

- A cold room inspection area for National Agriculture Release Program commodities.
- A truck parking area in the Magrino Industrial Park.
- An advertising program that highlights the advantages of choosing the San Luis II Commercial Port of Entry to cross goods.

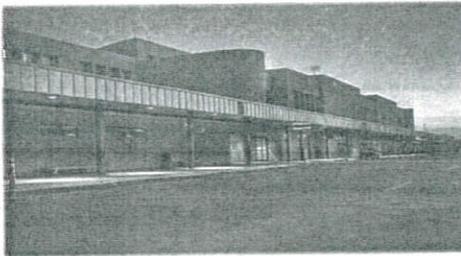
Logistics Centers



Logistics centers are becoming an increasingly important regional asset that ensures goods enter and exit the region efficiently by land and air. In general, logistics centers thrive when existing roadways are maintained and capacities are expanded as needed, particularly for interstate and state routes which support large volumes of truck traffic. Similarly, major and minor arterials and collector streets support distribution activities from the major roadways. Additionally, air/ground logistic centers are increasing in demand as consumer habits drive the need for overnight deliveries and company needs for just-in-time deliveries.

Logistics in Yuma County are further enhanced by the existence of Foreign Trade Zone #219. A Foreign Trade Zone (FTZ) is a designated geographic area considered to be officially outside of U.S. Customs territory ([https://enforcement.trade.gov/ftzpage/info/FTZ Info for CBP.pdf](https://enforcement.trade.gov/ftzpage/info/FTZ%20Info%20for%20CBP.pdf)). FTZs are designed to promote American competitiveness by encouraging companies to maintain and expand their operations in the United States. Federally designated sites encourage U.S.-based operations by removing or reducing tariffs, minimizing processing fees, and expediting the transport of goods from a local Commercial Port of Entry.

Yuma International Airport (Yuma County Airport Authority) and Rolle Air Field



The main infrastructure focus for the Yuma County Airport Authority (YCAA) is improving the roads that directly access the airfield versus improving the larger perimeter roads that move traffic around the community but link to the Airport (32nd Street being an example of a perimeter road). These road projects include the following segments:

- 4th Avenue Extension from Avenue A to 40th Street
- East 36th Street and Birch Street near the Million Air Access Road
- Arizona Avenue from 36th Street to 40th Street

If applicable, these projects could be eligible for County incentives for businesses locating in the Defense Contractor Complex (DCC). The YCAA offers over 130 acres of shovel-ready land for lease within the DCC, and efficient, improved road access supports its development.

Rolle Air Field is an under-developed airport facility north of the San Luis II Commercial Port of Entry, north of Cesar Chavez Boulevard on Avenue E. The airport consists of one square mile of land managed by the Bureau of Reclamation under a "Contract & License" with Yuma County for the purpose of developing and operating a General Aviation airport. In 1971, Yuma County designated the YCAA its "Agent" to develop, operate and maintain the airfield on the County's behalf in accordance with terms stipulated within the License. The YCAA completely rehabilitated

the runway, constructed a new taxiway, aircraft parking apron, 50' x 50' hangar, and installed new access control system and Mil-Spec fencing.

The YCAA recently completed a full Masterplan of Rolle Air Field identifying future uses benefitting the City of San Luis and general aviation communities. Future uses for Rolle Air Field can be tied to services for the businesses developing around the San Luis II Commercial Port of Entry, including just-in-time delivery services, fly-in access for private planes, and expanded aeronautics testing capabilities. In order to realize a full build out of Rolle Air Field, the following off-site improvements are needed:

- Road Improvements to Avenues D and E
- Basic utilities such as Natural Gas, Electric, Water/Wastewater, and Broadband
- Construction of fire/police facilities.

These improvements could be funded through federal Build Grants, but other sources should be investigated to determine a comprehensive funding pool based on the estimated costs of infrastructure. On-site improvements would be the Authority's responsibility to construct.

In order to fully utilize Rolle Air Field, Yuma County will need to acquire the property from the Bureau of Reclamation then add it as a property asset to the Yuma County/Airport Authority Master Lease. This would include acreage sufficient to create buffers around Rolle Air Field to prevent encroachment. However, planning adjacent the property should include commercial and industrial uses compatible with planned uses and in concert with the City of San Luis General Plan.

Section 3. List of Supporting Planning Documents

Section 3 includes a list and description of the various economic development and financial plans used to support the Yuma County Economic Development Plan, including hotlinks to the documents so that readers will be able to access information directly.

Investing in Manufacturing Communities Partnership Program

<https://www.yumacountyaz.gov/government/development-services/studies-reports>

This document summarizes a strategic planning process completed for Yuma County (the Yuma Region) for the program. The report provides a strategic plan for expanding the Yuma Region's manufacturing economy based on opportunities identified during an extensive research, analysis and stakeholder outreach process. The analytical components of the report are followed by a series of strategic recommendations.

YMPO Regional Transportation Plan

<https://ympo.org/regional-transportation-plan-2018-2041/>

The RTP is a coordinated system of capital intensive roadway projects, transit improvements, and pedestrian/bicycle facilities needed over for 23 years. The plan attempts to minimize impacts to

society and environment while providing for enough capacity and transportation choices to ensure the region's economy continues to grow.

Yuma County Airport Authority Master Plan

<https://www.flyyuma.com/masterplan.html>

The purpose of this Airport Master Plan is to provide a roadmap for the planned and logical future development of the Airport in accordance with the Authority's mission. Planning goals include coordination with related and regional development projects, implementation without disrupting the efficient operation of the Airport, sensitivity to the surrounding environments, and ensuring the Authority uses resources wisely.

Rolle Air Field Master Plan

https://www.flyyuma.com/assets/images/RolleFieldAirportMasterPlan_May2015.pdf

The purpose of this Airport Master Plan is to present guidelines for development of Rolle Air Field that considers all of these factors in order to meet the needs of Yuma County, the City of San Luis, as well as the array of interrelated government, military and civilian operators that are active in the region over the next 20 year period. In addition, the Plan discusses the aviation impact of unmanned aerial operations with respect to pavement, ground space and the National Air System.

Marine Corps Air Station-Yuma Economic Impact Statement and General Documents

<https://www.mcas-yuma.marines.mil/>

U.S. Army Yuma Proving Ground Resource Planning and General Documents

<https://www.yuma.army.mil/documents.html>

Yuma Winter Visitor Study 2017-18

<https://tourism.az.gov/wp-content/uploads/2019/05/Yuma-Winter-Visitor-Study-2017-2018.pdf>

Tens of thousands of U.S. and Canadian visitors stay in the area for more than 30 nights in a variety of accommodations – RV and mobile parks, owned houses, hotels, and rental properties. This study aimed to accurately count these important visitors and learn more about their stays in Yuma.

Federal Broadband Plan/Program

U.S. Department of Agriculture Broadband ReConnect Grant and Loan Program

<https://www.usda.gov/reconnect>

The Broadband ReConnect Program furnishes loans and grants to provide funds for the costs of construction, improvement, or acquisition of facilities and equipment needed to provide broadband service in eligible rural areas.

State Broadband Plan/Program

Arizona Commerce Authority

<https://www.azcommerce.com/broadband/>

The Arizona Commerce Authority coordinates broadband development activities in partnership with state and local government stakeholders and the private sector to streamline regulatory hurdles and maximizes strategic broadband funding for Arizona.

National Park Service – Rivers, Trails, Conservation Program

<https://www.nps.gov/orgs/rtca/index.htm>

The National Park Service's national network of conservation and recreation planning professionals partners with community groups, nonprofits, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places, and create recreation opportunities.

Arizona State Parks & Trails

<https://azstateparks.com/grants/>

Arizona State Parks & Trails provides grants and support for the development of local and state parks and trails facilities.

Comprehensive, General, and Economic Development Plans

City of San Luis General Plan

<https://www.sanluisaz.gov/205/General-Plan>

City of Somerton General Plan

https://www.somertonaz.gov/departments/community_development_services/planning_and_zoning.php

City of Yuma General Plan

<https://www.yumaaz.gov/community-development/community-planning/long-range-planning.html>

Town of Wellton General Plan

<https://town.weilton.az.us/development-services/>

Yuma County 2020 Comprehensive Plan

<https://www.yumacountyaz.gov/government/development-services/laws-guidelines/2020-comprehensive-plan>

U.S. Economic Development Administration: Comprehensive Economic Development Strategy

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

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration's (EDA) programs, but serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration.

4FrontED Business Case

<https://www.4fronted.org/reports.html>

This report is the foundational document from which all 4FrontED goals, objectives, and activities are developed. The Border Business Case provides a position statement and convincing argument for expanded investments in the Yuma County, Arizona/Sonora/Baja Norte, Mexico border region.

Arizona Commerce Authority Business Plan (ACA)

<https://www.azcommerce.com/about-us/business-plan>

The ACA Five-Year Business Plan is the economic development organization's driving document, defining the organization's purpose and identified strategic initiatives. The Plan identifies the ACA's mission, aggressive goals, strategies, target industries, target markets and organizational structure.

Section 4. Possible Infrastructure Project Funding Sources in Order of Likely Funding

Section 4 will include a list of possible funding sources that can support various infrastructure projects related to economic development. The funding resources contain grant, grant/loan, and loan opportunities for both private and public sector applicants.

Economic Development Administration (EDA)

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

<https://www.eda.gov/resources/economic-development-directory/states/az.html>

<https://www.eda.gov/programs/eda-programs/>

EDA provides economic development financial assistance to communities so they can encourage innovation and entrepreneurship in a way that works best for them. Through its network of regionally-based staff and portfolio of flexible grant tools, EDA helps communities experiencing economic distress, take control of their future and position themselves for economic prosperity and resiliency.

It is helpful for entities to list possible projects on the Comprehensive Economic Development Strategy (CEDS) planning document. EDA staff update the CEDS annually in response to community short- and long-term economic development plans.

In addition, EDA leads the integration of economic development resources from all sources, including federal, state, local and philanthropic, to achieve better outcomes for communities across America. EDA funding programs are listed and briefly described below:

PUBLIC WORKS: Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure.

ECONOMIC ADJUSTMENT ASSISTANCE: Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. Under Economic Adjustment Assistance, EDA administers its Revolving Loan Fund (RLF) program.

PLANNING: Helps a national network of EDA-designated Economic Development Districts as well as local organizations with long-term strategic economic development planning efforts.

LOCAL TECHNICAL ASSISTANCE: Provides focused assistance to public and nonprofit leaders to help in economic development decision making.

UNIVERSITY CENTERS: Strengthens the partnership of the federal government and academia, making the varied and vast resources of universities available to the economic development community.

REGIONAL INNOVATION STRATEGIES: Spurs innovative capacity-building activities by creating and expanding cluster-focused proof-of-concept and commercialization programs and early-stage seed capital funds.

TRADE ADJUSTMENT ASSISTANCE FOR FIRMS: Supports the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services through a national network of Trade Adjustment Assistance Centers.

RESEARCH AND NATIONAL TECHNICAL ASSISTANCE: Supports research of cutting-edge economic development practices, as well as information dissemination efforts to national audiences.

USDA/Rural Development (USDA/RD)

<https://www.usda.gov/>

USDA/RD has numerous business support programs. Loans, loan guarantees, and grants are available to individuals, businesses, cooperatives, farmers and ranchers, public bodies, non-profit corporations, Native American Tribes, and private companies in rural communities. The financial resources of the Business Programs are often leveraged with those of other public and private credit source lenders to meet business and credit needs in under-served areas.

Rural Development Business Programs:

- Business and Industry Loan Guarantees
- Energy Programs
- Intermediary Relending Program
- Rural Business Development Grants
- Rural Business Investment Program
- Rural Cooperative Development Grants
- Rural Economic Development Loan and Grant
- Rural Microentrepreneur Assistance Program
- Socially-Disadvantaged Group Grants
- Value Added Producer Grants
- Business USA

Community and Nonprofit Sources, Programs & Services for Communities & Nonprofits Related to Economic Development:

- Agriculture Innovation Center Program
- Biorefinery, Renewable Chemical, and Bio-based Product Manufacturing Assistance Program
- Community Connect Grants
- Community Facilities Direct Loan & Grant Program
- Community Facilities Guaranteed Loan Program
- Community Facilities Relending Program
- Community Facilities Technical Assistance and Training Grant
- Economic Impact Initiative Grants
- Farm Labor Housing Direct Loans & Grants
- Intermediary Relending Program
- Rural Broadband Access Loan and Loan Guarantee
- Rural Business Development Grants
- Rural Community Development Initiative Grants
- Rural Cooperative Development Grant Program
- Rural Energy for America Program Energy Audit & Renewable Energy Development Assistance Grants
- Strategic Economic and Community Development
- Telecommunications Infrastructure Loans & Loan Guarantees

Links to Local Entity Capital Improvement Plans

Yuma County

<https://www.yumacountyaz.gov/government/development-services/divisions/engineering/current-cip-projects-update>

City of Yuma

<https://www.yumaaz.gov/city-administration/capital-improvement-program.html>

Town of Wellton

<https://town.wellton.az.us/development-services/>

Federal Highways Administration (FHWA)

<https://www.fhwa.dot.gov/about/>

The FHWA is an agency within the U.S. Department of Transportation that supports state and local governments in the design, construction, and maintenance of the Nation's highway system (Federal Aid Highway Program) and various federally and tribal owned lands (Federal Lands Highway Program).

Highway Funding Programs

- [Construction and Project Management](#)
- [Economic Recovery](#)
- [Federal-aid and Financing](#)
- [Federal and Indian Lands Funding](#)
- [Innovative Finance Program](#)
- [Public-Private Partnerships](#)
- [Status of the Highway Trust Fund](#)
- [Reports on the Status of Federal-aid Funding](#)
- [Tolling and Pricing Program](#)
- [Transportation Infrastructure Finance and Innovation Act \(TIFIA\)](#)
- [Tribal Transportation](#)

Arizona Commerce Authority

<https://www.azcommerce.com/>

The ACA currently accepts applications for its Economic Strength Projects and Job Training Grants and will be opening a new broadband grant program in late 2019/early 2020.

Water Infrastructure Finance Authority of Arizona (WIFA)

<https://www.azwifa.gov/>

WIFA is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest rates on loans. As a "bond bank," WIFA is able to issue water quality bonds on behalf of communities for basic water infrastructure. Through active portfolio and financial management, WIFA provides significant savings due to lower interest rates and no closing costs. WIFA is able to lower a borrower's interest costs to between 70 and 95% of WIFA's tax-exempt cost of borrowing.

Public/Private Partnerships

Public-private partnerships are formed between a government agency and a private-sector company that can be used to finance and build capital improvements or operate programs. Examples of the types of projects that can be developed or operated through a public/private partnership include roads/toll roads, transportation centers, and incubator spaces.

North American Development Bank (NADB)

<https://www.nadb.org/>

NADB is a binational financial institution established by the Governments of the United States and Mexico to provide financing to support the development and implementation of infrastructure projects, as well as to provide technical and other assistance for projects and actions that preserve, protect or enhance the environment in order to advance the well-being of the people of the United States and Mexico. A list of funding sources with a brief description of each is included below:

Loan Program

The Bank offers financing to public and private entities operating within the U.S./Mexico border region to support the implementation of environmental infrastructure projects.

Community Assistance Program

Provides grant financing for critical environmental infrastructure projects in low-income communities for public sponsors with limited capacity to incur debt with priority given to drinking water, wastewater, water conservation and solid waste infrastructure.

Border Environment Infrastructure Fund

Grant funds provided by the U.S. Environmental Protection Agency for the implementation of high-priority municipal water and wastewater infrastructure projects located within 100 kilometers of either side of the U.S./Mexico border.

Technical Assistance

Technical assistance grants are available to support utilities, state and local governments and their agencies, and other sponsors of projects that have been certified or sponsors who are actively developing specific projects for financing by NADB.

Technical Assistance Program

Grant support to help project sponsors strengthen their financial performance and ensure the long-term sustainability of their infrastructure through studies related to project planning and design, as well as for capacity-building measures aimed at achieving effective and efficient operation of public services. All technical assistance funded through this program falls into one of three categories.

- **Project development.** Studies directly linked to a specific infrastructure project for projects to be completed within 3 years of study implementation.
- **Sector Studies.** Studies intended to help identify environmental infrastructure needs, promote sound public policy or generate knowledge about a new sector or technology.
- **Capacity Building.** Help potential sponsors improve their financial or technical capabilities or to facilitate access to knowledge, including forums and training programs.

Project Development Assistance Program

Technical assistance grants from EPA to support communities in the development of water and wastewater projects that have been prioritized by EPA to receive a Border Environment Infrastructure Fund grant for their implementation.

General Services Administration: Office of Small Business Utilization (OSBU)

<https://www.gsa.gov/about-us/organization/office-of-small-business-utilization-osbu>

The OSBU has nationwide responsibility for its small business programs, and is the chief advocate for small and disadvantaged businesses, including increased access to the Administrations' nationwide procurement opportunities and engagement in activities that make it possible for the small business community to meet key contracting experts and to receive counseling on the federal procurement process.

The OSBU monitors and implements small business policies within the General Services Administration, and manages a range of socioeconomic programs mandated by law and in support of the Small Business Administration such as the:

- Small Business Procurement Preference Goaling Program
- Section 8(a) Business Development Program
- Woman Owned Small Business Program
- Historically Underutilized Business Zone Program
- Service-Disabled Veteran-owned Small Business Programs
- Subcontracting Assistance Program

Chapter 3. Workforce Development



Chapter 3 includes strategies to create a regional workforce that is responsive to employer needs. This include employers looking to relocate, startup, or expand in Yuma County. Site selectors frequently site workforce development among their top three reasons for choosing a site.

Section 1. Supporting Local Workforce Development

ARIZONA@WORK

<https://arizonaatwork.com/>

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

Locally, ARIZONA@WORK strives to train limited-skilled job seekers and existing employees based on private sector need. Specifically, ARIZONA@WORK provides basic employee training such as office training, OSHA compliance, and communications skills through the AZ Career Readiness Credential Program (<https://arizonaatwork.com/explore-services/arizona-career-readiness-credential>), manufacturing on-the-job training programs in partnership with Arizona Western College, internships, and paid work experience. To further a worker's employability, ARIZONA@WORK works with Arizona Western College to develop needed certification programs and offers a certification opportunity through the National Center for Construction Education and Research.

ARIZONA@WORK is also working to create available, skilled manufacturing workers by working with members of the military phasing out of service to identify their qualifications and creating equivalent qualifications for certifications. Also, ARIZONA@WORK provides occupational training related to the Eligible Training Provider List, a statewide list that provides what occupations with accompanying certifications are needed to fill available jobs.

To be more responsive to manufacturing industry needs, ARIZONA@WORK has expressed the need for the following types of information:

- A local In-Demand Industries List
- Manufacturing employment data that tracks employment trends by job type

- Local and Arizona employment statistics pertinent to identifying training and skills needs

Local College/University Emerging Workforce Training and Development

In addition to their expansive core educational offerings, Arizona Western College, Northern Arizona University, the University of Arizona, and Arizona State University are creating new and expanding existing courses and credential programs to meet the local private sector needs for civil and systems engineers, agricultural production managers, construction workers, skilled manufacturer workers, medical providers, unmanned aerial systems, and border security. These offerings ensure that the region's emerging workforce possesses the skills necessary to obtain employment in available fields and receive advanced training or retraining when skills and jobs become obsolete or are replaced through automation.

Southwest Technical Education District of Yuma (STEDY)

<https://www.stedycte.org/>

Colleges and universities benefit from having skilled students seek out degree and certification programs. In preparation for advanced education opportunities, students can take courses at the Southwest Technical Education District of Yuma, a career and technical education public high school district. STEDY serves all high school students enrolled in public, private, and charter school career and technical education courses; providing them with educational experiences that lead to an industry recognized certification. As a career and technology public school district, STEDY works closely with the Arizona Department of Education. All courses offered by STEDY are approved by the Career and Technical Education Division of the Arizona Department of Education.

In the fall of 2020, STEDY will be partnering with Arizona Western College to launch a new Manufacturing Technology Program that will lead to stackable certificates in manufacturing. High School students participating in this program and will graduate from high school job-ready with manufacturing credentials from Arizona Western College. The program will be focused on *planning, managing and performing the processing of materials into intermediate or final products and related professional and technical support activities such as production planning and control, maintenance and manufacturing, and process engineering*. This program provides students with opportunities to experience, learn and demonstrate various professional skills in areas such as Production, Manufacturing Production Process Development, Maintenance, Installation & Repair, Quality Assurance, Logistics & Inventory Control and Health, Safety & Environmental Assurance. These program is designed to be similar to occupations, processes and skills actually existing in the commercial/industrial workplace.

Currently, STEDY provides the following skills programs in affiliation with Arizona Western College:

- Air Conditioning and Refrigeration
- Business Management
- Community Health Care Worker

- Cyber Criminology
- Drafting/CAD
- Electrical Technology
- Manufacturing
- Solar Panel Installation

The following programs administered independently by STEDY:

- Agriculture Science and Technology
- Animation
- Coding/Software Development
- Medical Assistance

Section 2. Retraining Existing Workforce to Higher Skilled Positions



In addition to establishing manufacturing skills for emerging workers, there is a need for training for employees who need additional or advanced skills in their current employment or to transition to other employment opportunities that require additional skills. In addition to college/university courses and certifications, ARIZONA@WORK provides several retraining

opportunities:

- Job-Specific Skills Training – Provides access to customized training for employees that require additional job skills.
- On-The-Job Training (OJT) – Qualified employees can receive on-the-job training with the salary partially subsidized.
- Apprenticeships – Private and public sector sponsors operate registered apprenticeship programs and cover training costs and wages.
- Arizona Job Training Program – Design a customized curriculum to meet your workforce needs and supplement short-term training costs through the program.

In addition, Occupational Certificate Programs are available through Arizona Western College, Goodwill of Northern & Central Arizona, and ARIZONA@WORK.

Another program that focuses on training veterans of the U.S. Armed Services who are joining the civilian workforce is the SkillBridge Program administered through the Department of Defense (<https://dodskillbridge.usalearning.gov/program-overview.htm>). The SkillBridge program provides the opportunity for specific industry training, apprenticeships, or internships during the last 180 days of service and connects service members with industry partners in real-world job experiences. In return, industry partners get the opportunity to access and leverage the world's most highly trained and motivated workforce at no cost. Service members participating in the SkillBridge Program continue to receive their military compensation and benefits, and industry partners provide the training and work experience.

Four Borders Educational Alliance

Representatives from Arizona Western College, 4FrontED, and the Veritas Sostenible Foundation created the Four Borders Educational Alliance March 29, 2017. The Alliance's main objectives are to encourage educational institutions in the Yuma County and Sonora and Baja, Mexico to facilitate staff and student exchanges, to encourage jointly-developed educational programs, research programs and projects, and to jointly carry out professional and academic events. Currently, the Alliance has been working toward the creation of reciprocal certification for qualified teachers and nurses in Mexico to address shortages in these fields in the United States.

Chapter 4. Collaboration

Chapter 4 includes a list of statewide and local nongovernment organizations for which the County either serves on the governing board or supports through financial or legislative support. This list also includes the list of partnering organizations being developed in Sonora and Baja, Mexico.

Section 1. County Membership on Governing Boards

4FrontED

<https://www.4fronted.org/>

Since its inception in 2014, 4FrontED has focused on promoting regional enhancement of economic development, infrastructure, tourism, and education/workforce development. Members of the organization include Yuma County, the Cities of Yuma, Somerton, and San Luis, and the Town of Wellton. Yuma County's membership on the 4FrontED governing board includes one member of the Board of Supervisors appointed by the Chairman. The Director of Economic Development and Intergovernmental Affairs serves as the Education Committee Liaison and works with other economic development, tourism, and workforce development professionals to further binational collaboration in these areas.

Greater Yuma Economic Development Corporation (GYEDC)

<http://www.greateryuma.org/>

GYEDC is a 501(c)(6) organization focused on facilitating economic development opportunities for the region. It is governed by an 18-member board comprised of private sector investors and key local government leaders from the Yuma Region including Yuma County, the cities of Yuma, Somerton, and San Luis, and the Town of Wellton. GYEDC also assists local government with business recruitment, acting as the initial contact for businesses in many instances, and with policymaking regarding economic development initiatives and incentive programs. Yuma County's membership on the GYEDC Board of Directors includes one member of the Board of Supervisors as appointed by the Chairman. The County Administrator is an ex officio member of the board.

Greater Yuma Port Authority (GYPA)

<https://www.gypa.org/index.html>

GYPA was established September 18, 2000, as a nonprofit corporation. GYPA was created as a cooperative regional effort of government entities within the Yuma County region for the sole purpose of promoting and developing the new port district and to ensure the economic wellness of the Yuma Region. These government entities included Yuma County, the City of San Luis, and the Cocopah Indian Tribe. Since then, the City of Yuma has been admitted to GYPA. Yuma County's membership on the GYPA Board of Directors includes two individuals as appointed by the Chairman.

Yuma County Chamber of Commerce (YCCC)

<https://www.yumachamber.org/>

The YCCC, a 501(c)(6) organization, is a membership-driven organization. The YCCC is completely autonomous, taking no funds from the local governments outside of regular dues. The Chamber's mission is "To represent our membership by advocating a healthy economic climate through the effective use of our unique regional resources to enhance the quality of life in the greater Yuma area." The YCCC convenes local leaders and policy makers to develop policies that support regional small business development and intelligent growth and prosperity and provides a forum for the discussion of legislation of regional significance via the YCCC Legislative Affairs Committee. The YCCC also supports business recruitment by offering interested parties regional housing, school, shopping, and entertainment information. Yuma County has two memberships: one through County Administration, and one through the Yuma County Sheriff's Office.

Yuma Metropolitan Planning Organization (YMPO)

<https://ympo.org/>

A Metropolitan Planning Organization (MPO) is the policy board of an organization created and designated to carry out the metropolitan transportation planning process. MPOs are required to represent localities in all urbanized areas (UZAs) with populations over 50,000, as determined by the U.S. Census. MPOs are designated by agreement between the governor and local governments that together represent at least 75 percent of the affected population (including the largest incorporated city, based on population) or in accordance with procedures established by applicable state or local law. YMPO is the entity responsible for coordinating regional transportation within Yuma County and for Winterhaven, California. YMPO plans, coordinates, and integrates activities necessary to maintain a comprehensive, cooperative and continuing multi-agency transportation planning program. Local government jurisdictions that make up the YMPO are the cities of Yuma, Somerton, and San Luis, Yuma County, the Cocopah Indian Tribe, the towns of Wellton, Arizona and Winterhaven, California, the Quechan Indian Tribe, and the Arizona Department of Transportation (ADOT). Yuma County's membership on the YMPO Executive Board includes two members of the Board of Supervisors appointed by the Chairman.

Western Arizona Council of Governments (WACOG)

<https://www.wacog.com/>

As the Region IV (La Paz, Mohave, and Yuma Counties) Community Action Agency, WACOG provides a comprehensive array of services to help people achieve their highest level of self-sufficiency. Services and programs reach a diverse population of Region IV residents from preschool children participating in Head Start programs to older adults attending senior center activities. WACOG programs provide a safety net of services to the community, working to prevent homelessness, maintain independent living and providing the foundation for the development of self-sufficient, healthy, caring and productive children and families. The organization's services extend a helping hand to residents in times of crisis or need. Yuma County's membership on the WACOG Executive Board includes one member of the Board of Supervisors appointed by the Chairman and the County School Superintendent.

Arizona Border Counties Coalition (ABCC)

Membership on the ABCC includes members from the Board of Supervisors from Yuma, Pima, Cochise, and Santa Cruz counties. The Coalition addresses issues common among these border counties, including topics such as port of entry infrastructure and improvements, international trade treaties, and economic development initiatives. Yuma County's membership on the ABCC Board of Directors includes one member of the Board of Supervisors appointed by the Chairman.

Section 2. Other Stakeholders

Yuma County Airport Authority (YCAA)

<https://www.flyyuma.com/index.html>

The YCAA, established by Yuma County in 1965, manages and operates the Yuma International Airport. The Authority's mission is to foster a safe and comfortable environment for people travelling through the airport's terminal, engage and educate the community about aviation related opportunities, and promote a business-friendly environment. The Authority's primary business activity beyond airport functions is the management of the Defense Contractor Complex.

VisitYuma

<https://www.visityuma.com/index.html>

Existing in its present form since 1992, VisitYuma is a nonprofit corporation that is tax-exempt under section 501(c)(6) of the federal tax code. It is not a charitable agency and contributions to VisitYuma are not tax-exempt, but business membership dues are a deductible business expense. VisitYuma has nearly 400 members and 10 year-round employees, and is governed by a volunteer board of directors. VisitYuma activities are supported in part by proceeds from a two percent hospitality tax collected by the City of Yuma. Visit Yuma markets the Yuma area and its attractions within the travel and tourism industry and to the general public.

Arizona/Mexico Commission (AMC)

<https://www.azmc.org/>

The AMC is Arizona's premier cross-border nonprofit organization. Its mission is to improve the economic prosperity and quality of life for all Arizonans through strong, public/private collaborations in advocacy, trade, networking and information understanding that our shared border with Mexico offers Arizona the opportunity to work across international lines to achieve shared goals, and offer a unique region primed for international investment.

Cocopah Indian Tribe

<https://www.cocopah.com/index.html>

The Cocopah Indian Tribe is one of seven descendant Tribes from the greater Yuman language-speaking people who occupied lands along the Colorado River. In addition to gaming on Tribal lands, the Cocopah Indian Tribe promotes tribal business opportunities and regional economic development, mainly through its membership in the Greater Yuma Port Authority. Also, the Cocopah Indian Tribe is working to expand its economic opportunities with projects in food production and processing.

Fort Yuma Quechan Indian Tribe

<https://www.quechantribe.com/index.html>

Once commonly known as the Yuma Indians, the Quechan Indian Tribe has always lived in the Southwest's Colorado River Valley. The Tribe now resides on the Fort Yuma Reservation on the lower Colorado River in Arizona. A part of the Quechan's ancestral territory, the land borders California, Baja California and Mexico. It was established in 1884. Today, the tribe earns its income from agriculture and commercial land leasing, its two casinos, and other business enterprises including convenience stores and recreational vehicle parks.

Arizona Western College (AWC)

<https://www.azwestern.edu/>

AWC is a public community college whose district covers the counties of Yuma and La Paz. The college provides manufacturing and business development support through the Small Business Development Center personalized assistance and workshops, contract training through Continuing Education, curriculum through its Business/CIS Division, and stackable certificates in manufacturing and related trainings through Career and Technical Education. Business development events such as *Startup Weekend* are conducted on campus with educational and community partners.

University of Arizona, Yuma (UA-Yuma)

<https://yuma.arizona.edu/>

UA-Yuma is a local distance campus where students have the university experience while remaining connected to their home town. Dedicated to serving Imperial, La Paz and Yuma Counties, UA-Yuma provides 20 degree choices in a student-centered learning environment focused on student's individual success and educational achievement for students in pursuit of

STEM-based careers. UA-Yuma provides innovative approaches enhancing student aspirations for and engagement with STEM career paths. UA-Yuma's goal is to increase the number of local students qualified to pursue careers in the local STEM-related industry areas of Agriculture, Engineering, Computer Technology, and Health & Safety.

UA-Yuma programs are tailored to meet the needs of working students of all ages. Students complete their first two years at AWC or Imperial Valley College in their specific area of study and receive their AGECE/IGETC and Associates degree, then complete their last two years and bachelor's degree in Yuma in a 2+2 model. UA-Yuma also has reverse transfer. Many of our students complete their first two years on the Tucson main campus and then return to Yuma to complete their last two years. This reverse transfer allows UA-Yuma students to intern and work in their preferred location and industry of choice getting experience and building their resumes and connections while completing their degree.

Northern Arizona University (NAU-Yuma)

<https://nau.edu/yuma/>

NAU-Yuma offers in-person bachelors and master's degrees for academic programs in biological and natural resource sciences, business, education, nursing, psychology social work, Spanish and other disciplines. The campus offers four ACBSP-accredited business degrees including bachelor's degrees in Business Administration, Logistics and Supply Chain Management, Industrial Technology Management, and a Masters in Global Business Administration (MGBA). In 2006, the campus was designated by the Arizona Board of Regents as a branch campus and is designated a Hispanic-Serving Institution by the U.S. Department of Education.

Arizona State University (ASU@Yuma)

<https://admission.asu.edu/transfer/asu-yuma>

The Arizona State University Transfer Admissions Guarantee, or TAG, enables AWC students to plan their college coursework to ensure a smooth transition to ASU. While attending AWC, TAG students are able to utilize ASU transfer tools, including use of the Transfer Guide in building their transfer map, receive guidance and support from their ASU transfer admission specialist, and are guaranteed admission to their desired major once admission requirements are met. Signing up for the TAG saves students both time and money by completing prescribed coursework prior to transferring into their ASU bachelor's degree program.

AWC students also have the opportunity to pursue their ASU bachelor's degree at Arizona Western College. Upon completing their associate degree, students are then able to continue taking their ASU coursework through classes delivered on the AWC campus. Students also receive additional savings with a reduced ASU tuition rate.

The following ASU undergraduate degrees are offered at AWC via the off-site degree program.

- Criminology and Criminal Justice, BS
- Organizational Leadership, BA
- Special Education and Elementary Education, BAE

- Secondary Education, BAE

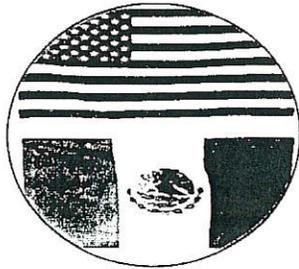
For more information on ASU's TAG pathway program and off-site bachelor degrees, please visit <https://admission.asu.edu/transfer/tag> and <https://admission.asu.edu/transfer/asu-yuma>.

Yuma Crossing National Heritage Area

<https://www.yumaheritage.com/>

National Heritage Areas are places where historic, cultural and natural resources combine to form cohesive, nationally important landscapes. The story of water and its impact on the people and land is the key to understanding the history of Yuma. Sitting at the narrows of the Lower Colorado River, Yuma was known as "The Gateway to the Great Southwest" and is the oldest city established on the Colorado River. The Yuma Crossing National Heritage Area encompasses seven square miles along the Lower Colorado River in Yuma, Arizona and Winterhaven, California. It includes the Yuma Crossing National Historic Landmark, the Yuma Territorial Prison and Colorado River State Historic Parks, Fort Yuma, and over 3 miles of contiguous riverfront parks, trails, and 400 acres of restored wetlands.

Section 3. Partners in Mexico



As part of its participation in 4FrontED, Yuma County has supported the region's efforts to increase economic development, workforce development, and tourism opportunities with the states of Sonora and Baja California, Mexico. In order to accomplish the goals of 4FrontED, its members have developed valuable partnerships with organizations in Mexico. The list below contains the names of these organizations and a brief description of its functions.

Organismo Promotor del Desarrollo Economico de San Luis Rio Colorado (OPRODE)

<http://oprode.gob.mx/>

OPRODE is a public/private agency dedicated to promoting economic development in San Luis, Río Colorado, Sonora, Mexico. OPRODE works to promote and retain, expand and attract employment sources that boost the economic development of the city and contribute to enriching the quality of life of its community. OPRODE promotes economic development only. OPRODE is funded by the City of San Luis, Río Colorado and private sector companies.

Four Borders Academic Alliance

https://www.4fronted.org/education_partners.html

The membership of the Four Borders Academic Alliance includes the 4FrontED Education Liaison, the Vice President for Learning Services at Arizona Western College, the U.S./Mexico Bridger from the Greater Yuma Economic Corporation, and the Coordinator of Partnerships at the Universidad Politecnica de Baja California. These members comprise the Alliance Steering Committee. The

Steering Committee establishes the dates, times, and venues for the annual meeting and other workshops and reviews applications for membership in the Alliance.

Consulate of Mexico in Yuma, Arizona

<https://www.consulate-info.com/consulate/14399/Mexico-in-Yuma>

From an economic development perspective, the Office of the Mexican Consulate works with local governments and colleges and universities to promote binational educational, job training, and employment opportunities through workforce development funding and special visa programs.

Secretaría de Desarrollo Económico del Estado de Baja California

<http://www.bajacalifornia.gob.mx/sedeco/>

Secretariat of Economic Development (also known as SEDECO). The purpose of this state government agency is to promote economic development in the Mexican state of Baja, California.

Mexicali Economic Development Corporation

<http://www.mexicaliindustrial.com/>

Also known as Mexicali EDC, this agency promotes economic development in Mexicali, Baja California, Mexico. It is funded by contributions from the private and public sector investors.

Appendix C: Public Outreach Process

Yuma County staff conducted over fifty interviews with local stakeholders, including local, state, and federal government groups, nongovernment groups, tribal entities, local colleges and universities, military partners, and private sector businesses. Specific public education and a comment period occurred from January 10 to February 21, 2020. Future public outreach will occur during the update phase at the end of each plan year.

Appendix D: Yuma County Economic Development Plan Updates

No information to date.

Appendix E: Baseline Report Updates

STATES OF AMERICA }

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COUNTY OF YUMA }

I, Robyn Stallworth Pouquette, Recorder in and for the County of Yuma, State of Arizona, do hereby certify that the attached and foregoing is a full, true and correct copy of RESOLUTION as recorded; as 2020-12827, Records of Yuma County, Arizona.



In Witness Whereof, I have hereunto set my hand and official seal this 4th day of August, A.D., 2020

BY: *Robyn Pouquette*