



***Tourism Development and Marketing Plan
Nogales, Arizona
December 2013***





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1.0 Study Purpose and Study Team

Tourism has been an important economic sector for Nogales, Arizona, serving as one of the state's most prominent locations where U.S. visitors can sample unique history and heritage adventures, while conveniently experiencing a true Mexico experience. Additionally, Mexican visitors cross the border to Nogales and many make purchases, supporting a range of Nogales retailers and restaurants.

Like many areas along the Mexico border, in recent years a range of concerns have evolved that has negatively impacted this important economic cluster. In an effort to more proactively address these challenges, the Arizona Office of Tourism (AOT) worked jointly with a variety of Nogales based organizations to develop a Tourism Development and Marketing Plan for the destination.

This effort was funded by AOT, but the work effort incorporated input and perspectives from a study team that included representatives from:

- ◆ The City of Nogales,
- ◆ The Greater Nogales Santa Cruz County Port Authority,
- ◆ Nogales Community Development,
- ◆ The Fresh Produce Association of the Americas,
- ◆ The Nogales-Santa Cruz County Chamber of Commerce,
- ◆ The Nogales-Santa Cruz County Tourism Partnerships, and
- ◆ Nogales Retailers.

Through 2013, input from a wide range of participants was gathered, analysis was undertaken, and recommendations were tested. This report summarizes these findings and supplements a series of more detailed presentation slides that provide additional detail and insights.

1.1 Study Team Composition

Through a RFP process directed through the AOT, Nichols Tourism Group was retained to undertake this initiative. NTG is a national leader in providing strategic planning, marketing and development services to the travel and tourism industry. Established in 1996, the firm has completed an extensive array of detailed strategic planning services for clients ranging from convention and visitor bureaus (CVBs), state tourism offices, county destination management organizations (DMOs), regional tourism promoters, Native American tribes, the United States



Nogales Santa Cruz County Tourism Partnerships



Forest Service and numerous private developers. NTG's tourism strategy projects have involved work from Alaska to Mexico, and the firm has developed broad statewide strategic plans for both the state of Arizona and the state of Sonora, Mexico.

1.2 Report Format

Following the introduction and executive summary, Section 2 of the report presents a review and analysis of the current state of the tourism industry in Nogales. Recent trends and a broad range of factors influencing destination performance is reviewed. This analysis of the state of the industry serves as the foundation for Section 3 that outlines a strategy for how Nogales should pursue new initiatives to maximize its future performance. Goals, objectives and tactical steps are outlined around three key tracks—Target, Develop and Operate.

1.3 Summary of Key Findings

The following points summarize key conclusions of this analysis and they are expanded on through the balance of this report.

- ◆ Located in Southern Arizona, the community of Nogales has not seen a rebound in the health and performance of its visitor industry like most other destinations around the state and broader country.
- ◆ The community's average occupancy rate is 13 points below Arizona norms and bed tax collections remain at more than 25% below highs experienced in 2008 and 2009.
- ◆ Pedestrian border crossings are also down at the Nogales Port of Entry, with recent crossings down almost 60 percent from past highs in 2007
- ◆ These trends have been influenced by:
 - ◆ Negative perceptions related to the area's safety and security,
 - ◆ Limited marketing initiatives to target customer segments,
 - ◆ A general lack of compelling tourism products,
 - ◆ Limited clarity on organizational responsibilities for connecting with prospective visitors, and
 - ◆ Minimal financial resources dedicated to marketing and promoting the destination.
- ◆ While facing these challenges, Nogales has strong potential to build new demand and regain performance closer to state-wide norms. Proactive steps should be taken in each of three Goal Tracks: Target, Develop and Operate.
- ◆ Five primary objectives should be pursued under the "Target" goal track including:
 1. Prioritize deployment of tourism resources to maximize effectiveness,
 2. Refine key messaging/brand position of Nogales,

-
- 3. Deepen connection with expanded web presence,
 - 4. Direct preliminary marketing efforts on Arizona residents, focusing on motivating factors, and
 - 5. Maximize prospective power of public relations.
 - ◆ “Develop” related initiatives are directed around four objectives:
 - 1. Launch Product Development working group,
 - 2. Integrate Nogales (both Arizona and Sonora) assets to maximize collective power,
 - 3. Think regionally with other Southern Arizona destinations—integrate and cross-sell, and
 - 4. Engage non-traditional partners to develop new Nogales experiences.

 - ◆ The “Operate” goal track incorporates five objectives:
 - 1. Formalize a Tourism Advisory Group to assist in directing an managing multiple entities,
 - 2. Move towards national norms for tourism investment,
 - 3. Proactively leverage resources,
 - 4. Reorient visitor center focus to maximize intercept potential, and
 - 5. Expand regional connections as efforts mature.

 - ◆ Each of these objectives are discussed and tactical steps to assist in implementation are outlined further in the report.

 - ◆ By moving these objectives forward, Nogales has strong potential to significantly improve performance in its visitor industry, bringing additional spending, tax generation and job creation to the community. Additionally, many of these initiatives will have help expand quality of life assets that are important to Nogales residents.

2.0 Nogales Tourism— State of the Industry

The study effort began with an investigation of the state of the tourism industry in Nogales. While Nogales, Sonora is an important neighbor and was incorporated in the analysis efforts, when Nogales is cited in this report, it is referring to the Arizona city unless otherwise noted. This section outlines key findings of these study elements and sets the foundation for recommendations in following sections.

2.1 Nogales Visitor Industry Performance

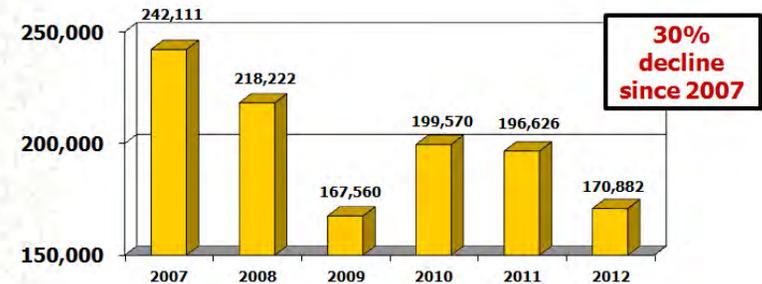
One of the most important visitor segments for Nogales, as well as destinations around the country, is the overnight guest. When lodging performance is investigated, concerning trends are evident.

Nogales is the most significant destination within Santa Cruz County and conditions in this broader region can be illustrative. As shown in the adjoining chart, annual room demand took a significant decline in 2009 and while seeing some improvement in 2010 and 2011, 2012 again saw demand reductions, resulting in performance fully 30% below that experienced in 2007. These trends are very different from those of the state and nation overall, which have seen slow improvement from the economic challenges of 2008 and 2009 and are now performing above past peaks.

This variance is more evident when 2012 lodging performance is investigated more closely. During that full year, Santa Cruz County experienced lodging occupancies 13 points below state averages. More concerning, rather than the flat or positive occupancy growth experienced by both the state and country overall, the County had an almost 12 percent drop in its rate. Similar declining trends were experienced in average daily rate growth and in overall room demand.

Santa Cruz County Lodging Demand

Annual Room Demand



Source: Smith Travel Research 1997-2012

Lodging Performance Full Year 2012

- ★ Ongoing improvement occurring on a national basis
- ★ Santa Cruz County experiencing declines in occupancy, ADR and demand

	Santa Cruz Cty	AZ	US
Occupancy	44.0%	57.5%	61.4%
Occ Change	-11.9%	.3%	2.5%
ADR	\$70.16	\$97.10	\$106.10
ADR Change	-2.3%	1.8%	4.2%
Demand (000)	170	23,568	1,087,169
Demand Change	-13.1%	.6%	3.0%

Source: Smith Travel Research

Brighter trends are beginning to be experienced with performance through the first 9 months of 2013 showing an almost 7 percent change in County occupancy rates as compared to the more modest 1.5 percent gain at a state and county level. Even with these gains, the average occupancy rate for the County is still 13 points below state norms and average daily rates continue to fall, thus there still remains significant work to rebuild tourism industry performance.

This lodging performance has not only impacted area hoteliers, but the City has also seen significant declines in its bed tax collections. In fiscal year 2008/09, the City collected \$358,000 in bed tax collections. In fiscal year 2012/13 this had dropped to \$257,000, a 28 percent decline. This over \$100,000 decline is particularly important as many destinations use a portion of these funds to reinvest in marketing the destination to help ensure they stay competitive in future years.

Significant visitor spending is also experienced from residents of Mexico crossing the border and purchasing goods from the many retailers located in Nogales. Declining trends have also been seen in this sector as reflected in the number of pedestrians crossing the border. According to the Bureau of Transportation Statistics, Nogales border crossings in 2012 dropped to levels 58 percent below the past peak in 2007, a level more significant than the overall average 40 percent drop for all Arizona ports of entry.

This is concerning for Nogales, as a 2007/08 Mexican Visitor Study conducted by the University of Arizona and their Eller College of Management found that for those Mexican visitors whose primary destination was Nogales, just over one-half came for leisure or business shopping. The top three stores chosen by these visitors was Wal-Mart, Food City and Factory 2-U. This drop in pedestrian crossings thus represent a significant reduction in prospective purchasers to the community and the tax generation that these purchases generate.

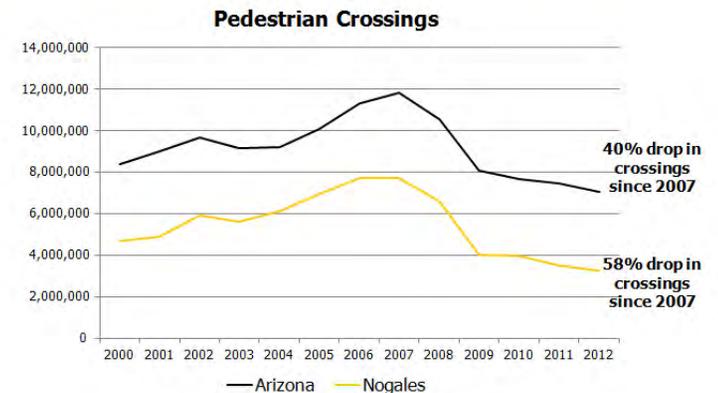
Lodging Performance YTD September 2013

Improvement in demand during 2013, but still significant opportunities to rebuild industry demand

	Santa Cruz Cty	AZ	US
Occupancy	46.5%	59.6%	63.9%
Occ Change	6.7%	1.5%	1.5%
ADR	\$68.59	\$101.11	\$110.38
ADR Change	-2.7%	3.0%	4.0%
Demand (000)	135	18,279	851,758
Demand Change	6.7%	1.5%	2.2%

Source: Smith Travel Research

Pedestrian Crossings



Source: Bureau of Transportation Statistics - RITA

tions to the visitor industry. They noted *“Because the economies of Tubac and Rio Rico are very dependent on tourism, there is a frequently voiced concern by members of the community that the presence of a large, apparently permanent checkpoint contributes to a perception among visitors to the area that the border region is dangerous. Community members indicated that the size of the I-19 checkpoint—with its significant Border Patrol staff, dogs, and physical infrastructure—creates a military atmosphere that is intimidating to people going through it.”*

These perceptions are also reinforced by the very frequent positioning of national and regional newspaper stories that question the safety and security of the region. For many residents of the Phoenix and Tucson metropolitan areas, it is easy to see how concerns regarding travel to these regions is heightened.

While safety and security perceptions have been important issues impacting recent trends, a broader array of factors also impact the Nogales tourism industry. These can be grouped into one of three strategic consideration areas; customers, products and delivery systems.



2.3 Influencing Factors - Customers

As one of the country’s most attractive travel destinations, large numbers of visitors are already coming to southern Arizona, but too many do not venture farther south to Santa Cruz County and Nogales. Understanding these existing visitors is of prime importance as they hold the greatest potential to build near term demand. Insight can be gained by considering visitor profile data developed by Longwoods International for the AOT. As shown in the accompanying table, visitors that are al-



	Arizona	Tucson & South
Shopping	31.30%	30.70%
National/state park	20.80%	22.40%
Fine dining	23.10%	21.60%
Landmark/historic site	17.10%	19.20%
Museum	12.50%	15.40%
Casino	17.40%	14.30%
Swimming	14.30%	14.30%
Hiking/backpacking	13.80%	12.00%
Bar/disco/nightclub	13.50%	10.40%
Art gallery	9.00%	8.80%
Zoo	5.20%	8.00%
Fair/exhibition/festival	5.60%	7.40%

Source: Longwoods International

ready coming to southern Arizona are attracted by natural and heritage related experiences near or above levels of the state overall. In many instances, Nogales possesses experiences that could very directly speak to these interests, but many do not currently understand or associate these opportunities with border travel activities. More must be done to recognize these primary customer interests and “serve up” experiences that resonate with these easily targeted customers.

Recognizing what customer segments are the “low hanging fruit” is particularly important for destinations like Nogales that possess very limited marketing resources. Targeting messages to those customer segments holding the greatest potential to motivate makes clear sense and for Nogales that means focusing on the Phoenix and Tucson metropolitan areas. According to Longwoods, these two metropolitan areas generate approximately 40 percent of all visitation to the region. The next most significant region is the Los Angeles DMA that accounts for approximately 10 percent of visitors. Not only a much smaller base of prospective visitors, Los Angeles is also an expensive market for advertising and possesses extensive competition for visitor interest.

This in-state market thus holds the greatest potential to reach and motivate. It is also important to recognize that by focusing on this in-state market, Nogales has the potential to stimulate out of state visitors as well, as fully 55 percent of southern Arizona guests are coming to visit friends and relatives. If perceptions of Arizona residents can be changed, there is a much stronger likelihood that they will recommend a border related experience for their out of area friends.

It is important that Nogales also understands that another limiting factor has been that they have not recognized how today’s customers desire an integrated experience that helps them understand how varying destination experiences can be combined to provide truly unique travel opportunities. National Geographic understood this reality and coined the term “Geotourism” a number of years back. They recognized that today’s travelers should not be thought of in silos, thinking of them solely as a heritage traveler, or an outdoor enthusiast. Rather, Geotourists desire an integrated experience that combine many of these experiences. Nogales must embrace this thinking and proactively communicate the integrated nature of its destination, ranging from cultural, heritage, outdoor recreation, cuisine and other attributes.



2.4 Influencing Factors - Products

Too often, destinations focus solely on marketing efforts to target customers and hope the destination realizes improvement. The more strategic destinations, by comparison, also recognize they must dedicate efforts to proactive tourism development to ensure they resonate with target customers.

The lack of proactive product development is also an important influencing factor that has led to the region’s declining performance. Currently, when many visitors think about coming to Nogales, they are thinking about visitor products in Nogales, Sonora, whether shopping, dining or securing medical services. When Nogales, Arizona is considered, for too many, they only think of it

Nogales Product Much Deeper

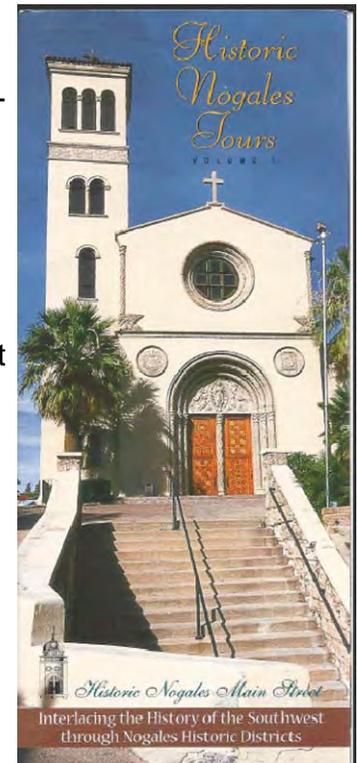
**Art
Heritage
Culture
Architecture
Bi-National Connections
Retail—shopping
Downtown**

as “the place to park the car.” Increasingly, social media sites like Trip Advisor serve to help visitors understand the range of products and experiences in a destination. When Nogales, Arizona is considered, there is a general lack of suggestions that prospective visitors will find. There is a very limited number of client reviews, with the Morley Ave Border Shops, the Hilltop Gallery, the Courthouse and a handful of others noted. In general, these third party sites provide only limited suggestions on experiences that would help stimulate a visit to Nogales.

For Nogales to regain performance it must not only market and communicate potential experiences to prospective visitors, they must proactively craft and integrate products on the Arizona side to maximize their collective potential. If we again consider the previously noted table showing the southern Arizona customer interests, its all about enhancing and integrating the natural, cultural, heritage and cuisine elements that already exist in Nogales,

but that today are too hard for the average visitor to seek out. In preliminary discussions, as industry representatives began thinking in these proactive ways, the many ways that existing Nogales products could be integrated and enhanced began to come to light.

It’s important to recognize that some of this thinking has already been embraced with NCD’s development of a series of Historic Tours that help a visitor understand the history and heritage of Nogales. Through their Blue, Red and Gold Tours, individual buildings are called out and visitors are provided a deeper understanding of unique elements of Nogales. While this is a good existing example, this type of proactive thinking must be expanded, both in the diversity of products and in how they are communicated and delivered to visitors.



While the focus of these proactive product development efforts should be directed to Nogales, it is important to recognize that integrating products on a broader regional basis could increase the destination’s potential to an even greater degree. When the heritage, outdoor, arts, wine and culinary experiences of Santa Cruz are thought about, a much more powerful set of products could be offered whose motivational attributes could be strongly directed to Phoenix and Tucson residents. Some of this regional thinking is being embraced by the Santa Cruz Valley Heritage Alliance which helps visitors understand how various destination elements are linked and integrated. Again, while a good first step, this type of thinking should be expanded both within Nogales and on a broader county-wide basis.



One final point regarding linked experiences, Nogales is Arizona's best example of a destination that can integrate products across two countries, with combined product offerings benefiting both destinations. There are very strong opportunities to link and integrate products across border lines and while many business sectors are embracing the concept of "Coopetition," Nogales has the real opportunity to put this mindset to work. In preliminary discussions for this study effort, there is strong interest in deepening these types of efforts and many recognize that benefits would accrue to both communities.

2.5 Influencing Factors - Delivery Systems

In considering delivery systems, we look to the organizations, funding and infrastructure that help prospective visitors choose a particular destination. In most destinations around the country, a single "Destination Management Organization" (DMO) represents the collective destination and has the responsibility for long range planning, marketing, product development and community relations. This organization can be a department or agency of the city or county government, a part of a chamber of commerce, or a stand alone convention and visitors bureau.

In the case of Nogales, a more complex mix of entities play a role in the tourism industry, including the City, the Nogales/Santa Cruz/Chamber of Commerce, the Greater Nogales Port Authority and the Nogales Community Development. Additionally, the Santa Cruz Heritage Alliance and the evolving Nogales/Santa Cruz

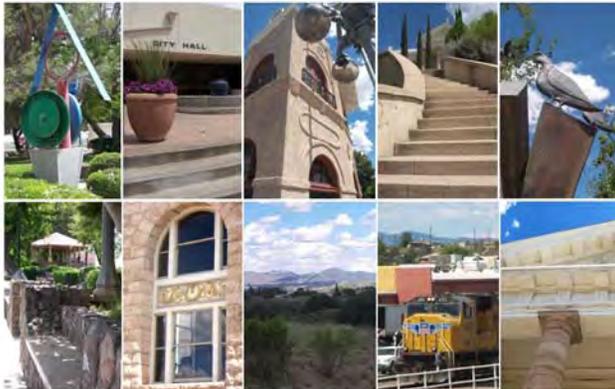
Tourism Alliance take on a broader county-wide tourism role. While this has allowed multiple groups to participate in building the visitor industry, the varying roles and responsibilities among these entities has often not been clear.

While possessing this varied mix of organizations, the City of Nogales recognizes the importance of working to build the visitor industry and integration of the area's heritage, calling this out in their General Plan. Two specific goals speak to the community heritage and the visitor industry, they state:

- ◆ *Preserve Nogales' cultural heritage resources not only to save culture, history and aesthetics, but as an economic asset for Nogales,*



City of Nogales General Plan

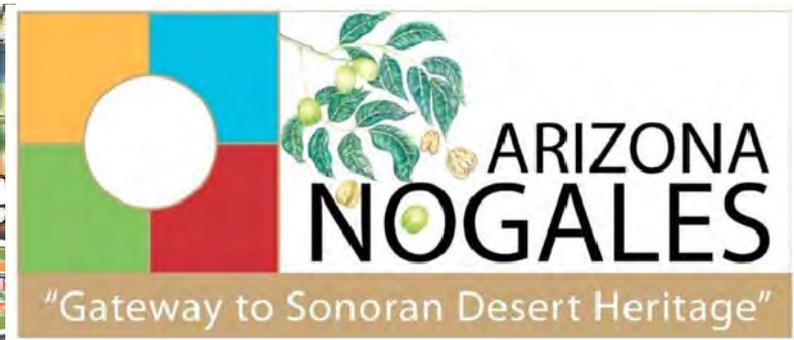


Policy Plan Volume

- ◆ Create an attractive Downtown that serves as a destination for residents and visitors.

Some progress has been made on developing a more integrated brand for Nogales, one coming from City representatives and one coming from work developed through the Chamber of Commerce. Neither of these have been fully embraced by the collective destination and building consensus on an integrated brand will be a critical step before any organization begins more aggressive marketing and development initiatives.

This limited branding is also reflected in the general lack of a dedicated web presence targeted to prospective visitors. The Nogales/Santa Cruz Chamber site does provide some information related to tourists, but it serves as a broader business and eco-

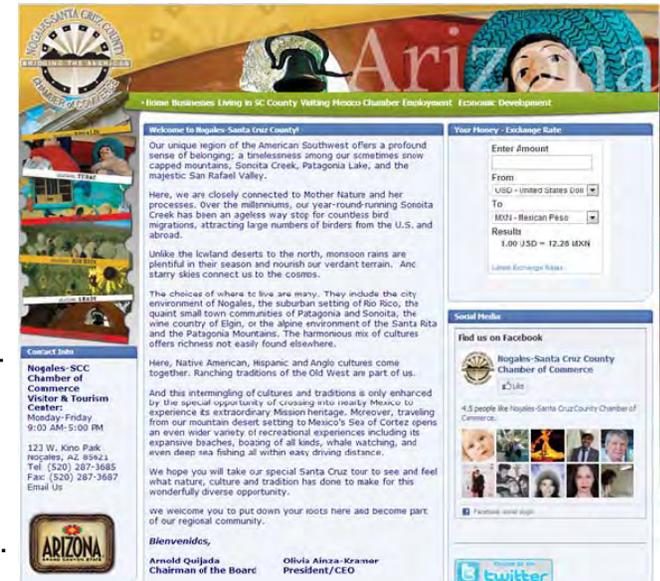


nomie development site, not providing the level of destination insight that most visitors have come to expect.

The Nogales/Santa Cruz Chamber also runs a visitor center located just off Grand Avenue, approximately 2 miles north of the border. The Chamber has operated the visitor center from this location for many years and although an attractive building with dedicated parking, the facility is located away from the primary border parking areas and the bulk of visitor foot traffic, thus guests typically must make a separate stop to get visitor materials and visitor intercepts are thus not maximized. A very limited mix of collateral materials are currently available to visitors, with the most frequently distributed piece being a map of Nogales and the downtown region.

Collectively, the presence of multiple organizations taking on varying roles, limited brand development, minimal web presence and low visitor center intercept/collateral distribution have all contributed to the destination's lower than average performance.

While these challenges can be noted, it must also be recognized that one of the most significant factors influencing these conditions is the limited funds that these organizations possess to proactively act on these issues. In most instances around the country, these organizations heavily rely on some portion of visitor related taxes being reinvested to keep the destination competitive.

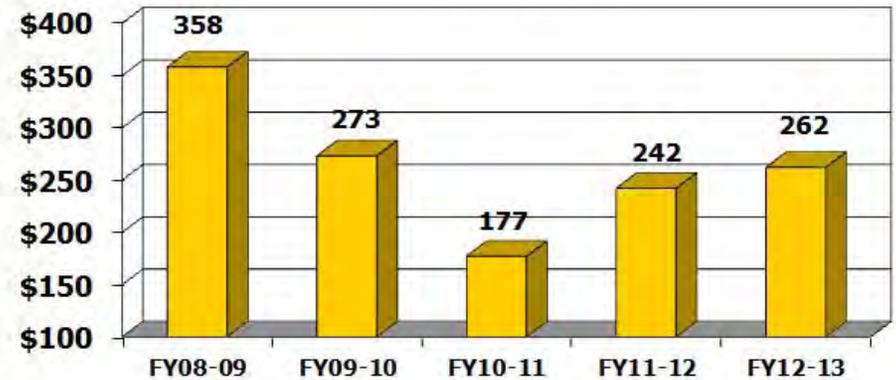


Similar to the lodging performance trends presented earlier in the report, bed tax collections in the City of Nogales bottomed in FY 10/11 at approximately \$177,000. Improvements have been experienced and in FY 12/13 collections had rebounded to \$262,000. While improving, this is still a level almost \$100,000 below that achieved just a few years ago. These bed tax collections are not dedicated to any specific use and can be directed to a variety of general fund purposes. In recent years the Chamber has been allocated approximately \$25,000 from the City of Nogales in membership fees and grant allocations.

Considering the \$262,000 of total bed tax receipts, this allocation reflects approximately 10 percent of collections. To place this allocation in context to national norms, surveys conducted by Destination Marketing Association International, the leading trade association for the industry, show that the average smaller community reinvests 60 percent of bed tax proceeds to stimulate and attract further visitor spending to the destination. These communities understand they benefit not only from the bed taxes generated by visitors, but by new resources generated by visitor related sales taxes and the property taxes that visitor oriented businesses provide the city.

In evaluating varying approaches to generate new resources to expand Nogales' visitor industry, it is important to consider the "check-out" rates guests in the area pay and how these stack up to other regional competitors. As shown in the table, at 12.60 percent, Nogales is in the upper range of regional destinations. They are similar to Patagonia, and approximately .5 to 1.5 points below Wilcox, Marana and Oro Valley. Thus while some additional bed increases could be considered, Nogales must be careful that they do not position themselves at a competitive disadvantage to broader competitive destinations. If increases in the bed tax rate were considered, each .5 point increase would generate approximately \$33,000

Bed Tax Collections (\$000)



Source: City of Nogales Annual Budget June 2012

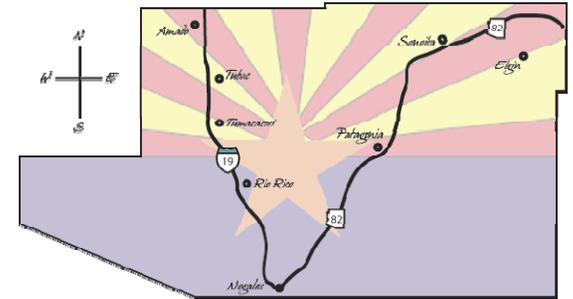
Comparative Check Out Rates

Community	County	Bed	City	County	State	Total
Sahuarita	Pima	2.00%	2.00%	55.00%	5.50%	10.05%
Yuma	Yuma	2.00%	1.70%	1.20%	5.50%	10.40%
Benson	Cochise	2.00%	2.50%	0.55%	5.50%	10.55%
South Tucson	Pima	2.00%	2.50%	0.55%	5.50%	10.55%
Douglas	Cochise	2.00%	2.80%	0.55%	5.50%	10.85%
Bisbee	Cochise	2.50%	2.50%	0.55%	5.50%	11.05%
Wellton	Yuma	2.50%	2.50%	1.20%	5.50%	11.70%
Tucson	Pima	6% +\$2	0.00%	0.01%	5.50%	12.05% +\$2
Tombstone	Cochise	4.00%	2.50%	0.55%	5.50%	12.55%
Nogales	Santa Cruz	4.00%	2.00%	1.10%	5.50%	12.60%
Patagonia	Santa Cruz	3.00%	3.00%	1.10%	5.50%	12.60%
Willcox	Cochise	0.00%	7.00%	0.55%	5.50%	13.05%
Marana	Pima	6.00%	2.00%	0.55%	5.50%	14.05%
Oro Valley	Pima	6.00%	2.00%	0.55%	5.50%	14.05%

Source: Arizona Hospitality and Research Center NAU

of additional revenue.

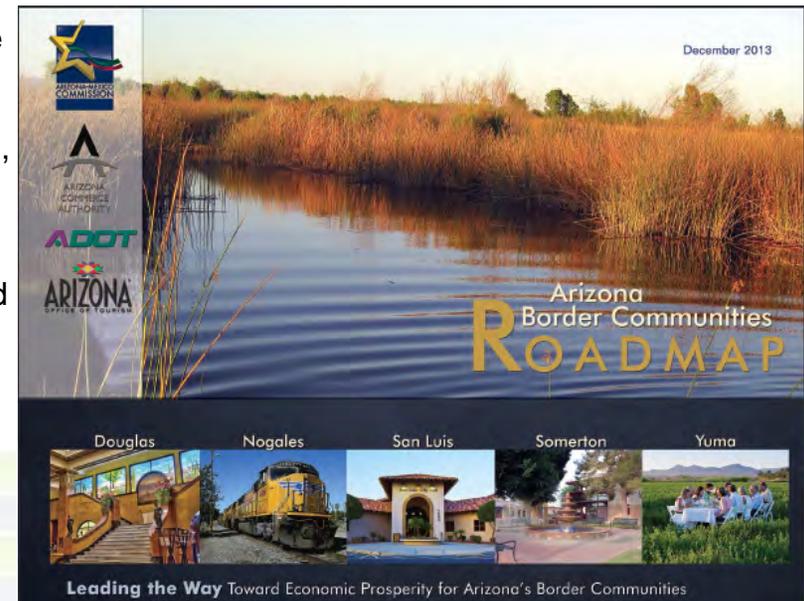
Also important to consider in the delivery system discussion is the lack of a County level entity/organization that assists in promoting the collective regional destination. Although Santa Cruz County is supportive of the visitor industry, there is no historic entity that has this responsibility or that is funded by the County. While the County does not have a dedicated bed tax, it does collect its 1.1 percent sales tax on all room sales in the County and NTG estimates this accounted for approximately \$130,000 in the most recent fiscal year.



A final point to note regarding recent delivery system efforts is the Arizona Border Communities Roadmap, a strategic planning effort undertaken by the Arizona-Mexico Commission, the Arizona Commerce Authority, the Arizona Department of Transportation and the Arizona Office of Tourism. While the Roadmap addresses a broad range of economic opportunities for this region, a variety of tourism related elements are called out for both Nogales and the broader Santa Cruz region.

Recognizing the importance of the visitor industry, when the Roadmap called out specific targeted industry segments for each of the regions, Tourism and Hospitality was one of Santa Cruz’s seven targets.

Santa Cruz County	Tourism & Hospitality
	Retail
	Agribusiness
	Aviation
	Astronomy
	Logistics & Distribution
	Maquila



“Nogales and Santa Cruz County have rich historical assets (buildings, sites, and ranches) as well as natural scenery and riparian areas along the Santa Cruz River, which drive the local tourism industry. Outdoor recreational amenities such as hiking, biking, and birding also attract local and international visitors. Nogales has an opportunity to increase visitation by partnering with regional tourism attractions in Santa Cruz County and by working with Nogales, Sonora to leverage visitation for Ambos Nogales.”

3.0 Nogales Strategy Development

Building off of the critical issues identified in the State of the Industry portions of the study, NTG, in association with the Advisory Committee, developed a strategic framework to guide the destination over the coming years. This framework started with a clear Mission Statement and developed three principal goal tracks, with associated objectives and tactics. Through the implementation of the plan, Nogales and the broader Santa Cruz region will enhance its potential to maximize its competitive advantage and expand the power of its collective visitor industry.

3.1 Visitor Industry Mission Statement and Goal Tracks

A concise mission statement was crafted specifically recognizing how success enhances the visitor industry and the general business community, while aligning the tourism industry with increased quality of life amenities benefiting all Nogales residents.

“Attract the type of visitor spending that results in sustainable and significant economic and quality of life benefits for Nogales businesses and residents.”

The mission statement thus reinforces the position that visitor generated spending translates not only into jobs and increased public tax resources, but also can be a critical element in expanding the range and depth of quality of life amenities that are appreciated by all those who call Nogales home.

There are three goal tracks associated with the strategic plan: Target, Develop and Operate. These multiple goal tracks recognize that it is critical the industry address a range of initiatives that go beyond just marketing the community. Each of the goal tracks reinforce each other and in conjunction, will help Nogales maximize the collective power of this important economic cluster.



Mission and Goal Tracks

Mission

Attract the type of visitor spending that results in sustainable and significant economic and quality of life benefits for Nogales businesses and residents.

Target

Identify and build rapport with customer segments that hold the greatest potential to be attracted to Nogales and the broader Southern Arizona region.

Develop

Proactively mold and direct Nogales products in a manner that maximizes its assets, while linking to broader regional product offerings.

Operate

Expand resources directed to tourism development and integrate entities at both a city and county level

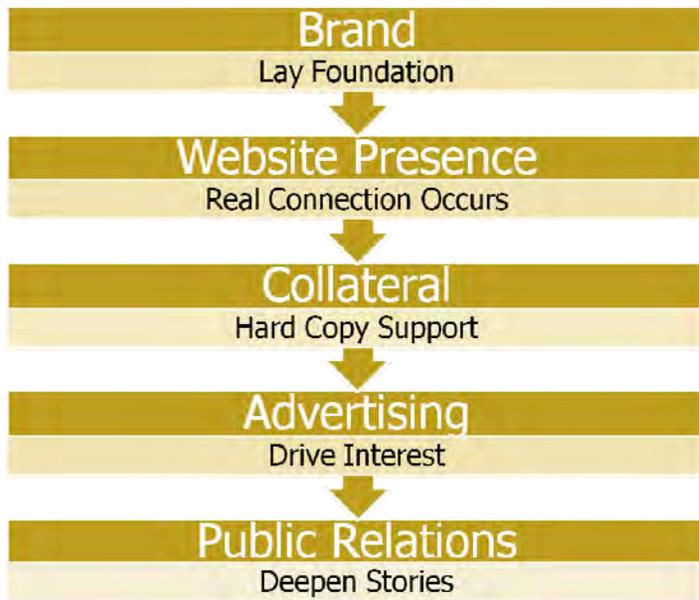
3.2 Goal Track—Target

The first goal track focuses on targeting and communicating with prospective visitors. Six key objectives are associated with this goal track.

Target Objective 1 –Prioritize Deployment of Resources

Nogales, like many evolving destinations, can too often be reactive to potential marketing and promotional opportunities that are presented to them, rather than allocating resources in a logical, sequential process. This can result in a “cart before the horse” environment, where the limited resources of the community are not maximized.

In moving future targeting efforts forward, the following sequence should be followed:



Goal Statement

Identify and build rapport with customer segments that hold the greatest potential to be attracted to Nogales and the broader Southern Arizona region.

Objectives

1. Prioritize deployment of resources to maximize effectiveness.
2. Refine key messaging/brand position of Nogales.
3. Deepen connection with expanded web presence.
4. Direct preliminary marketing efforts on Arizona residents, focusing on motivating factors.
5. Maximize prospective power of Public Relations.
6. Use national norms to help determine resource allocation



While some may be excited to get an ad placed or move a new public relations effort forward, their effectiveness will be limited if branding, web presence and collateral materials are not available to respond to new prospect interest stimulated by the advertising or PR efforts.

Tactic 1 - Review proposed sequence with private and public leadership to ensure there is understanding on priorities and allocation of near term resources.

Tactic 2– As available financial resources are better determined, develop broad near term allocations to various efforts.

Target Objective 2 –Refine Key Messaging/Brand Position

As previously noted, while progress has been made on developing a Nogales brand, there is not consensus on the brand and who/how it will be incorporated in the broad range of connections with prospective visitors. It should be recognized that while a logo is an important element in this effort, the brand needs to also provide clarity on how colors, themes and images are to be used to reinforce this brand statement.

In order to maximize Nogales' potential, this brand should resonate with visitors' desires and connect Nogales with words like authentic, diverse, fun, safe, natural beauty and international. As noted in earlier portions of the report, Nogales has particular potential to link its brand to themes like food, architecture, arts, history and heritage, all themes that are currently important to visitors already choosing Southern Arizona as a destination.

Tactic 1 - Convene appropriate representatives to review current brand options and determine if an existing alternative meets the community needs, while resonating with the noted words and themes. If not, identify entity responsible for new creative.

Tactic 2 - Work to expand current brand materials to provide



**Refine Visitor Connection
– Nogales Brand**

- 1. More than a logo or slogan**
- 2. Connections – authentic, diverse, fun, safe, natural beauty, international**
- 3. Images that reinforce**
- 4. Themes – foods, architecture, arts, shopping, history and heritage, outdoor recreation**
- 5. Think engagement**



clarity of when/how it is to be used and to provide a mix of images and suggested themes that reinforce brand messaging.

Target Objective 3 –Deepen Connection with Expanded Web Presence

As previously noted, Nogales's current web presence provides the visitor with very limited insights as to how to experience the destination. While both the Chamber and City sites have some visitor oriented presence, they are both quite limited.

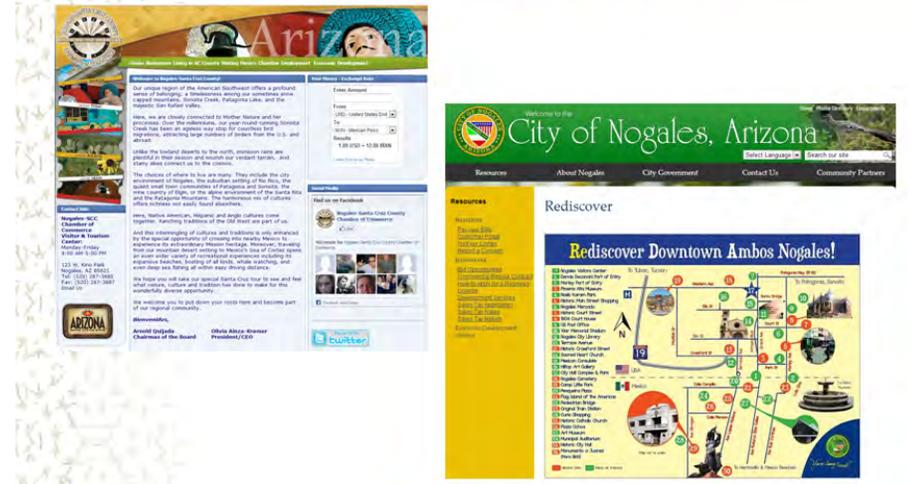
It is important to recognize that while advertising and public relations efforts can be critical to a destination's success, their role is largely to generate awareness about a destination and to "drive eyeballs" to an associated website where a deeper connection can be made. If resources are expended in marketing related efforts before a quality web presence is in place, the effectiveness of those expenditures can be significantly reduced.

Thus, it is critical that Nogales deepen its ability to connect with visitors through its web presence. While many examples can be used, another southern Arizona destination to the west, Yuma, can be considered as the direction that Nogales needs to move towards. In this instance, the website is clearly directed towards visitors to the destination, with easy navigation to key themes like Explore, Dining, and Entertainment. They use imagery on their homepage that reinforces Yuma's unique character and encourages continued engagement with easy access to visitor guides and other collateral materials.

It is also of key importance that there is a clear, "official" visitor site for the destination. An approach in which multiple entities develop some level of visitor connection serves to confuse visitor prospects, and in many instances, the ability to connect and provide inclusive information is lost.

A mix of collateral materials should also be developed, with a particular focus on how they can be distributed electronically. These

Current Website Visitor Connection



Yuma's Approach



can be initially basic and evolve to incorporate video and more expansive mapping capabilities. Some of these materials can be provided in hard copy formats and distributed, but much of the delivery goal should be to provide materials electronically.

While most of the web content will be directed towards a U.S. visitor, a separate page should also be dedicated to assisting Mexican residents to shop and experience Nogales, Arizona. Tips on crossing, identification of key retailers and language that provides a welcoming flavor would help stimulate additional Mexican visitor activity.

Tactic 1 - Determine which entity will host and maintain Nogales' official visitor website. While other organizations and entities might still have elements of their individual sites that speak to visitor needs, they would link and direct prospects to the primary visitor site.

Tactic 2 - Ensure that new Nogales branding elements are carried through on the primary website. This not only would include an official logo, but also colors, images and themes that reinforce key brand elements.

Tactic 3 - Develop a mix of collateral materials that relate to website elements and can also be distributed in a hard copy format.

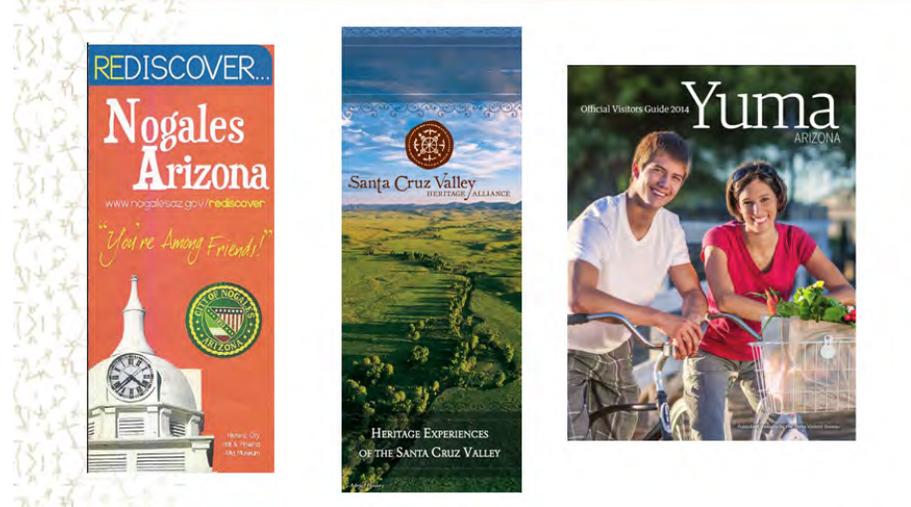
Target Objective 4 – Direct Marketing Efforts to Arizona Prospects

As previously noted, over 40% of current Southern Arizona visitors come from the Phoenix and Tucson metropolitan areas. By focusing early stage advertising efforts in these markets, Nogales will focus on segments that have the greatest potential for travel. These Arizona residents are also critical in hosting friends and family members from out of state and suggesting ideas for their travel experiences.

New creative should be directed to the previously noted thematic areas of food, architecture, arts, shopping, history/heritage and outdoor recreation. An overriding proposition should state that Nogales can provide all these experiences with a truly unique, international flavor. Both residents and visitors should be challenged that they haven't really experienced Arizona if they haven't experienced Nogales.

Recognizing the limited resources that Nogales will possess for direct marketing related efforts, they should orient a significant amount, if not all, of their advertising resources within AOT's Marketing Cooperative Program. By utilizing this program, Nogales

Expanding Collateral



will be able to leverage their advertising resources dollar for dollar with AOT contributions. In order to reach Arizona residents, publications like the Tucson Guide, Phoenix Magazine and the Arizona Republic would be utilized. Under AOT's program, a broad range of effective publications can be selected. The program can also be used for electronic advertising, incorporating banner ads or other presence on targeted websites.

These marketing efforts could begin starting with AOT's 2015 fiscal year, but proactive efforts would need to be developed to submit needed materials as their selection process requires. This timing would allow the first half of 2015 to be spent refining branding elements and moving forward on a refined web presence.

While early stage marketing efforts will focus on Nogales itself, it should be recognized that a broader regional orientation to marketing activities has the greatest potential to stimulate prospective visitation. Additionally, by pursuing a broader regional marketing initiative, multiple entities can be brought to the table, potentially expanding the range of resources that can be deployed.

Lessons can be learned by looking to Cochise County and their Cochise County Tourism Council. Through an intergovernmental agreement, communities contribute to a tourism marketing fund based on population and the County serves as the fiscal agent for the Council. This entity stands out not only in Arizona, but across that country as an effective example of multiple communities coming together to market a holistic experience.

While these marketing resources should primarily be directed to Arizona residents, some resources should also be focused on expanding the Mexican market, encouraging them to shop in Nogales. These efforts should primarily be directed to Nogales, Sonora residents to maximize cross border interest.

Tactic 1 - Appropriate Nogales representatives should meet with AOT and be fully briefed on their Marketing Cooperative program. Develop preliminary plans for targeted publications and the orientation of placements. Work to ensure a significant majority of

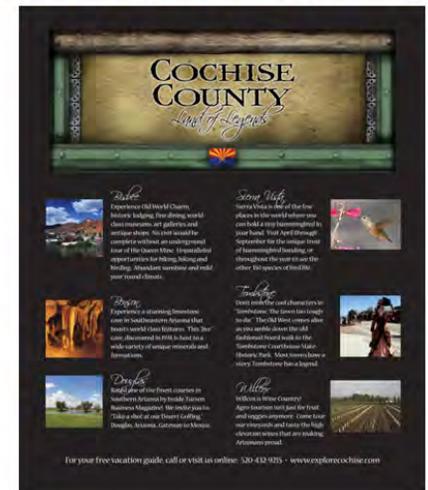
Leverage Funds Through AOT

- Leverage investment 50/50 match
- Can focus on Arizona related publications
- Position for FY2015 – second half of next year – other support elements must be in place



Cochise County Thinking Regionally

- ⚡ Bisbee, Sierra Vista, Benson, Tombstone, Douglas, Willcox
- ⚡ Helps visitors understand broader experience
- ⚡ Takes advantage of collective power



resources are targeted to Arizona resident related publications.

Tactic 2 - As preliminary publications and ad orientations are identified, engage professional entity to assist in the development of new creative. As with the website, ensure the new branding elements are incorporated in these efforts and that key messaging drives prospects to the primary Nogales visitor website.

Tactic 3 - As preliminary Nogales focused advertising efforts are more fully refined, work with the County and evaluate the potential for regional alliances similar to Cochise County. Use the progress and success of early stage Nogales efforts to stimulate broader commitments.

Target Objective 5 – Maximize Power of Public Relations

Most recognize that one of greatest challenges facing Nogales is the misperception related to safety and security. Addressing these concerns though direct advertising can be difficult, if not impossible. Innovative public relations efforts have much greater potential to change safety perceptions, particularly by using “softer” stories and examples of positive experiences being enjoyed by actual visitors.

The state of Baja, Mexico faced many of the same safety and security misperceptions of Nogales and in 2012 launched a major public relations campaign that featured videos of visitors telling their experiences in first person voices. Whether coming as cruise visitors or a participant in a major bike race, each told how their Baja experience was special and dispelled past inaccurate perceptions. Non-traditional channels like attracting Anthony Bourdain and his “No Reservation” program also helped to bring a different identity to the state.

Rather than attempting to change minds by citing crime statistics or pointing to other areas that are experiencing greater problems, Baja

"Why Baja" Using Real Voices



"Softly" Telling the Safety Story



reinforced their welcoming visitor centers and staff, their specially trained police capabilities and assistance resources that can provide help to visitors. By featuring these capabilities in story ideas to travel writers and as an introduction to prospects that are coming to their website, Baja was able to present a much different face as visitors were considering travel in these areas. Importantly, these efforts were able to address safety issues in a more indirect, softer approach. The impacts? Survey efforts undertaken both before and after their PR campaign resulted in a very significant 44 percent decline in the number of respondents that noted they would not visit Baja because of perceived danger, crime or drugs.

Tactic 1 - Incorporate PR as a key mix in the overall deployment of targeting resources.

Tactic 2 - Undertake initiative to interview actual visitors and their Nogales experiences and use to proactively tell positive perspectives on safety.

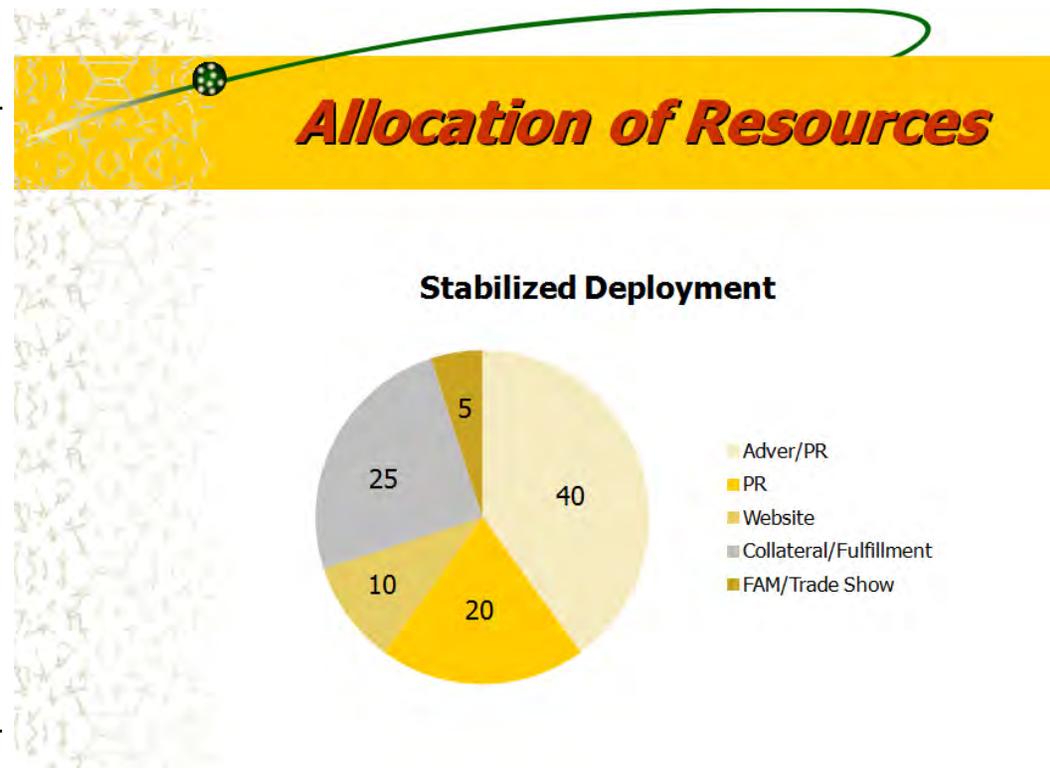
Target Objective 6 – Use National Norms to Help Determine Resource Allocation

While the actual allocation of resources to “Targeting” related efforts will clearly depend on the level of public and private sector funding directed to these efforts, norms used by like organizations across the county should be looked to.

According to Destination Management Association International (DMAI), smaller Destination Management Organizations (those with budgets under \$500,000) allocate their resources in a manner summarized in the associated graphic. Approximately 60% is directed to advertising and PR related initiatives, 10% to website management, 25% to collateral development and distribution and 5% to trade show involvement.

These averages can be considered the norm in a stabilized environment. In the case of Nogales, additional resources will need to be deployed initially to refine their brand and develop their website. As these initial investments are completed, this can serve as a general target to consider when allocating resources.

Tactic 1 - As resource availability is determined, utilize DMAI averages to help allocate funding to maximize destination performance.



3.4 Goal Track—Develop

The second goal track recognizes that additional tourism related development is critical as Nogales moves towards enhancing its position in the visitor marketplace.

Develop Objective 1 –Launch Product Development Working Group

While it is clear that many Nogales residents and businesses believe that there is greater potential to attract visitation, it was also recognized that too many outside visitors wonder if there is any “There—There” when thinking about Nogales tourism experiences. Through this process, individuals provided a range of preliminary thoughts on how existing products could be brought to a heightened level of power and engagement. Whether by linking synergistic products, developing collateral that helped deepen the understanding of visitors or enhancing existing products that have been allowed to deteriorate, it was clear that Nogales possessed a broad range of assets that were not being fully capitalized on.

In order to move towards expanding this range of intriguing products, a Product Development Working Group should be established who has the responsibility to assemble key product representatives and think creatively on areas like:

- ◆ How can the arts experiences be more closely linked to retail opportunities
- ◆ How can the old Courthouse or City Hall be used for purposes that could stimulate visitation and capitalize on these unique architectural gems
- ◆ What integrated itineraries can be developed that provide culinary, heritage and shopping experiences that cannot be duplicated elsewhere

Essentially the working group would use “Mental Mortar” rather than a “Bricks and Mortar” approach to craft new and expanded experiences. The power of “Mental Mortar” is that in many in-

Develop

Goal Statement

Proactively mold and direct Nogales products in a manner that maximizes its assets, while linking to broader regional product offerings.

Objectives

1. Launch “Product Development Working Group”
2. Integrate Nogales (Arizona and Sonora) assets to maximize collective power
3. Think regionally with other Southern Arizona destinations – integrate and cross-sell
4. Engage non-traditional partners to develop new Nogales experiences

Product Development Working Group

- ✦ Is there any “there – there”?
- ✦ Product Development Working Group
- ✦ “Mental Mortar” versus “Bricks and Mortar”
- ✦ Integrating products around themes – developing their collective power



stances, only limited new capital is required and for destinations like Nogales, progress can be made even with minimal financial resources. A broad range of themes could be utilized by the Working Group and importantly, many of the ideas and concepts will not only resonate with external visitors, but can enhance residents appreciation of what is already in their “backyard.”

Tactic 1 - Assemble Product Development Working Group that includes representatives from primary thematic segments in Nogales (Arts, Heritage, Retail, F& B, Outdoor Recreation, etc.)

Tactic 2 - As new themes and experiences are crafted, utilize an expanded tourism web presence to showcase and bring expanded visitor attention.

Develop Objective 2 – Integrate Cross Border Assets

Nogales possesses a truly unique position in its connection with Nogales, Sonora and the ability to provide a cross border experience. Currently, many visitors to the region think of the Nogales experience as being only on the Mexico side of the border. Additional efforts should be taken to demonstrate how products and experiences can be had on both sides of the border. A lesson can be taken from Yuma who embraces the medical desires many come to the region for:

“Ahhhhh, vacation. A perfect time for lazy days, fun in the sun - and a trip to the dentist. An odd combination? Not for tens of thousands of Yuma visitors who head south of the border for bargains on eye-glasses and dental procedures - not to mention food, drink, souvenirs, liquor and cigarettes.”

They help visitors understand how they can integrate a great Yuma experience while securing their medical needs.

Product Themes

History/Heritage
Architecture
Shopping
Dining
Mexico Connection
Medical
Agritourism
Outdoor Recreation
Arts/First Friday
Mercado

Cross Border Connection

Most visitors first associate Mexico as reason to come to Nogales—speak and market to their motivations

Shopping
Medical
Foods
Heritage

Integrate in Product Development Working Group

There are also opportunities to demonstrate how an art and heritage enthusiast can have experiences on both sides of the border by starting at the Pimeria Alta Historical Society and then going to the recently opened Museo de Arte de Nogales on the Sonora side.

Once preliminary progress has been made by the Product Development Working Group on enhancing the Nogales, Arizona experience, new participants from the Sonora side should be invited to participate.

Tactic 1 - Engage representatives from Nogales, Sonora and invite a mix to participate in Product Development Working Group initiatives.

Tactic 2 - As new concepts evolve, develop a mix of collateral materials that can be used by visitors to understand how developments on both sides of the border can be experienced around common themes.

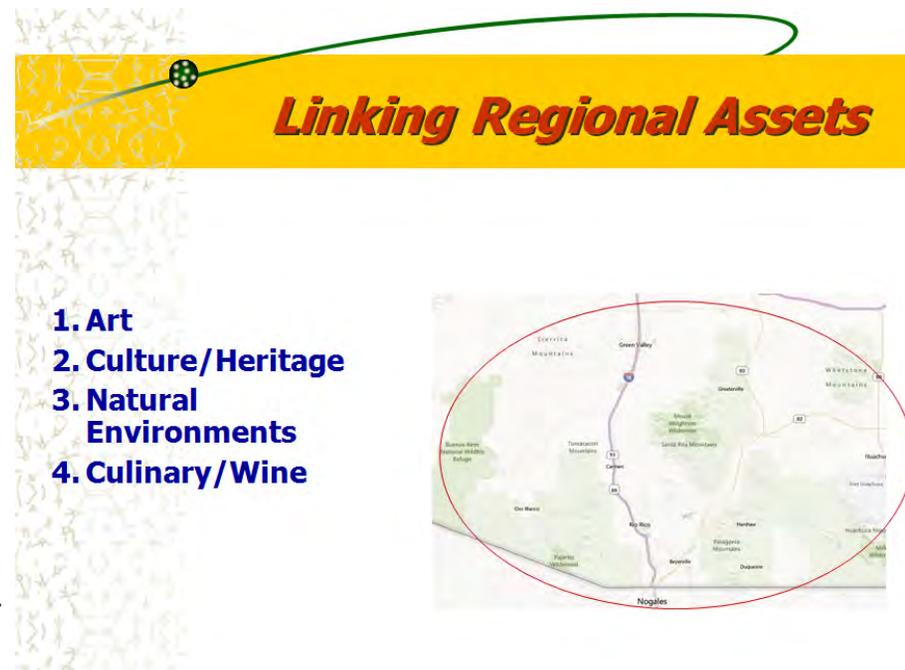
Develop Objective 3 – Think Regional Product Integration

Similar to linking with Nogales, Sonora, opportunities to link and integrate products within Santa Cruz County should also be pursued. In reality, an integrated experience that highlights an arts experience in Tubac, outdoor activities in Patagonia and a heritage/shopping day at the border, can have a much more powerful allure to Phoenix and Tucson residents than any community could individually.

Like the regional marketing tactic, a mix of regional assets should be thought of in integrated ways and representatives from around the County should be invited to participate in Working Group efforts.

Tactic 1 - Engage representatives from throughout Santa Cruz County and invite to participate in Product Development Working Group initiatives.

Tactic 2 - As new concepts evolve, develop a mix of collateral materials that can be used by visitors to understand how developments on



both sides of the border can be experienced around common themes.

Develop Objective 4 – Engage Non-Traditional Partners

Nogales has a strong presence in both the transportation and produce industry sectors. While they are not typically thought of as having connections to the tourism industry, some destinations have partnered with non-traditional industries and brought a whole new product experience to their area.

Businesses like John Deere (farm machinery,) Viking Ranges (Cooking,) Caterpillar (heavy equipment,) and the Steel industry have developed visitor oriented facilities and have become important partners stimulating new visitation to their destinations.

Nogales should engage these industry partners and discuss prospective ways visitors could potentially be introduced to unique experiences which can only be found in Nogales.

Tactic 1 - Following successes in Working Group efforts to expand traditional visitor product experiences, non-traditional partners should be invited to participate. There could be ways to integrate these entities in established itineraries and experiences, or whole new product activities could be developed.

Non-Traditional Partners

- ✦ Major presence in industry sectors
- ✦ Transportation
- ✦ Produce
- ✦ Competitive advantage
- ✦ Are they in the visitor business?



3.5 Goal Track—Operate

In order for the Target and Develop tracks to move forward, a broader range of organizational and financial resources will be required.

Operate Objective 1 – Formalize Tourism Advisory Group

As previously noted, multiple Nogales oriented organizations are currently involved in tourism related efforts and activities. While this brings a range of skills and capabilities to the process, there is not a clear entity responsible for directing and managing efforts. The City should appoint a Tourism Advisory Group that has the responsibility for oversight of tourism related efforts and work associated with initiatives outlined in this strategic plan. They would also have responsibility to monitor and evaluate City directed expenditures to tourism related efforts.

Through this new body, a clear center point would be established for this role and the entity could help coordinated efforts of multiple groups in Nogales.

Tactic 1 - City of Nogales should secure Council approval for a Tourism Advisory Board and work to select individuals that ensure a range of tourism related interests are represented.

Operate Objective 2 – Move Towards National Norms in Funding

For Nogales to enhance its position in the competitive visitor marketplace it must commit a broader range of resources to connecting and stimulating prospective visitors. Currently, the City allocates approximately \$25,000 to the Nogales Santa Cruz Chamber of Commerce in dues and other funding. Considering the approximately \$260,000 of annual bed tax receipts, this implies the community is currently reinvesting approximately 10 percent of these proceeds. This is significantly below the DMAI national average of around 60 percent.



Goal Statement

Expand resources available for tourism development and foster cooperation among entities at both a city and county level.

Objectives

1. **Formalize Tourism Advisory Group to assist in directing and managing multiple entities**
2. **Move towards national norms for tourism investment**
3. **Proactively leverage resources**
4. **Reorient visitor center focus to maximize intercept potential**
5. **Expand regional connections as efforts mature**



**Tourism
Advisory
Board**



**Nogales/Santa Cruz
Tourism Alliance**



Communities make this investment as they recognize they still retain 100 percent of the sales tax proceeds of visitors, the property tax benefits of tourism related businesses and the employment and jobs generated by these businesses. Additionally, they recognize that the enhanced image these efforts often create benefit the community in other economic development efforts and in expanding the quality of life benefits available to their residents.

If Nogales were to move to reinvestment levels approximately 1/2 that of the 60 percent national average, City tourism funding in the \$75,000 range would be implied and if increased to levels similar to these national norms, this investment would rise to around \$150,000.

It is important that the community recognize that this investment has a strong potential to generate new tax revenue at levels that far exceed the initial expenditure. Elliott D. Pollack and Company, one of the state's leading economic consulting groups, has noted that in a recent national review of tourism investments, effective programs almost always generate a positive return on investment and most have generated average returns of 7 to 1.

There is strong potential for Nogales to experience these kinds of returns. If the tactical steps outlined in this plan were to just stimulate new demand at levels the community historically achieved in fiscal year 2008/09, NTG estimates that the City would experience \$2.6 million in additional lodging related expenditures. Additionally, if these new visitors spent the normal daily expenditures in community restaurants, retail shops and entertainment experiences, an additional \$8.2 million of additional spending would be generated. Collectively, these expenditures would generate over \$300,000 of new bed and sales tax receipts for the City. It is important to recognize this is not a wildly optimistic target, but rather, levels that the community has already demonstrated it can achieve, but additional efforts must be launched to address the range of challenges outlined in the State of the Industry portions of this analysis.

Tactic 1 - Industry representatives should meet with the newly formed Tourism Advisory Group and identify near term resource needs for

Varying Reinvestment Levels

✦ 10%	\$25,500
✦ 30%	\$76,500
✦ 60%	\$153,000



“There is some disagreement on the extent that advertising spending produces net benefits to states, but the benefits are always positive. Most of the out-of-state studies reference a return on investment ratio of greater than 7-1.”



Nogales Opportunities

If Nogales returned to lodging demand achieved in FY08/09

- ✦ **\$2.6 million in lodging expenditures to community**
- ✦ **\$8.2 million in F&B, Arts/Entertainment and Retail**

\$315,000 in new City Tax Revenues

- ✦ **\$100,000 in bed tax revenue**
- ✦ **\$215,000 in sales tax revenue**

key items identified in this plan. Then, working with the Tourism Advisory Group, outline a proposal for City Council's review that outlines how new resources are to be allocated, the expected outcomes and timing of completion.

Tactic 2 - The Tourism Advisory Group and industry leadership should work to develop an ongoing funding structure that would provide clarity in terms of ongoing resources that would be available from the City for tourism marketing and development purposes.

Operate Objective 3 – Proactively Leverage Resources

As new initiatives are refined and launched, the Tourism Advisory Group, supported by other industry leaders, should look to other prospective partners that could leverage City of Nogales funding resources.

AOT and their Marketing Cooperative Program is a clear opportunity to leverage Nogales expenditures on a dollar to dollar basis. This is one of the easiest ways that the City can significantly expand the amount and power of new resource commitments.

Santa Cruz County should also be approached with regards to contributing to a tourism development fund. While the County does not have a separate bed tax, their 1.1 percent sales tax is estimated by NTG to have generated \$130,000 in annual receipts from lodging sales alone in 2012. As additional visitor demand is generated, the County will continue to be a clear beneficiary. In order to consider other ways to secure future funding, the County should look to pursue legislation that would allow the County to implement a separate bed tax for properties located outside of municipal boundaries. Currently, Pima County is the only county in the state that has this type of separate bed tax and new legislation would be required to allow others to implement a similar type of taxing structure.

The City of Nogales, Sonora should also be considered as a prospective funding partner that could expand the resources dedicated by Nogales. It is clear that many, if not most, of Nogales' targeted customer segments would be the same for both sides of the border and if a clear cooperative campaign and plan were to be presented to Nogales, Sonora leadership, funding support would likely be available.

Tactic 1 - Tourism Advisory Group and industry representatives should meet with AOT representatives and develop a preliminary plan on how Nogales could partner in the Marketing Cooperative program. Use the matching funds potential and examples of how the resources could be deployed to continue to build interest and commitment from the City Council.



Tactic 2 - As preliminary plans and resource deployment concepts are refined, the Tourism Advisory Group should meet with Santa Cruz County officials and discuss potential ways the County could financially support the effort and leverage funds.

Tactic 3 - Santa Cruz County officials should investigate the potential process to enable legislation that would allow counties to establish a separate bed tax. This effort could be undertaken with representatives of other counties including Cochise, Yavapai and Coconino.

Tactic 4 - Tourism Advisory Group should convene meetings with tourism leadership from Nogales, Sonora and review marketing and development plans. A specific concept for a cooperative campaign targeted to common customer segments should be presented, demonstrating how Sonora resources could be leveraged and resulting new demand could benefit all parties.

Operate Objective 4 – Reorient Visitor Center

The current visitor center on Grand Avenue has historically played an important role and currently serves as both a visitor intercept point and office/meeting space for the Nogales/Santa Cruz Chamber of Commerce. While an attractive facility with dedicated parking, repositioning the center to be housed within the “Old City Hall” holds much greater potential to connect and motivate visitors.

If repositioned, the Visitor Center would be located in one of the City’s most iconic buildings, in the center of the downtown region, with easy access to many of the parking facilities most visitors to the area are already using. A new campaign could be launched that encouraged visitors to “Start Their Visit at the Old City Hall” where all their information needs could be met. By connecting with visitors prior to their going into Sonora, Nogales has a much better potential to stimulate visitation on the Arizona side of the border. This would also significantly increase attendance at the current Pimeria Alta Historical Society and volunteer staff could likely provide assistance with both functions.

Tactic 1 - The Tourism Advisory Group and industry leaders should meet with both the City and Chamber of Commerce representatives to determine how a visitor center could be incorporated within “Old City Hall.”

Provide Visitor Services at Old Town Hall

- ✦ **Much greater opportunity to intercept**
- ✦ **Increase messaging to “Start Nogales Experience Here”**
- ✦ **Connect prior to Sonora experience to demonstrate AZ connection**

Old Town Hall as an Integrated Visitor Center

“Fish Where The Fish Are Biting”

Tactic 2 - As a new location is established, develop a mix of marketing initiatives that encourage visitors to start their visit at the facility.

Operate Objective 5 – Expand Regional Efforts

Building off the momentum that should be established within Nogales itself, broader organizational efforts should be pursued that also bring a county-wide orientation to promotional and development efforts.

Progress and successes achieved by Cochise County should be investigated and approaches considered on how a similar type of structure within Santa Cruz could be developed and operated.

Through a county-wide perspective, a broader mix of products and experiences could be “served up” to prospective visitors, better representing what visitors truly desire and need.

Tactic 1 - Santa Cruz County officials should meet with counterparts in Cochise County and discuss factors that have allowed success.

Tactic 2 - Following these meetings, the Tourism Advisory Group should meet with Santa Cruz County officials and discuss how the County can support and expand efforts undertaken within Nogales itself.



Selling a Region-Wide Experience

- ✦ Cochise County Tourism Council – approximately 20 years old
- ✦ County wide initiative – IGA structure with contributions based on population size
- ✦ County is fiscal agent
- ✦ \$110,000 annual budget
- ✦ Integrates broad mix of regional experiences – responds to visitor true needs

