

# Branding, Development & Marketing Action Plan

October 2016





## **PREFACE**

This Branding, Development and Marketing Action Plan was developed through a collaborative process between Roger Brooks International, Inc. (RBI), the residents and stakeholders of Sahuarita, Arizona and financial support from the Freeport McMoRan Foundation. We would like to thank the Sahuarita volunteers who devoted many hours to the process of making this plan a reality by participating on the Brand Development Team, as well as the many business and property owners, residents, and others who contributed their time and valuable input of ideas, resources, and feedback.

The recommendations made in this Plan are based on the information provided to the Roger Brooks International team by many caring and concerned citizens, research, best practices in other locations, and the findings of previous plans and studies, as well as RBI's experience and expertise in the field.

The results from implementation of this Branding Plan are dependent upon many factors, including the time, effort, funding availability, and cooperation of those involved in its implementation.

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- 16. Design, print and distribute “The Very Best of Sahuarita” folded brochure
- 17. Plan 4-years of funding mechanisms for Action Plan product development and marketing including land selection and plaza development.
- 18. Contract for the development of a Downtown Conceptual Master Plan
- 19. Find and work with development interests to acquire a location for the downtown
- 20. Work with the Developer on lease agreements – open days and hours with an evening focus
- 21. Include street trees in the new downtown and at the plaza
- 22. Allow, encourage and budget for street, artisans, musicians and buskers
- 23. Add benches and downtown beautification
- 24. Include public restrooms at the downtown plaza
- 25. Pass an ordinance limiting the number of chain stores in the downtown
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- 30. Bring Roger Brooks back for a review workshop

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- 40. Create free, robust Wi-Fi access for the plaza
- 41. Develop a Marketing, Advertising & Public Relations budget
- 42. Enter into a public relations/marketing contract for national coverage
- 43. Begin a monthly e-newsletter for your target markets
- 44. Work with the Arizona Office of Tourism
- 45. Create an Activities Guide for southern Arizona excursions
- 46. Update the Branding, Product Development and Marketing Action Plan

## THE VISION: FAMILY-CENTRIC SAHUARITA – “You’re gonna love it here.”

An enormous percentage of the population in Arizona is made up of transplants from all over the United States, Canada and Mexico. In fact, Roger Brooks and John Kelsh of Roger Brooks International (RBI) are from the Seattle area and are among those recent converts to Arizona. And, like most people, the places they’ve heard of include, of course, Phoenix, Tucson, Sedona, Flagstaff and Scottsdale. Watching the local news (all networks) you start to learn of other locations when the weather map is on the screen. And just south of Tucson is Green Valley.

When the branding project began and the RBI team heard about it, the first question was “where is Sahuarita?”

One of the purposes of this effort is to determine what Sahuarita should be known for, and to establish our “identity”. Ultimately, it was revealed that Sahuarita is a great place to live with a quality of life for families and a great place to invest for the future.

Because the primary mission and purpose of governments is to improve the quality of life for its citizens: from Town (or town) councils to governors, legislative bodies, to the president of the country. And government staff members carry out the initiatives that will do exactly that – improve the quality of life within their boundaries.

Quality of life includes local schools, health care, safe streets and neighborhoods (and safe commercial areas), parks and recreational amenities, shopping, ambiance (beautification), pedestrian- and bike-friendly corridors and trails, and a host of other things.

But to provide this quality of life the town needs tax base. And that tax base comes from general sales taxes, construction sales taxes, state share revenues and fees. So, the more private-sector development you have, the higher the revenues. One goal is to increase sales tax through expanded consumer opportunities for shopping in Sahuarita. And that, in turn, helps keep spending local, which helps create a sense of community.

This does not mean that the town needs to “sell its soul” just to increase its tax base. If done right, this effort will create a sense of community beyond its neighborhoods, will keep local spending in Sahuarita, will attract visitors who will also spend money in the town and will, in turn, put Sahuarita on the map as one of Southern Arizona’s premier places to live, work and visit.

The old adage “Today is the first day of the rest of your life” is a perfect analogy for Sahuarita. The town is at a crucial juncture as it moves from a small farming, mining and residential town to a more self-sustaining community, but with the goal of keeping its “small town” ambiance.

Sahuarita is an entirely different community than it was 25 years ago when the population was just 1,650 residents. Today, Sahuarita is home to nearly 30,000 residents and partially serves a population base of 62,000 residents living within a ten-mile radius of Town Hall. And that base population increases about 2.5% annually at the current rate.

That major shift has come on the heels of the incredible Rancho Sahuarita housing (and commercial) development, the development of stunning Quail Creek, and beautiful Madera Highlands. While there are other neighborhoods in Sahuarita, these three and, in particular, Rancho Sahuarita, have successfully branded the town as one of the premier places in Southern Arizona to raise a family. Rancho Sahuarita has some of the best amenities in the nation for a residential development of its size, and the town has added to that with newer highly-rated schools, outstanding parks, top-notch sports fields, a beautiful aquatic center, and a number of community events all taking place in a beautiful tree-lined and landscaped community.

Quail Creek, a Robson Resort Community, is one of the most highly rated 55+ communities in the Southwest, and it offers its residents an incredible array of both recreational and culturally rich educational amenities and opportunities.

Madera Highlands, while not as amenitized as Rancho Sahuarita or Quail Creek, is a well-planned beautiful residential community nestled among the foothills of the Santa Rita Mountains.

To top off the “quality of life” that Sahuarita residents have come to love, is the fact that all of this is set among thousands of acres of pecan orchards, providing the community a quiet country setting, just 20-minutes south of the state’s second largest metropolitan area, Tucson. As one drives south of Tucson it’s actually amazing to “feel” the calm as you pass through orchards, farms, and enter into a peaceful “small town” setting.

The challenge is that Sahuarita is made up of several distinct communities. They will all benefit if brought together, not only through its churches and community events, but through a common, central downtown location where residents would gather. Rancho Sahuarita, Quail Creek, Madera Highlands, La Canada, Anamax Park, Sahuarita Village and other neighborhoods of Sahuarita each have their own distinct demographics.

In spite of that, Sahuarita already has a very strong positive brand on the heels of the three housing developments, which have collectively spent millions of dollars to promote the brand. Sahuarita is already one of the top destinations in Southern Arizona for raising a family and has one of the premier upscale destinations in the Southwest for active adults – and their guests – Quail Creek.

It simply doesn’t make sense to change this perception, but rather to claim and own it as a town, creating unity, and then building on it. You will be far more effective as one loud voice (the town and its developers) as opposed to separate smaller voices, particularly since the town has very little in the way of marketing dollars to launch a different or separate branding initiative.

Once again, the residents of Sahuarita are VERY connected to their neighborhoods and the school system, but they have little in the way of connection to Sahuarita as a community. And that’s the missing ingredient. There is virtually no connection between the residents of Rancho Sahuarita and Madera Highlands, or Quail Creek. And there are thousands of residents outside of these three communities that are, for the most part, not really “connected” to anything other than the school system. It’s time that Sahuarita brought these communities together.

In the end, branding is merely a means to an end. In the case of Sahuarita, the primary goals, or reasons for embarking on this branding initiative are:

1. To create a stronger sense of community beyond the schools and neighborhoods.
2. To find ways to encourage more commercial development, offsetting the heavy reliance on residential development to sustain the town’s budget.
3. To find ways to import new revenues into the community, combatting spending leakage while increasing the local tax base.

Creating a “sense of place” will accomplish the primary goals of this effort and will create the vehicle that will connect ALL of the residents of Sahuarita, regardless of ethnicity, age, or demographics—a central gathering place that is alive with music, culture and commerce that is open to all—a pedestrian-friendly, intimate downtown.

Imagine, if you will, a “Main” street that is perhaps three blocks long, with parking behind the shops so that Main Street is pedestrian-only, with perhaps a dozen home-grown eateries, sidewalk cafes, a gallery or two, a bakery, clothing shops, outfitters (bikes and hiking gear), a couple of locally owned coffee shops, an ice cream parlor, confectionary, and other non-chain, home-grown retailers. Sahuarita’s Main Street would also be home to a mid-priced upscale hotel, all wrapped around a central plaza that would be programmed with 250 to 300 days of activity each year:

- A 7,500 to 8,000 square foot splash pad that kids (and adults) can play in, complete with LED night lighting and fountains programmed to music. Each evening community residents would be treated to a light, water, and sound show. The splash pad would operate every day, six to seven months of the year. That, in itself, would provide 180+ days of activity in Sahuarita’s new downtown.

- During the winter months (November, December, January and February) the splash pad would transform into an 8,000 square foot synthetic ice rink that would be lit with changing color LED lighting and music. This would be a larger ice rink than New York's Rockefeller Center's rink. Ringed with holiday lights, hot chocolate and cider, the winter months would be home to an incredibly festive atmosphere that will be a delight for all and would, undoubtedly, bring all of Sahuarita together, regardless of ethnicity or socioeconomics.
- The plaza would include a stage that would host music, culinary shows, and perhaps "Movies on the Plaza" every Monday night during the spring and fall months, adding even more activity for Sahuarita residents and their guests.
- Retail on the plaza would include perhaps a dozen restaurants and cafes with outdoor seating, misters, and Catalina-style umbrellas. Main Street would have shade trees every 30' and perhaps a running creek from one end to the other, using re-circulated and reclaimed water. On its "shore" (each side of the creek) would be trees and native southwest landscapes, with pedestrian bridges crossing from one side to the other.
- You'd invite bike shows, photography exhibitions, artists in action, food trucks, street vendors and musicians – adding a tremendous amount of culture and depth in terms of the arts (visual and performing) to Sahuarita.
- The plaza would also provide space for a weekly farmers market and other market-style events. It would be a community space "alive" with activity. And, best of all, it would be free to all. The Plaza would create the ultimate sense of community without it being a "club" or residential sub-division.
- Perhaps best of all, the primary hours for downtown would be from 4:00 pm to 10:00 pm six days a week (Sunday evenings retailers would close at perhaps 6:00). This way commuters to Tucson and other work destinations could come home and then head downtown, friends and family in tow, for an evening of culture, activity and entertainment.

So, what does this accomplish? For the first time, Sahuarita will become a single community in voice, not just a collection of sub-divisions. It will provide a central gathering place, or Third Place, that is free to all – no matter what ethnicity or income bracket residents may be in. It is THE PLACE that makes Sahuarita a real community and will bring people together no matter which sub-division, or neighborhood they live in.

And when you bring people "downtown" 250 to 300 days a year, retailers will follow. Retail shops will be open from 10:00 am to 9:00 pm with eateries open until 10 or even 11:00 pm each night. After all, 70% of all retail spending takes place after 6:00 pm. That's right: 70%. Why send everyone to Tucson for after work and after-school shopping, culture and entertainment?

An added benefit of creating a downtown is that Sahuarita will become a popular visitor destination as well, tapping into the state's third-largest industry. Leisure visitors staying in Sahuarita can spend the night, have breakfast in a downtown café, head out to the many attractions in the area, and come back at the end of the day to a downtown that is just coming to life. Tombstone, the Desert Museum and just about every other attraction, including the shops in Tubac close at 5:00 or 6:00 pm, creating a great reason to end the day in Sahuarita.

Interestingly, the number one activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly setting. It's not the reason they travel to a destination but it's the number one activity once they arrive – and few places accommodate this in Arizona. To see this in action, just visit Tubac, downtown Prescott, areas of Sedona, downtown Flagstaff, Old Town Scottsdale and Jerome. For the most part, these downtowns roll-up their sidewalks at 6:00 pm and because of that, have become daytrip destinations rather than the place to spend the night. And, by the way, overnight visitors spend four times that of day trip visitors.

It's also important to note that the number one reason people travel is to visit friends and family. With a service area of 65,000 residents, there are already tens of thousands of "friends and family" coming into Sahuarita and Green Valley, yet there are few places for people to go to spend time together, particularly during the evening hours.

Hundreds of millions of dollars are being spent along Interstate 19 each year that could easily be captured in Sahuarita if a great pedestrian-oriented shopping "village" or downtown with homegrown shops and eateries existed. The retail would be an attractive mix of locally owned boutiques and regional or national brands.

Included in this plan is a very rough idea of how the downtown might be laid out as well as an artist's rendition of a plaza the Roger Brooks International team designed for the Town of Caldwell, Idaho – a project about to be constructed. This will give you an idea of what a programmed plaza area in a pedestrian-friendly downtown looks like. One of the recommendations in this plan is to develop an actual conceptual plan for a three-block long Main Street that potential developers can use as inspiration as the “real” development takes shape.

As the town becomes a Town in its own right, it should work to serve as THE commercial center (beyond just Walmart and strip retail) for the entire Green Valley area serving a population base of 62,000 residents – and growing, over the next decade.

Main Street shops would be open until 9:00 or 10:00 pm (per lease agreements), every day except Sundays, providing activities for families after school and work and on weekends reducing the “need” to go to Tucson for shopping, activities and entertainment during evening hours and on weekends. In fact, wouldn't it be great if people in Tucson headed to Sahuarita with friends and family? As that happens you'll know that Sahuarita has set the gold standard for all communities in Arizona.

On the first page of this Vision, it was noted that Sahuarita “partially” serves its citizens and that is one of the challenges this plan addresses. The most successful cities import more cash than they export: and that's balance of trade. If people earn money in the area but spend it in Tucson, Oro Valley or even Green Valley, that's “leakage.” But as Sahuarita works to reduce its leakage, there are many things the town can do to offset that. Developing a critical mass of shopping and dining in the Main Street of downtown will diminish spending leakage.

One of those key areas is getting into the tourism game. With an upscale mid-priced hotel and a pedestrian-friendly downtown, Sahuarita is perfectly situated to be a “base camp” or “hub” for the “Southern Arizona Experience.”

The town is already home to the Asarco Mineral Discovery Center, the Titan Missile Museum and neighbors the Desert Diamond Casino in the San Xavier District. But within a 45-minute drive (day trip distances), Sahuarita is also the perfect jumping off spot for visiting the border town of Nogales, the charming arts community of Tubac, beautiful Madera Canyon, the Santa Rita Mountains, San Xavier Mission, Kitt Peak, Sonora Desert Museum and even Tombstone, although Tombstone is an hour and 15-minute drive from Sahuarita.

Tourism is a terrific opportunity, and the state's third-largest industry, and it can position Sahuarita as one of the state's most sought-after destinations rather than a “wayside stop” on the way to or from Mexico and southern Arizona destinations.

The trick is knowing that visitors go where the locals go and, at present, Sahuarita locals tend to spend time AND take friends and family, when they visit, to the attractions listed above. But for dining, shopping and entertainment they tend to take them to Tucson or eateries in the Green Valley.

Once Sahuarita is home to a pedestrian-only Main Street with a programmed year-round plaza, the community will become a magnet for corporate meetings, retreats, family reunions, and a host of events throughout the year. And once you have a location for hosting events, you'd have a team in place that would spend its time working with clubs and associations to have them host public events IN Sahuarita. This can include everything from car shows, bike shows, races and events, to quilting and arts exhibitions. How to accomplish this is included in the following plan.

The brand – what you want to be known for – will finally put Sahuarita “on the map.” As Arizona residents and visitors watch local news programs they see Tucson and Green Valley on the map. One of the objectives is to “change” those maps so that Sahuarita is listed. The “destination” cities and towns are always the ones listed on these maps.

The goal of the brand, in a nutshell, is to position Sahuarita as “The number one community in Southern Arizona to grow your family, business and future.” In fact, the current brand in Sahuarita can be stated as follows: “Families and active adults (seniors) are moving to Sahuarita because of its upscale homes in well-planned and safe neighborhoods loaded with recreational amenities, great schools, and a beautiful pecan-orchard country setting just 20 minutes from Tucson and Madera Canyon.”

The target market includes young families: those in their late 20s, 30s and early 40s: the Millennial and Generation X audience. It will include those with an entrepreneurial gene looking for a place to open a small business. Upper floor lofts in downtown will be home to affordable creative office space for workers in technology, graphic arts, architecture, planning, engineering, and other creative-focused businesses. Why commute to Tucson when you can commute a few minutes, on your bike, to downtown Sahuarita?

There will be many that will think, "You're leaving out the boomers that Quail Creek is targeting." But the truth is that even the boomers are attracted to places where the millennials are gathering. In fact, wouldn't it be great if their kids (and grandkids) chose Sahuarita, right next door, as the place to raise their families?! Studies have shown that where the younger generations go, the boomers follow – perhaps much to their chagrin. The millennial generation is now larger than the boomers. They are the future and they are the demographic already moving to Sahuarita, making it one of the youngest populations in Arizona.

Active seniors LOVE being in places that are alive with music, culture, activity, nightlife, and families. That's what Main Street will provide.

As the plan is implemented, the brand or perception will be as follows:

Arizona's best family-centric gathering place: Alive with music, art, food, homegrown shops and businesses, and delightful fun in an intimate pedestrian setting more than 300 days a year.

**In a nutshell:**

"Southern Arizona's best place to hang out."

**For tourism:**

"Your home-base for the Southern Arizona experience."

**For economic development:**

"Providing the atmosphere to help you surpass your goals and aspirations: in business and in life."

**For quality of life:**

"Southern Arizona's best family-centric gathering spot."

In essence, the promise of the brand is: "Sahuarita provides the atmosphere to fulfill and grow beyond your aspirations – in business and in life."

And how? By providing an enriching, inspiring, delightful experience and way of life.

To make it more than just marketing and only skin deep, the town must continually ask, "are we doing everything in our power to help you grown beyond your aspirations?"

Key marketing messages would include phrases like these:

- Get more out of life
- Your kids will thank you
- Add more living to your life
- Come out and play!
- Because there's so much to celebrate
- Dream living
- A richer life

- Living happily ever after starts at home
- Once upon a time always starts at home

As Main Street is developed, key messaging will include:

- Raising the bar – again. From one of the best neighborhoods in the Southwest to one of the best downtowns in the West.
- Nir•va•na: A state of perfect happiness. An idyllic place. Sahuarita, Arizona.
- Kodak Moment #124 was yesterday. We're at #131 today. (See ad concepts)
- For business and life: Spread your wings and fly.
- Helping you grow beyond your aspirations.

Because Sahuarita has not been “on the map” as a premier destination, the call to action and marketing tagline is “You’re gonna love it here.”

Many will say, “Really?” or “oh yeah?” But the idea is to have them check it out. And once they do, they will probably have the same reaction every member of the RBI team had when they first set foot in Sahuarita: “Wow. Where did this come from? This is beautiful” and “Too bad we didn’t know about Sahuarita when we set our course for Arizona. This is amazing.” You add a downtown to the mix with culture, music, art, food and evening entertainment, and within a couple of years the cities that people who reside outside the area have heard of will be Phoenix, Tucson, Sedona, Flagstaff, Scottsdale and Sahuarita. Pretty good company, to be sure.

Down the road, perhaps in just five years, you would revisit the brand adding a “healthy lifestyle” component that will include individual sports: street and single-track biking (the fastest growing hobby in the United States), hiking, running, triathlons, swimming, kayaking and other recreational sports. Marana has already jumped on these and so, with an active Main Street you can add to that mix by adding a festive gathering place with great food, music, art, cultural diversity, and an incredible sense of community.

So, by all means, leverage the developer’s promotion of your sub-divisions, claim it as a town, add the orchards and country-living to the mix and then develop a true downtown that none of the other bedroom communities has. And THAT will elevate Sahuarita above all the rest and will make it THE best community in Southern Arizona, hands down.

“You’re gonna love it here.”

## THE PROCESS OF BRANDING SAHUARITA

Developing an Action Plan puts Sahuarita, Arizona at a clear advantage over the scores of other cities and towns in Arizona, or the west for that matter, that don't have much, if any, idea where they are going or what they want to be known for. Clarity and consensus of purpose frees up citizens and local stakeholders allowing them to move forward, take action, and achieve dozens of small successes that will help continue the revitalization of the Town and make it a Western U.S. showcase.

The days of being "all things to all people" are over. To be successful – in business or as a community – you must differentiate yourself from everyone else. After all, there are 91 incorporated cities in Arizona and every single one is instantly accessible to any of us via the web. To win, you must find your "unique selling proposition" – that point of differentiation that sets you apart from everyone else. And then build on that as a foundation. This is the art of branding.

In the new reality of shrinking federal and state funding for communities, each town must think and act like a business: find new ways to import more cash than is exported when locally earned money is spent elsewhere. Communities have been forced to create a unique identity to be successful. Find your niche, create new business opportunities within that niche, and then promote it like crazy.

Over the past seven months, Sahuarita has undertaken the daunting task of finding its Unique Selling Proposition or brand. This process began with conversations among the town officials and Sahuarita residents, and continued with the Town contracting with Roger Brooks International, Inc. Once RBI came onboard, progress accelerated.

### Secret Shopping Sahuarita

In February, 2016, Roger Brooks visited Sahuarita to secret-shop the Town. Over several days, Roger and Jane Brooks walked and drove the Town and the surrounding regions, including Green Valley, took many photographs, shopped, talked with retail proprietors, researched Sahuarita's socio-demographics, and did reconnaissance on the several planned communities that are a large part of the Town. RBI reviewed many of the area's projects and plans.

### Formation of the Brand Development Team

RBI then worked with the Economic Development Staff to establish a Brand Development Team (BDT) comprised of Town officials, residents and stakeholders. The BDT is the client committee designed to reflect a cross-section of enthusiastic participants who worked with RBI to guide the direction of the brand, the project goals, and to take a leadership role in moving the plan forward through its execution.

The membership on the BDT included the following individuals:

- Teri Bankhead - Town of Sahuarita - Town Manager's office
- Sheila Bowen - Town of Sahuarita - Public Works
- Collette Brown - Freeport McMoRan
- Lisa Cole, Town of Sahuarita – Town Clerk
- Kara Egbert - Sahuarita Town Council Member
- Mark Febbo - Town of Sahuarita Communications
- Victor Gonzalez - Town of Sahuarita Economic Development
- Ted Herman - Rancho Sahuarita Company

- Gil Lusk - Sahuarita Town Council Member
- Sarah More - Town of Sahuarita - Planning & Building
- Debbie Summers - Town of Sahuarita Parks & Recreation
- Dr. Manuel Valenzuela - Sahuarita Unified School District
- Jennifer Zubieta - Farmer's Investment Co. - Green Valley Pecan

Throughout the brand development process, the RBI Team held several in-person and conference call meetings with the BDT to discuss elements of the planning process, including resident polling results, goal setting, potential brand directions, BrandCamp week, and other points for BDT decision-making.

## The Online Resident Poll

Between March 17 and April 7, 2016, RBI set up an online poll, available to Sahuarita residents, nearby residents from communities that use the services available in Sahuarita, and other citizens interested in the future development of Sahuarita. Poll respondents were asked their resident location, their age, and their gender so that results could be examined from different perspectives.

Several important questions followed, including: where do you take your visiting family and friends? Where do you go on weekends and during evening hours? What do you think are Sahuarita's three greatest assets? What do you think are Sahuarita's three biggest challenges? What should be done to increase spending more time and money in Sahuarita? And, importantly, what do you think Sahuarita should be known for?

Responses to the poll were in essay format. Individuals could say whatever they pleased and were not restricted to a set number of responses. Poll results were analyzed by both RBI and by the BDT members and discussed at length to derive common themes and ideas for a brand direction.

Here are some of the highlights of the Poll:

Where do you take friends and family?

- Madera Canyon
- Tucson
- Tubac
- Desert Museum
- Lake Sahuarita
- Titan Missile Museum
- Tombstone

Where do you hang out?

- Tucson
- Area restaurants
- Local events (family sporting events)
- Neighborhood amenities

What are Sahuarita's greatest assets? Challenges? Needs?

- Assets: Local parks | Schools | Neighborhood amenities
- Challenges: Lack of shopping, restaurants, activities
- What needs to be done: More shopping, restaurants, things to do, particularly after work and on weekends.

What should the Branding Focus be? Feelings to Portray?

- Branding focus: A Downtown | Active lifestyle | Education | Pecans | High-tech | Kids & family | Health & Wellness | Festivals | Gateway to Mexico | Arts | Biking | Resort town
- Feelings to portray: Safe | Clean | Family-friendly | Beautiful | Welcoming | Active | Progressive | Close-knit

In total, 1,060 individuals responded to the poll. Seventy-eight percent from within Sahuarita town limits, a majority of respondents over the age of 31, 65% female. The full results of the poll are retained by the Economic Development Department.

#### **A Kick-off Brand Presentation**

On the morning of March 17, 2016, Roger Brooks gave a two hour "Kick-off" presentation entitled "The Art of Branding Sahuarita". During this lively presentation, Roger revealed the principles and importance of city branding. He showed many examples of how these principles were applied in other towns and their effectiveness in improving the economic vitality of the communities, the increases in new residents, increased visitor spending, improved property tax base, and other important factors.

#### **Stakeholder Interviews**

On April 13th and 14th, John Kelsh, of the RBI Team, visited Sahuarita and met with seven groups consisting of 91 in-person interviews. In addition, John conducted seven in person or telephone interviews with key property owners and Town officials in Sahuarita, including the Mayor, the owners of Rancho Sahuarita, and the owners of FICO and Green Valley Pecan Company.

While the interviews provided an augmentation to the poll in hearing about ideas, aspirations and brand directions, its main purpose was to allow RBI to delve more in-depth into some of the important details about Sahuarita's history of development, policies, laws, regulations, tax base and revenues, neighboring communities, major employers, citizen spending habits, attractions, planned communities, schools, and other factors that would play a part in any product development or marketing that would be associated with a given brand direction.

#### **Goal Setting**

In April, the Brand Development Team met to formulate a list of primary goals for the Branding initiative to fulfill. As indicated above, these goals are:

1. To create a stronger sense of community beyond the schools and neighborhoods.
2. To find ways to encourage more commercial development, offsetting the heavy reliance on residential development to sustain the Town's budget.
3. To find ways to import new revenues into the community, combatting spending leakage while increasing the local tax base.

### **Potential Brand Directions**

On May 12, 2016, the BDT met again to review the poll results and develop a “short list” of brand directions. The short list included ideas such as:

- Developing a downtown shopping area
- Improving on outdoor recreation and an active lifestyle
- Education as a focus
- The Pecan orchards
- A high-tech center for environmental sustainability
- A kids and family destination
- Health and wellness
- Festivals and events
- A gateway to Mexico
- The Arts
- Cycling
- Resorts
- Aerospace
- Sports events

### **Brand Idea Feasibility Testing**

This short list was put to a feasibility test of ten important questions that help determine whether or not any particular brand idea is workable.

The Brand Development Team spent several days reading through the local poll responses and applying it to the “Feasibility Testing” process. Here are the ten questions we asked for each idea that came from local and area residents:

1. Is this something the markets we are hoping to attract can’t get or do closer to home?
2. Is this something the community can buy into? We’re not asking for permission but want something they can take ownership of – “We’re okay with it.”
3. How much will it cost and when will we see a return on our investment? This applies to both public and private investment.
4. Can the private sector buy into it? Are there investment opportunities? After all, this is about tax base.
5. Does it have legs? Can we start with a small niche and add “extensions” to the brand? If we want to be a sports capital, can we start by being the soccer capital, then add softball, then disc golf...?
6. Can we make it obvious and pervasive throughout the community?
7. Do we have those who will tirelessly champion the cause?
8. How wide an audience will it attract? We want a niche, but not one that’s so small the economic gain is minimal.
9. Will it extend our seasons? This is why hanging a brand on a three-day festival is rarely feasible. What about the other 362 days of the year?
10. Is it experiential? Based on activities? BMW’s tag line is “The Ultimate Driving Machine.” It’s based on the experience – not the physical attributes of the car.

### **BrandCamp Week**

During the week of May 30th through June 3rd, the Roger Brooks Team came to Sahuarita and held extensive meetings with the Brand Development Team mornings and late afternoons.

One of the first tasks was for the BDT to confirm the different target markets that the Brand should address. They are:

#### Geographic Markets:

- The 27,000 residents that live within the town limits of Sahuarita
- The additional 25,000 residents within 5-miles of Sahuarita
- The additional 180,000 residents that live within 15-miles
- The 18.2 million travelers on I-19 (north and south) each year
- Tucson metro area, visitors coming into the area

#### Demographic Markets:

- Millennial & Generation X (and their families)
- Business owners who work in Tucson but live in Sahuarita.
- Multi-cultural residents and visitors
- Technology & professional services companies

#### Community | Lifestyle Markets:

- Where their kids are the top priority
- Upscale and ultra-active boomers (who will follow the millennials)
- Those who embrace an active-living way of life

Another important task for the BDT during BrandCamp was to narrow down and refine the brand alternatives. These were:

- Downtown with shopping & entertainment – Art, music, entertainment, ice, water, cafes, nightlife
- Recreation | Active lifestyle | Health & Wellness – Neighborhood amenities | The Lake | Trails | Madera Canyon
- Individual sports – Biking | Hiking | Running | Triathlons | Swimming | Kayaking
- Kids and family – Education | HOA amenities | Safe | Town parks | Events

After further deliberation, the BDT landed on a more concise brand focus:

“To create Arizona’s best family focused gathering place – great shops, eateries, art & music, nightlife, live and work in place.”

### **Creation of the Brand Leadership Team**

Now that the Brand Direction is finalized the final role of the Brand Development Team is to evolve into the Brand Leadership Team, which is described in the first Action Plan recommendation. The Brand Leadership Team’s primary job is to energize the community into implementing the Branding, Product Development and Marketing Action Plan. These will be the enthusiast pioneers and champions of the Brand who will make it all happen. They will never take no for an answer and will move mountains to make a difference for Sahuarita.

### **Development of product that supports the brand**

This plan presents the list of product development initiatives to give the brand a solid foundation: what needs to be developed, improved, added to, or changed to reinforce the brand direction. Brands are built on product, not just marketing. In fact, product sells itself. All are an INVESTMENT, not just an expense. Every recommendation was included ONLY if it would help achieve the goals of reducing expenditure leakage (locally earned money spent elsewhere), increasing area resident spending, and making Sahuarita a vibrant place to start a business, raise a family, and become a year-round destination for local family, friends and visitors.

### **Always refer to the brand promise**

This is the guiding principle for everything the community and its partnering organizations will focus on for the next three to five years. Watch the video of Roger's Brand presentation periodically. When considering taking an action, ask yourself, "does this support the Brand Promise?"

### **Sahuarita's Brand Promise 2019-2040:**

#### **Arizona's best family-centric gathering place:**

Alive with music, art, food, home-grown shops & businesses and delightful fun in an intimate pedestrian setting more than 300 days a year.

Southern Arizona's best place to hang out.

## **CREATE THE LOOK AND FEEL OF THE BRAND**

This is where the logo, tag lines, concept print ads, pole banners, posters, and other graphic elements come into play. They were designed to portray the feeling that supports the brand promise. Successful brands evoke emotion – they are what we think of Sahuarita when you mention where you are from.

At first, Sahuarita will work with a "bridge brand" look and feel. This will allow the Town to move ahead with messaging right away, while the product development necessary for presentation of the activities and experiences of the full brand are being developed.

As product development progresses on the ground, "coming soon" messaging can be added.

Finally, the Town can begin to use the market-specific messaging as the following examples illustrate.

The Town will develop a Style Guide which lays out the graphic protocols for the visual elements of the Brand, including logo versions, taglines, ad layouts, banners, wayfinding signs, posters, vehicle wraps, merchandise, web page templates, font use, brochure layouts like Town profiles and Town economic development opportunities, stationery and visitor guides.

### **This Action Plan**

During the BrandCamp week, the Brand Development Team donated many hours of their time to meet as a group and to come up with the major initiatives that will drive the brand forward. The time spent helped to create a brand that will last for generations. The recommendations outlined in this plan came as a result of meetings during the BrandCamp along with follow-up research.

This is NOT a Strategic Plan outlining general goals, strategies and objectives. It is in essence, a “to do list” that details specific assignments, by organization, and approximate costs where and when available. They are placed in chronological order of when they should be implemented. The plan implementation will be fluid, and some tasks may be rescheduled. It’s important to point out that an Action Plan is like a jigsaw puzzle – there are many pieces and you cannot reshape them, toss some aside or alter them without ending up with a worthless puzzle or plan. Branding, product development and marketing recommendations are all intermingled in this plan, making it easy to simply work your way, by organization, down the list. You have one chance to do this right. Don’t leave out pieces of the puzzle to try to do it in-house if you do not have the professional expertise required of specific tasks. Our experience is that this causes unnecessary remedial expenditures down the road, or results in a failed brand execution.

### **Make something happen**

As you read through the recommendations you’ll see that this is an aggressive plan. It requires digging deep to make some very specific things happen over the next two to three years. The work has already begun but won’t end for perhaps a decade. In fact, you can never rest on your laurels, so the brand (including this plan) must always progress and grow. Once you cement ownership of your brand, other communities will try to emulate your success – they will be gunning for you.

Once the Town and its partners have implemented most, if not all, of the recommendations in this plan, they should come back together and develop the next list – always with the same goals and the same brand promise as a guiding light. Product development is an ongoing process – not a one-time thing.

### **Keep the energy high**

This is why true champions must lead the effort. Their unbounded enthusiasm will push the agenda forward. This is not a municipal government only project. Residents and stakeholders must make their enthusiasm infectious and spread the message, building support behind the actions of the Town government.

There are ONLY three killers of any branding effort:

1. Local politics, which are typically worse with membership organizations than with elected officials.
2. Lack of champions who will push the agenda forward.
3. Lack of money (both private and public).

The bottom line: If you have true champions, they will ALWAYS get through the politics and they will find the money. ALWAYS.

### **Tell the world**

Fiscal years 2016 and 2017 are the “getting ready years,” which includes securing funding for several projects, working as the Brand Leadership Team organization to help Sahuarita organizations implement the plan, and gradually reworking all marketing materials from business cards to websites.

One word of caution: As you start to implement the new brand graphics and key marketing messages, make sure you will be able to “deliver on the promise” they represent. A brand is a promise, and if you don’t live up to that promise the branding effort will fall flat. In the case of Sahuarita, Arizona, to become a truly vibrant and active destination where there is “always something going on,” it will be mandatory to live that mantra – meaning the recommended plaza should be full of life and activity at least 300 days a year. And that still leaves 115 days of inactivity.

**Revisit the plan every month**

This Action Plan is a “to do list,” not a plan you read once and then set on a shelf. Start working down the list. Write notes in the margins; check off items that have been accomplished; put peer pressure on your partnering organizations: “How are you doing with your list?”

Once a year go through the plan and update it. Plans like this are fluid, and some things may need to be rearranged or may alter the timeline, so it’s very important to update the plan once a year. Likewise, as you implement items in the plan, each year you’ll add several new initiatives to the plan to keep the brand moving forward and to keep it growing.

**Never, ever give up**

Stay determined in creating the Sahuarita brand and you will succeed. As Calvin Coolidge stated: “Nothing in this world can take the place of persistence. Talent will not: nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not: the world is full of educated derelicts. Persistence and determination alone are omnipotent.”

Persistence sets the stage for never taking no for an answer. Where there’s a will, there’s a way. It will be impossible to make everyone happy, so just keep pushing forward. Dr. Robert Anthony once said, “Forget all the reasons why something may not work. You only need to find one reason why it will.”

*Let the fun begin!*

## SAHUARITA'S BRAND CREDIBILITY

Always protect your brand credibility. This is the tangible evidence that will be articulated and communicated over the next several years for Sahuarita's positioning. It is the reason why people will believe Sahuarita offers the best opportunity to realize success in raising a family and starting a business. It makes the claimed benefits compelling.

- A plaza programmed with 300+ days of activities and events
- Public art, culture, and events
- Connectivity in the Town, and a vehicular and pedestrian wayfinding system
- A vibrant retail mix and dining open at night
- Robust downtown public Wi-Fi
- Outdoor recreation opportunities

In addition to these developing stories, Sahuarita can use its successes of the recent past, and accolades it receives from others (if they are not more than 5 years old):

- Last year, Money Magazine voted Sahuarita as one of the nation's 50 best places to live.
- Sahuarita increased its population by more than 700 percent between 2000 and 2013. Its population median age is a young 35.5 years.
- Sahuarita residents enjoy a high level of educational attainment with nearly 44% holding a college degree and another 29% having some college education.
- Sahuarita residents are high earners, with a median household income of \$69,425.
- Sahuarita is close to the popular Madera Canyon, the Santa Rita Experimental Range and Wildlife Area, the Sonoran Desert and the wildlife of the Coronado National Forest.
- Newsweek ranks Sahuarita first in the nation for economic equality
- Sahuarita is home to the Asarco Mineral Discovery Center and the Titan Missile Museum
- Unemployment in Sahuarita is significantly below the State average

## KEY MARKETING MESSAGES

Key marketing messages are outlined in the Vision section above. Primary messages should consistently support the Brand Promise and be repeated in press releases, advertising copy, website copy, photography, etc. Secondary messages support other strengths and can be used for more sector-specific marketing and promotion.

Branding is all about finding your "select audience." In fact, those are perfect words behind ALL successful brands. You cannot win by being all things to all people. This is the challenge of branding and one reason government driven branding does not often succeed. The days of being all things to all people are over. To win you must narrow your focus.

Will somebody be left out? Yes. But at least you will stand for something. You will stand out from the crowd rather than being unnoticed in the crowd that is just like everyone else. Municipal governments and membership organizations like Chambers

of Commerce have a mantra: to win you need to make everyone happy. And that's true with most membership-based organizations. But in this case, Sahuarita is looking for a very specific audience – families, including millennials, business owners who might relocate and technology and professional service providers to can work from home.

## MARKETING MATERIALS

The recommendations in this plan include creation of a number of marketing materials used to communicate with Sahuarita's target markets. It is important that the assets or experiences included in these promotional pieces actually exist and are fully functional BEFORE they are promoted:

- “The Very Best of Sahuarita” rack brochure
- A Sahuarita, Arizona Community Profile
- Sahuarita’s top development “Development Opportunities” brochure
- Revised SahuaritaAZ, Sahuaritanow..com and a new VisitSahuarita.com websites
- A “Guide to Event Production in Sahuarita” brochure used for recruiting outside events into Sahuarita, the Plaza.
- Brand Awareness posters to be printed, framed and distributed throughout the Town
- A monthly e-newsletter



## THE TEN THINGS YOU NEED TO REMEMBER ABOUT BRANDING

### 1. DIFFERENTIATION – Finding your Unique Selling Proposition

Branding is the art of setting yourself apart from everyone else. What sets Sahuarita apart from Tubac, Oro Valley, Gilbert, or any of the other 90 cities in Arizona? Being a place that has “something for everyone” can be found anywhere and says nothing about who you are or even who you aspire to become.

### 2. IT’S A PERCEPTION – A FEELING

A brand is a perception – that is, what people think of Sahuarita when they hear the name mentioned. It’s also a promise that the Town will deliver on the perception. In Sahuarita’s case we know that part of this effort is retaining the current positive perceptions of the Town and the creation of public assembly spaces and family friendly activities.

### 3. LOGOS AND SLOGANS ARE NOT BRANDS

Logos and slogans are not brands. They are just marketing messages and graphic images used to support and reinforce your ownership position. After all, brands are about owning your niche in the marketplace.

### 4. YOU NEVER USE FOCUS GROUPS

You never use focus groups for brand development unless you want a watered down generic brand that can fit just about anyone, anywhere. Sahuarita’s Brand Development Team and subsequent Brand Leadership Team are not focus groups, but a group of local businesses and organizations whose primary purpose is to develop this plan to reinforce and support the perception and the promise being developed and marketed.

### 5. A BRAND EVOKES EMOTION

A great brand evokes emotion in a positive way. It’s a feeling someone has about you. This is why you must focus on activities more than physical attributes such as historic buildings, parks, and other public facilities.

### 6. SUCCESSFUL BRANDS ARE BUILT ON PRODUCT

All successful brands are built on product, not marketing. You can develop new advertising, graphics, websites, mobile apps, signs, and posters, but if the product doesn’t change or improve, what have you accomplished? Any increase in sales will not be sustainable.

### 7. YOU NEVER “ROLL OUT” A BRAND

It’s earned – good or bad. Building the product and activities that will draw residents and visitors to Sahuarita will take time and patience. It’s important to not oversell what you have to offer, at any stage of the branding process.

### 8. TOP-DOWN BRANDING DOESN’T WORK

You cannot do branding by government decree. Yes, we did ask officials and local area residents to weigh in on the brand direction, but in the end, the idea found to be most feasible is the brand direction developed and detailed in this plan. This has been a grassroots effort with lots of local input.

### 9. BRANDS MUST BE FEASIBLE

You build the brand on feasibility, not just local sentiment. Typically, the most feasible brand direction is built on a foundation already there. In the case of Sahuarita, that foundation is the positive perception as a safe and family-oriented town that can improve its cohesiveness and strengthen its identity as a place of activities, events, shopping and dining.

### 10. PUBLIC RELATIONS

Brands are built on public relations – advertising is used to maintain your ownership position. A brand is a feeling we have of you – and feelings are communicated by word of mouth, press coverage, articles and, these days, social media.



# Recommendations

# Action Plan Recommendations

## SEPTEMBER, 2016 THROUGH DECEMBER, 2016

*The first six recommendations have to do with getting organized and set up to manage the Action Plan over the next three years.*

### 1. Form the Brand Leadership Team (BLT)

**Timeline:** November - December, 2016

**Who takes the lead:** Brand Development Team, Economic Development Manager

**Approximate cost:** Staff time

**Possible funding idea:** None needed

Rationale and/or details: This is the first and most important recommendation of the entire effort. Without strong champions, this effort cannot succeed. After working with more than a thousand communities around the world, the only time an effort like this has failed is when strong champions weren't in place to push it forward. The Brand Leadership Team must be composed of doers – not simply directors. No one should be on the BLT just because they hold an official title if they don't plan to participate.

The BLT should be comprised of those individuals committed to “championing” the brand and making it happen. This means that even in the face of some adversity, they will push the agenda forward, they will not take “no” for an answer, and they will continue to “sell” the brand hoping to attract additional champions to the cause.

The members of this team will also be the “voice of the brand,” working in a hands-on capacity as advocates for the brand vision, being instrumental in fulfilling all of the recommendations set forth in the Action Plan.

The BLT should include key “movers and shakers” from the community: primarily business and/or property owners, and private opinion leaders. Town Council persons or staff, tourism and economic development representatives, and Chamber of Commerce representatives can be part of the BLT, but they should not form a majority of the team. It is important that stakeholders whose livelihood depends upon the brand's success and have the capability for candid opinions form the majority of the BLT. There should be at least a few good public speakers and communicators. All should be committed to the brand vision.

Keep the BLT to 12 or fewer people. The bigger the committee the less likely you are to get things accomplished. This is about making something happen. Typically you'll find 12 great champions, but after a month or two the “real” champions stand out after the initial enthusiasm has waned. You can end up with between five and seven true champions, and they will work to bring others onboard – acting as “pied pipers” for the brand.

Local organizations and Town officials should read through the Action Plan then decide whether or not they feel passionate about the objectives and projects detailed therein. Characteristics of a good BLT member include:

- A willingness to invest time (and in some cases, money).
- An ability to take a few hits along the way: They need to have thick skin. Not everyone will agree with the brand direction. You simply cannot be all things to all people, and you can't let local politics kill the branding effort.
- Good speaking abilities: The BLT will be asked to sell the brand direction to various groups, boards and state/regional organizations. They should be good public speakers and be 100% behind the brand.
- Enthusiasm: Ralph Waldo Emerson once said, “Nothing great was ever achieved without enthusiasm.” This must be the motto of the Leadership Team members. Enthusiasm is contagious!

- A willing doer, not someone who just wants to direct: Each member will be expected to dedicate two to four hours a month to this cause, attending meetings, speaking to various groups, coming up with great ideas, paying attention to details, and pushing the effort forward.
- The Team will also be the “brand police” when it comes to key marketing messages, use of the brand identity and tag lines. They will be charged with making sure the brand stays narrow – to resist “brand creep,” as there will be a desire to keep broadening it until it becomes more and more generic, and thereby less and less effective.

Individuals with something to gain from the implementation of the plan make good BLT members. They’ll work all the harder to see it succeed. This entire effort will rest on the shoulders of the BLT. Without champions, the branding and product development process cannot succeed and nothing will come of this plan.

Who can benefit from the brand and should be strong champions?

- Potential and existing downtown property owners
- Potential and existing downtown businesses: particularly retailers, restaurant and entertainment venues
- Artists, other artisans, recreation and sports providers
- Event producers, caterers, audio/visual companies, marketing firms, event management individuals
- Hoteliers and tourism industry operators
- Entrepreneurs and local investors

The first order of business is to set up some ground rules. This is a group dedicated to working with the organizations that can make things happen. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations. They must work together, put their personal agendas aside, and stay positive.

Ground rules might include:

- Number and frequency of meetings. Meet every other week for the first six months as assignments are fleshed out and implemented, then reduce the schedule to one meeting a month – and additional meetings as needed for consultant selections or other special to-do items.
- Assignments:
  - Have one person take minutes and act as the BLT secretary.
  - One person would organize and remind members of meeting times and dates.
  - Another would be charged with setting up the speaking engagement calendar: Developing a list of organizations, contacting them with times during the year they’d like to see what’s happening. This person would hand out assignments to fellow members – such as which event they would individually speak at.
  - A BLT member would be charged with the PowerPoint (or Keynote) and graphics so that everyone is using the same resources. A unified message is very important.
  - One would work with the Town officials and staff or other funding organizations to set up times to review proposals, Requests for Qualifications, and to set up meetings for interviews or the selection process. BLT members should be a part of the proposal review process.
  - The “BLT Brand Cop” would be the person gathering branded marketing pieces created by partnering organizations and materials generated using a Brand Style Guide, and then presenting them to the BLT for approval.
- If a member misses more than two meetings in a six-month period, they are removed from the team. This effort, particularly in the first year, requires a commitment to be a doer – including attending meetings and playing an active role in the effort.

- Generally, BLT members would serve for two years, and then among themselves would invite new members to come in as needed so the entire BLT is not changed over at the two-year mark; there will be some natural attrition. What you don't want is the BLT to think their job is finished at the two-year mark. This could result in the disbanding of the BLT. So the two-year rule is simply a guideline. Some champions would stay for the long haul, and as long as their enthusiasm doesn't wane, bring them on!

A brand cannot be built without investment, and the initiatives in the plan require both public and private investment. Therefore, this team must be willing to take a stand and be the voice of reason.

The key is to have a small enough team so that things can actually get done, since this is about implementation. There may need to be additional people on the team from time to time – it's good to allow some flexibility.

With a strong implementation program, once the brand starts moving, it will take on a life of its own. Generally, the idea is to have the BLT work itself out of a job after five to seven years. Once again, this is not a steadfast rule, but at some point perhaps an organization will take on the role of brand cop and another take on product development, etc.

The life of a BLT typically ranges between five and twenty years. As the brand takes hold, meetings can be less frequent. In some cases, the BLT becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort. In other cases the funding is run through a local EDC.

It is important to point out that branding is never done. You cannot rest on your laurels. If you are the best, people will be gunning for you. Just think about Napa Valley. How many wine regions in California alone are looking to topple Napa as the wine capital? Likewise, Disney doesn't remain static, but adds new attractions and events all the time. Winners can never rest, so this is not something you start and then walk away from. There will always be a need for champions of change.

Remember, there are only three killers of any branding product:

1. Local politics
2. Lack of champions
3. Lack of money, both public and private

If you have great champions, they will get through the local politics and find the money and/or the development interests to make it all happen. No brand can succeed without tireless champions who pioneer the effort. This is the BLT's mission.

Once again, this is the most important recommendation in the entire Action Plan. Read the plan, adopt it, then become Champions for Change – active pioneers in bringing it to life. If you ever want to create a lasting legacy, this is the perfect vehicle.

The importance of the BLT with committed brand champions cannot be overstated. We surveyed 400 well-branded cities in North America, and in 397 of those communities, development of the brand was a grassroots effort. Rarely will a top-down effort yield success. Why? Elected officials are voted into office to be all things to all people, yet brands are about being known for something specific. The days of "we have something for everyone" are over. In this age of specialization, you must jettison the generic. A generic branding effort yields a watered down, mediocre, ineffective brand.

These individuals will do the work to see that the product is developed that will bring the brand to life, fulfilling the brand promise. The concerted effort by these people will be the force of the entire branding effort, keeping the brand image in focus, keeping the plan on track and overseeing the successful development of the brand.

Make sure that more than half of the BLT represents the private sector. The best branding efforts in North America were grassroots efforts and include Nashville's country music brand, Napa Valley and wine, Orlando and Disney World, Branson, Missouri and music theater, Hershey, Pennsylvania and chocolate, even Frankenmuth and its Bavarian brand.

For more about organizing for Brand initiatives, view Roger's video entitled "Getting Everyone on the Same Page, Pulling in the Same Direction."

## 2. Develop Brand Leadership Team assignments

**Timeline:** November - December, 2016

**Who takes the lead:** Brand Leadership Team, Economic Development Manager

**Approximate cost:** None

**Possible funding idea:** None needed

Rationale and/or details: Set a regular schedule for the Brand Leadership Team (BLT) to meet. Here are the topics to cover in this first meeting:

Set up two committees:

1. The Marketing Team would handle all brand-related marketing from brochures, website makeovers, and approvals of all things brand related when it comes to graphics – including wayfinding signage design.
2. The Product Development Team would be charged with pushing the development of the downtown master planning and plaza forward, as well as working to recruit a master developer and various retailers and businesses as outlined throughout the plan. They would tackle wayfinding location and messaging, gateways and other product development initiatives.

The BLT should establish a speaking circuit tour. Implementation of this plan requires considerable time and effort but outreach to the local community will be the very best thing the community can do to create enthusiasm for creating a central downtown, a vibrant and active destination for its residents and visitors. This message needs to get out to the general public.

Make a list of local organizations that hold monthly, quarterly or annual meetings including (but not limited to) school boards, Chamber of Commerce, Town Council, the county, economic development, tourism, hospital boards, Kiwanis, Rotary, HOA communities, other auxiliary organizations, cultural and ethnic groups – every local organization in the town, county and even at the state level.

Here's a starter list:

- Local school boards
- Hospital board
- Area Chamber of Commerce (boards and general membership meetings)
- Auxiliary organizations including Kiwanis, Lions Club, Rotary, and others
- Town officials and staff
- County Commissioners
- Economic Development (local and county-wide)
- Secondary educational institutions
- Retail and service businesses
- Arts groups
- Regional and State tourism officials and representatives
- Your local legislators
- Local clubs and organizations.

Finally, create a yearlong calendar, pick your four or five BEST speakers on the BLT, and then schedule them to speak at the various events. Remember, "Nothing great was ever achieved without enthusiasm."

Assign Brand Leadership Team members to contact each organization. Set up a time for the BLT members to give a presentation to each of these organizations over the next six to eight months.

We left you with the PowerPoint/Keynote presentation that can be redeveloped to fit the time limit and the speaker's style, as well as the recording of Roger's presentation.

The idea of this is to "sell" as many people as possible on the brand direction. You want to hear their ideas on how to make it happen and new ways to make the brand even stronger and more successful. For example, if people belong to a local classic car club, would they consider having that organization host a car show in Sahuarita once the plaza has been developed? How about quilt shows? Do they know local artisans that would love to host a show in the new downtown?

The goal is to garner support, new ideas, and to get the community excited about the brand, and work towards changing the minds of the "naysayers" through the positive action that will develop through each step of the action plan.

From the presentation provided in Apple Keynote and PowerPoint formats, each BLT member charged with promoting the brand should take that one-hour presentation, modify it, and make it their own. In most cases you'll only have 20 minutes to speak. Here's what we suggest take place during that presentation:

- Two minutes to let the audience know that branding is more than logos and slogans. It's the essence of who you are and what you want to be known for.
- Three minutes to explain why branding is important: We have every city and town in Arizona at our fingertips via the web, so what sets Sahuarita apart from the others? Why should someone live, establish a business, or visit the town? What sets you apart and makes you the destination of choice? And make sure you mention money: This is about importing new cash, and keeping locally earned cash in Sahuarita. This is about tax base and economic development.
- Two minutes about the process: More than 1,000 locals weighed in and the brand direction was founded on feasibility, not just local sentiment.
- Ten minutes selling them on the product that backs up the brand:
  - o Development of an amazing downtown through establishment of the plaza - a showcase for the entire state
  - o A year-round plaza programmed with 300+ days of activity
  - o An orchestrated business mix with locally owned and unique shops and restaurants
  - o The family friendly activities and events that Sahuarita will be known for
- And then just three minutes showing them the look and feel of the brand. Do NOT concentrate on logos, but show them the concept ads, pole banners, wayfinding signage, so they can see what the brand looks like.

You should also, on the last slide, place a URL where the audience can sign up for your free monthly e-newsletter that will showcase upcoming events in Sahuarita. This is an easy way to create "top of mind awareness" and to start building your database.

Once again, the big focus is to educate people to understand why you're doing this (and why it's important) and to ALWAYS be working to bring in more champions. The more people who buy into the brand, the stronger and more ingrained it becomes as the heart and soul of the community.

The result is to end up with a 2016/17 calendar that is filled with speaking engagement opportunities to promote the brand direction. The most successful branded communities are more than skin deep; the brand is the soul of who they are, and that means a dedicated public outreach effort is necessary to achieve ultimate success.

Finally, assign one person to follow-up with members of the BLT to make sure they are contacting their assigned organizations, that presentation times are set, and that other members of the BLT are aware and can show up to offer additional support. Maintain a list of organizations that have been shown the brand direction.

Please remember that this brand is more than just the plaza. It also includes further downtown development.

Down the road, develop a list of statewide conferences where you can share your branding experience with large audiences, telling them what you've done to create downtown Sahuarita and selling them on why they **MUST** pay a visit. Once they visit, chances are they'll be back to see your progress. While this takes time, it's free and will spread the word throughout the state.

### **3. Add organizational staffing for the Brand Action Plan development effort**

**Timeline:** November - December, 2016

**Who takes the lead:** Brand Leadership Team, Town Manager Department

**Approximate cost:** Staff and volunteer time

**Possible funding idea:** None needed

Rationale and/or details: Successful execution of the Action Plan recommendations will require a public/private partnership. The Brand Leadership Team – comprised of Brand Champions, provides the energy and advocacy to push the Plan initiatives, help generate grant funds, keep the effort on track and monitor use of the brand identity, but the Town will guide or implement many of these recommendations and will be the conduit for the raising of funds. Having a clear organizational structure for implementation of these many tasks will be important.

Execution of the tasks in this Action Plan includes planning functions, marketing functions and operational functions. Many of the tasks can be handled (and in fact are already being dealt with) by Town departments and staff. One of the Town departments, perhaps the Economic Development Department or Procurement, the Finance Manager or a triumvirate of all three, would provide the legal home for soliciting grants, collecting funds, soliciting and entering into contracts for planning and construction of the plaza, administering legal documents, and contracting with professional consultants.

The future Plaza staff could be Town employees or non-profit corporation employees. A staff of three will be needed to recruit events into the Plaza, receive and account for revenue from vendor and event organizer fees and expenses, market the Plaza events, and operate the day-to-day functionality, including temporary retail leases, setup and take down of booths, tables, chairs, stages, lighting, and other amenities associated with events and other operational functions. The soul of the Plaza will be the programmed events and activities that are conducted there. The Plaza is not a city park.

Not all of this has to take place immediately. Staff should be added incrementally as needed. At first, acquire or assign a full-time Marketing & Events Manager (with skills in the assigned tasks, NOT just an events coordinator). This position could be placed in the Economic Development Department or under the Parks & Facilities Manager. Plaza staff should be hired at least six months prior to completion of the plaza so they can begin recruitment of events and marketing.

The Importance of a Branding & Marketing Manager. We recommend that in order for Town Branding to be successful, a strong unified voice is necessary, which would be reflected in the communications of the Mayor's office, all the Town departments as well as the Town Council. The Communications Coordinator position should be elevated to a Branding & Marketing Manager's position that will work with the Town Council, the Mayor and all Department heads in crafting a consistent brand based message to the general public.

Some of the Action Plan recommendations require substantial new product development and the application of large sums of public money. Acquiring the land, and building the plaza, and improving the Town gateways are all big, public projects related to the brand. Getting Sahuarita stakeholders onboard for these expensive but worthwhile investments requires that a clear, concise and persuasive story be told, visually, verbally and in written and electronic form. In addition, a central person needs to orchestrate the brand messaging to the outside world. Someone, with a director's level position responsibility, must speak for the Town with one unified voice, and be supported by the Town's top officials in their own constituency communications. It is terribly important that the Town Council and the Administration present a unified message.

We recommend that this new Branding & Marketing Manager level position be ultimately responsible for crafting and directing the Town's internal and public communications. This person should be an experienced public relations professional, articulate in both speaking and writing. They would meet regularly with others responsible for communications within and for the Town. Together, they would address issues and negative news, craft damage control and plant new stories – in other words, be progressive rather than reactive. In the next several years, while the Action Plan Recommendations are being developed, there will be plenty of positive news to disseminate. The Branding & Marketing Manager would manage, and have final say over all messaging. It is of vital importance that the branding message remains consistent. The Director would meet regularly with Town Council members and the Mayor to help them craft their public messages with consideration of its impact on the overall Town Brand.

The Branding & Marketing Manager would also be responsible for working with any marketing personnel who develop the collateral materials recommended in the Plan, and those staff who market the Plaza on a day to day basis, making sure the communications are accurate, upbeat, and consistent. And the Director would be the guardian of the Brand logo, tagline and other brand graphics, to insure that they are used appropriately by both municipal and private organizations.

#### **4. Review the Action Plan every month and update it every year**

**Timeline:** October, 2016, and ongoing

**Who takes the lead:** BLT, Economic Development Manager

**Approximate cost:** None

**Possible funding idea:** None needed

Rationale and/or details: This document is not a comprehensive plan or even a strategic plan. As an Action Plan it is fluid and needs to be looked at continually, massaged, and updated. You want to avoid this becoming a plan sitting on a shelf gathering dust. It is your reference and guidebook for the next three to four years.

It should be reviewed every month and updated at least once every year. You will add things to it, rearrange things, add case histories or new ideas, and use it to determine budgets. It should be a guidebook for the Town's comprehensive economic development effort. It should be used by Planning & Building, Economic Development, Finance, Planning & Zoning Commission, Economic Development, the Town Clerk, Parks & Recreation and by the Town Council in terms of setting policy and goals of the Town.

If you need assistance in updating it, contract with Roger Brooks International or another firm to take a hard look at the recommendations, costs, projects and what's happened to date, what can be checked off (already completed recommendations) and what should be added to the plan.

The more often you review and update it, the easier it will be to keep your focus narrow and all of your organizations on the same page and pulling in the same direction.

## 5. Begin the transition to the new brand identity (logo and tagline)

**Timeline:** December, 2016 or when the Brand Style Guide is completed

**Who takes the lead:** Sahuarita Town Government, Brand Leadership Team, and other brand partners

**Approximate cost:** None

**Possible funding idea:** None needed

Rationale and/or details: The 2016/17 fiscal year is the “getting ready” year, meaning that this is the period dedicated to product development initiatives, programming of the plaza, working toward 300 activity-days downtown, creating new marketing materials, and gradually introducing the new brand identity, wayfinding signage and pole banners. Parts of this transition do not need to be expensive.

When a Town Council or staff person, for example, needs new business cards printed, they would be printed with the new look and feel of the brand. Over time, letterheads, utility billings, envelopes, business cards and even vehicle graphics would change to the new branding. The transition might take 12 to 18 months, and that’s just fine. People will invest in a new downtown because it’s a popular gathering place, not because there’s a new logo on printed materials or signage.

The transition should also apply to any marketing the Town, Chamber of Commerce and other supporting organizations do over the next couple of years. In fact, once the Brand Style Guide is adopted, copies should be distributed to your partnering organizations.

Every use of the brand identity, tagline and marketing messages must be “approved” by the BLT or the new Branding & Marketing Manager before printing so that they comply with the rules outlined in the Brand Style Guide. One of the primary functions of the BLT is to “police” the brand-mark (logo) and the messaging, just as is done by any major brand. As brochures, pole banners, wayfinding signage, print ads, billboard displays, trade show booths, business papers, newsletters, etc. are developed, someone in charge must approve each. This is imperative to assure the strength of the brand.

Every website, from local schools, the library, Town, economic development and Green Valley/Sahuarita Chamber of Commerce should reflect the Sahuarita brand identity graphics. This does not mean that every website has to be cookie-cutter to every other website, but there should be common graphic elements, common themes in terms of text, and links to each other. The Brand Style Guide is the reference for making this happen. The BLT Marketing Committee should encourage other local websites to include elements of the brand in their marketing efforts, even to the point of creating sample versions for them to consider that fit the “family” of logos for the destination.

While private businesses cannot use the Sahuarita brand logo in their marketing efforts (unless it is a cooperative marketing project), they should be encouraged to play up the brand. The brand identity can ONLY be used for public sector marketing. Joe’s hardware cannot use the logo or the tagline in their marketing efforts. However, if Joe wants to promote “You’re gonna love it here” there’s no problem since it reinforces the brand. This use should actually be encouraged; however, the BLT marketing committee should approve it.

The bottom line –You will be far more effective as one unified voice than as a bunch of independent individual voices. That’s the power of branding. The more you have to offer, collectively, the further people will travel, the longer they will stay and the more often they’ll come back. This applies to your marketing as well as to eventual marketing of the new business mix in downtown Sahuarita.



## 6. Follow a Brand Style Guide, secure domain names, register and trademark your brand identities

**Timeline:** When the Brand Style Guide is completed

**Who takes the lead:** Brand Leadership Team, Town Manager Department

**Approximate cost:** Staff time, Creating a Style Guide, \$12,500 plus \$2,000 filing fees

**Possible funding idea:** TBD

Rationale and/or details: Before people start redeveloping brochures, websites, new letterhead and business cards, the top priority is to contract for, produce, review and adopt a Sahuarita branded community-wide “Style Guide” or “Brand Standards and Practices Manual”.

The Style Guide will be the “bible” every organization (Town departments, the downtown groups, and visitor industry private marketing) will use to create continuity with your brand direction.

The Brand Style Guide, or standards and practices manual contains graphic design standards for logo and slogan use, guidelines for website development, guidelines for the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising and promotion messages.

The BLT and Branding & Marketing Manager should be responsible for overseeing proper use of the graphic identity. The Style Guide will provide the official guidance for how to use the brand’s graphic identity.

Examples of approved logo and brand use are always provided in the Guide. This includes dimensions and minimum sizes, as well as fonts and colors. Logo colors must be identified as specific Pantone colors and/or as percentages of the four process colors: cyan, magenta, yellow and black (CMYK). Guidelines for reproducing the logo in black and white and in one color need to be included.

Wrong usage of the logo (in structure, color or fonts) will be spelled out. Combining the logo with other logos or branding elements should never be permitted. Web design concepts show use of the logo, color palette, and structure. RGB and HMTL colors are listed.

Continuity and consistency are critical when developing a strong branding program that creates top of mind awareness of the brand. The logo and brand design should give the community an easily recognizable identity – a symbol and message that represents the community and the experiences it has to offer. Whenever the logo is used, it should bring to mind images of enjoying the community.

Repetition helps reinforce the viewer’s perception, but consistency is the only way to ensure logo and brand recognition. That is why the Brand Style Guide is a detailed document, providing specific instructions on how to use the graphics – font sizes, colors, guidelines for reproduction, guidelines for web design, PowerPoint presentations, and advertisements. Examples of logo use are provided for the Town and local organizations that will utilize the logo, colors and fonts, as well as for signage and wayfinding.

All organizations that market the community need to do so with consistency in the look and feel of their marketing. The Style



Sample Style Guide pages - Vulcan, AB

Guide helps everyone maintain the brand identity. The BLT should work with all marketing organizations that promote the community on proper use of the logo and other graphic elements to create a unified, consistent look and feel.

Registration: We recommend that you register your logo and tagline, and other Sahuarita brand identities for the Town, downtown organizations, and the plaza. A “trademark” or “TM” is used when people have sent in an application to have something registered with the Trademark Office. It basically says, “Hands off – we’re applying for ownership. A “registered trademark “R” means it is registered with the federal government and the applicant owns it.

A registered US Patent Attorney can accomplish this for about \$2,000 or so depending on what all you are registering. If you wish, we can recommend an attorney.

## **JANUARY, 2017 THROUGH DECEMBER, 2017**

*The next ten recommendations are the initial “marketing group” of recommendations. You can begin on these right away, at least in the planning of them, with some of these tasks stretching out over the next three years.*

### **7. Acquire professionally produced photography and video**

**Timeline:** January, 2017 and ongoing

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department

**Approximate cost:** \$30,000

**Possible funding idea:** TBD

Rationale and/or details Before upgrading the Town websites or creating any branded brochures or marketing materials, arrange for professional video and still photography. We are in the age of visual communications. You can work with a photo and video education department, or contract for professional photography and videography – but the key is having great content and high-definition resolution. Your photos need to be world class – like you’d expect to see in a National Geographic publication.

Videos, on the other hand, need to be more artsy and don’t need to be overly polished. The idea is to sell great experiences that are totally different from what the visitor can get closer to home. They need to fit within the framework of the Brand Style Guide – the look and feel of your brand. Photos and videos should be festive, fun, and engaging. The focus should be on people having a great time in Sahuarita. This is about experiencing the recreation, dining, shopping and event-driven atmosphere Sahuarita will offer. Everything you film and shoot should portray that feeling.

You can reduce costs by assuring the photographer that the images will only be used by local non-profit organizations and/or the Town to promote the downtown and the area, or by including the photographer’s name next to every use (in credits on video content) – photo credits. You can also include a website address promoting the photographer. This way you create a reciprocal relationship.

Make sure your videographer also has studio skills. You’ll want to create a number of 20-second to two-minute videos, every season of the year, promoting great experiences. This means videos may need to be edited and formatted for use on YouTube, your website, and other online sites.

Develop a knock-your-socks-off B-roll library of video and perhaps 100 signature photographs, keeping in mind:

- The photography and videography MUST fit within the Style Guide requirements and recommendations.

- Always focus on people having a great time. Especially at recreational play and scheduled events. Don't show just scenery – show the visitor in action. People – not objects. People see themselves where they see other people. Always sell experiences, not just places, not just objects. We want to see people, not pictures of empty parks. For example, instead of a photo of a festival, use a photo of a photographer taking a picture of a festival.
- Keep the photography tied to the core brand promoting the Sahuarita lifestyle.

Make sure you watch the Roger Brooks video in the All Access Library "The Use of Photography to Increase Sales." This will be a great primer for your efforts in securing and using world-class photography. A photograph really IS worth a thousand words.



## 8. Acquire professionally developed print and digital graphics

**Timeline:** January, 2017 and ongoing

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department

**Approximate cost:** \$30,000

**Possible funding idea:** TBD

**Rationale and/or details** The look and feel of the brand is a critical element of its long-term success. Hire the very best and then negotiate the fees with them. They will be your partner in protecting the brand, and must have a clear understanding of what branding really is. They must know how to evoke emotion and create top of mind awareness. The goal is to have everyone in your regional market asking, "I wonder what's happening this week in Sahuarita?"

They will be charged with the working from the Brand Style Guide, designing marketing materials and templates for partnering organizations, posters, give-away items, billboards, radio, television, video content, photography, key marketing messages, website content, etc.

Continuity is also critical: You **MUST** have all of your partnership organizations using the logo and other identities as they are defined. Imagine the nightmare Coca-Cola would face if every Coca-Cola bottling plant designed its own Coke logo, bottle and can design, ads, trucks, etc. It wouldn't be one of the world's top brands. In fact, it wouldn't exist as a company.

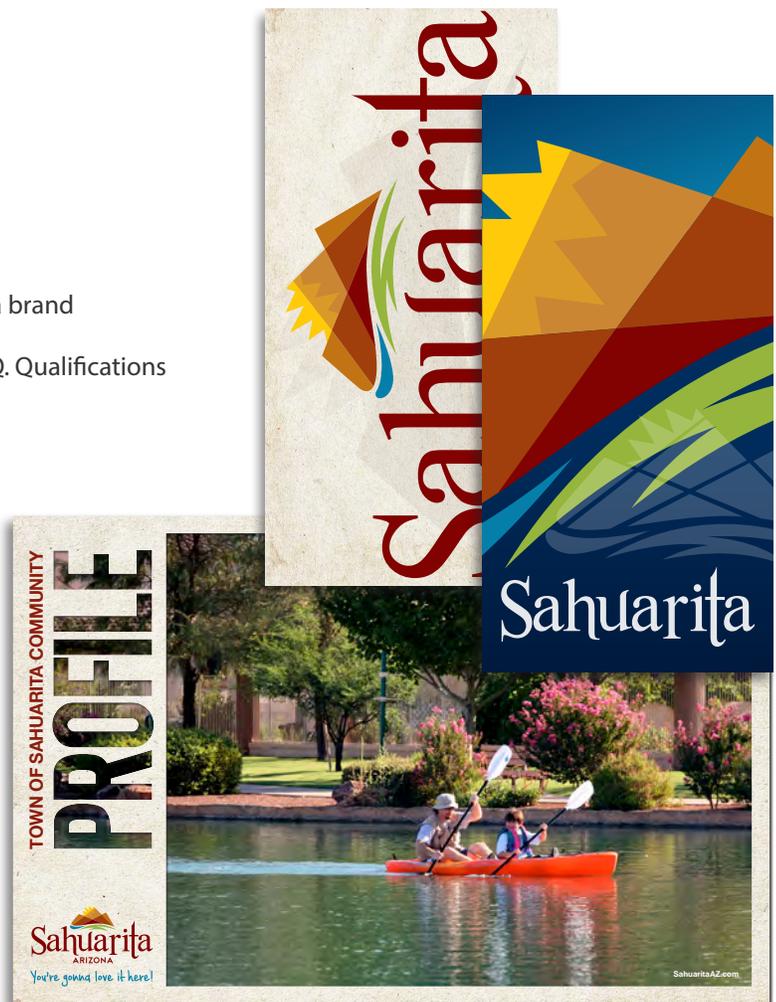
You have one chance to do this right, so securing the best graphic design expertise you can find is essential. They do **NOT** need to be local, although if local talent is available and eager to be a part of the effort, then by all means keeps the money local. You may decide to hire someone outside the area the first year, so you end up with a toolbox full of initial design elements that can simply be refreshed locally.

Issue a Request for Qualifications and let them know they will be charged with a number of projects including:

- Brochures and printed marketing pieces
- Website page layout and design
- Logo gear and collectibles
- Billboards, and outdoor advertising
- Pole banners
- Ads (radio, print, television – down the road)
- Anything and everything that portrays the Sahuarita brand

Pick the top three firms (or people) after issuing the RFQ. Qualifications should include:

- Successful examples of promoting communities
- Experience promoting tourism and economic development organizations
- Depth with print advertising, design and production of promotional materials
- Style Guide creation experience
- Talent (the most critical element. Look at the work they've done: Does it make you want to go there? To buy the product they are promoting? If not, go to the next one.)
- Range of talent (an art-focused brand looks a whole lot different than someone promoting rail history, for example. Do they have range?)
- Social media expertise (setting up and designing for a YouTube channel, Facebook Fan Page, Twitter account, etc.)
- Editorial photography – the type of photos you'll use to promote your key messages. With this brand, photography, including videography, will be critically important. This team would be charged with assisting with assignment photography and the creation of a great photo library.



## 9. Acquire professionally developed marketing messages

**Timeline:** January, 2017 and ongoing

**Who takes the lead:** Town Manager Department and/or designated Town Department

**Approximate cost:** \$20,000

**Possible funding idea:** TBD

Rationale and/or details Graphic design is only 50% of what your creative team will need to do for you. The other 50% is the messaging: the written text. You may be better served by getting a marketing agency that has expertise in written word, graphic design, digital marketing, especially managing social media blogs, and public relations. The written word is JUST AS IMPORTANT as the visual graphics.

Interview your top three picks and pick the one you think is the most talented, will be timely in submitting ideas and deliverables, is affordable, is easiest to work with, and understands what branding really is. Many graphic designers and writers are defensive of their work, and you need someone (or a team) that will listen to you, the BLT, and do you proud.

They should be paid on a per-project basis and would bid each project with a not-to-exceed cost so that you can work with tight budget restraints. But DO spend the money to bring in professional graphic design and copywriting expertise. It's important in everything you do. They will be able to do projects for the BLT, the Town and other local promotional organizations, creating continuity.

At the end of each year (or every other year) you'll want to put the marketing "out for review" meaning you'd consider other companies. While you don't want to go through a host of marketing companies, you do want them to keep a sharp pencil in terms of costs! After all, they are likely to get other work from local businesses as a result of their branding efforts with you.

## 10. Brand your Town website ([sahuaritaaz.gov](http://sahuaritaaz.gov)) and create a companion [visitsahuarita.com](http://visitsahuarita.com) website

**Timeline:** January, 2017 – December, 2017

**Who takes the lead:** Town Manager Dept. and/or Designated Town Department and Brand Leadership Team

**Approximate cost:** Staff time plus any contracted writer, photography, website services

**Possible funding idea:** TBD

Rationale and/or details When it comes to tourism marketing, funding should be allocated as follows:

- 45% on digital marketing: website, social media, e-newsletter, apps, online advertising, pay per click, etc.
- 20% on advertising that will drive people to your website, which must be good enough to close the sale.
- 20% on public relations: getting articles and exposure showcasing the brand and your downtown revitalization efforts.
- 10% on printed materials (your "Best Of" and "Opportunities" guides).
- 5% on trade shows, billboards and other forms of advertising.

As you can see by this breakdown, the web should be the very top priority. Ninety percent of all Americans now have immediate access to the Internet via smart phones, tablets, and computers, and they have this access at home, at work, at school, and while on the road. Of this group, 94% use the web to decide where they will visit, what they might want to do this weekend, where to go eat, what to do tonight, where to live, and even where to establish a business.

The revitalized Town website needs to reflect the brand in its graphics, layout and family focus, and the new tourism website needs to build a tourism-focus that will REALLY showcase the brand like no other. It needs to be world-class and professionally produced. It needs to be video and staged photography based, including lots of video content and specifics: It should NOT

be a website based on lists of restaurants, retail shops, museums, parks, or strictly local attractions that will not entice visitors. This is not about including every business in town in equal fashion. The website needs to be experienced-based and rich with content.

Use a platform that enables you to make the changes, in house, without the need to pay a Webmaster every time you want to make changes or add to the content. You don't want your website to be a "been there, done that" site. Change content frequently. You should invest your money in content, not the delivery system. WordPress has amazing search engine optimization widgets, calendar of events widgets, etc. Most widgets range from free to as high as \$30. You can even create your own online store where people can buy logo gear, posters, art and souvenirs.

Work with your graphic designer to have common elements and a consistent look and feel between the two Town websites. They do not have to be cookie-cutter or use the same template, but they do need to have complementary and unified color schemes, fonts or graphic elements. Encourage other destination-related sites like the Chamber, to integrate brand colors and fonts into their websites. Each website should have a front page link to the other, so that if they are looking for government services or tourism services, they can easily find it.

Here are a few rules:

- A. Promote specifics not generalities. Anticipate and answer people's questions up front. If you promote a new downtown as the hub for some of the best entertainment in the area, you **MUST** tell me more:
  - Where is the event? Where do I park, and is there a parking fee?
  - Is there an admission fee? If so, how much is it? Can I pre-purchase a ticket online?
  - Are there places to eat? Can I bring my own food and drinks?
  - Are there restrooms nearby?
  - What are the days and hours of operation of the event(s)?
  - What will I see? What makes this event extra-special?
  - The more details you provide the more likely you are to close the sale. Don't just send them to another site and pass off the responsibility to others. Include maps whenever possible and video snippets of prior events.
- B. Avoid lists. If you want to showcase restaurants, include their type of dining: Italian, Mexican, American, barbecue, etc. and make sure you include a photo (interior please), logo, address, meals served, hours and days they are open, and a description of why they are so great, plus include a link to their menu and website. Do not showcase chain restaurants that can be found everywhere. People will travel for unique experiences, not those they can find in their own community. If the Town has a legal problem with not promoting everyone, then let the tourism website be run by a non-profit entity set up to promote the brand.
- C. This is the age of itineraries. We urge you to watch the Roger Brooks video "The Power of Itineraries," which showcases dozens of examples and how to craft itineraries.
- D. People LOVE video content – particularly those that run from 30 seconds to no more than three minutes. It's better to have a number of shorter videos than one long one.
- E. People LOVE photography. Your site should be loaded with photography, and the photos should show people enjoying activities – not just places like parks, ball fields or downtown without a soul in the picture. We relate to people, not just places. Make sure you watch Roger's video "The Use of Photography to Increase Sales," and "The Power of Itineraries."
- F. Organize the site by subject. In fact, consider a "pick your season" format where they choose the season, and it takes them to a page that will tell them what to expect that time of year in terms of weather, accommodations and activities. Once on that page they can then "pick your passion," which will include the various activities available that time of year. The mountains or desert may be seasonal, but the downtown plaza events will be showcased in every season.

G. Make it simple and easy to navigate.

H. Remember that you are selling experiences first, not downtown buildings. People are looking for reasons to believe that Sahuarita is the place to live and operate a business. Visitors are looking for things to do, not places to go.

I. Hire professionals to design your navigation (site map) and your pages, and once you have the basics put together you can work with them to add additional content.

To help you through this process we recommend the BLT and marketing staff watch the following Roger Brooks videos. Each is about an hour long:

- "Community Marketing on a Minuscule Budget"
- "Seven Deadly Sins of Destination Marketing"
- "Tourism for the 21st Century"

A good website to emulate is [www.exploreasheville.com](http://www.exploreasheville.com) for Asheville, North Carolina. While they have a very large budget to work with, you can still look at their site and model much of the Sahuarita site based on that.



## 11. Add businesses to GPS services and web-based applications

**Timeline:** January, 2017 and ongoing

**Who takes the lead:** Town Manager Dept. and/or Designated Town Department and Brand Leadership Team

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Today's consumer relies heavily on web-based applications to find the location of retail goods and services, particularly in rural areas. The appearance of Sahuarita businesses on these web-based applications and GPS services improves the likelihood that they will be found and navigated to, thereby increasing the awareness of Sahuarita as a consumer destination.

Sahuarita businesses should add or update their information on a variety of applications:

**NAVTEQ:** [mapreporter.navteq.com](http://mapreporter.navteq.com) – This service partners with third-party companies to provide its location services for portable GPS devices made by Garmin, Lowrance and NDrive. Many in-dash navigation car systems upgrade their maps from this source. Navteq also supports web-based applications like Yahoo! Maps, Bing Maps, Nokia Maps, and MapQuest.

**TELE ATLAS:** [mapfeedback.teleatlas.com](http://mapfeedback.teleatlas.com) – This company supplies map information to Tom Tom and Apple's IOS 6 maps.

**GOOGLE MAPS:** [google.com/placesforbusiness](http://google.com/placesforbusiness) – Google provides maps for its own system.

Another marketing tool that businesses should take advantage of is being listed on TripAdvisor.com and Yelp.com. Either the business or the consumer can do this. For example, businesses may want to buy a listing or page on TripAdvisor. Another way is to have consumers complete reviews of businesses on these sites. Businesses should make sure they show up when consumers look for "dining in Sahuarita" or "Antique shops in Sahuarita". A staff person should monitor the sites monthly and address any negative reviews with follow up action. When a merchant or lodging facility responds to a negative review in a positive, helpful, constructive way, it shows the readers that the merchant cares and is making things better. This can go a long way to alleviate the negative effects of a bad review. Some area businesses already have a presence on these sites. A staff person should review them, make sure they are up to date and accurate, and address any concerns expressed by viewers.

## 12. Apply brand graphics to Town-owned vehicles

**Timeline:** February, 2017 and ongoing

**Who takes the lead:** Sahuarita Public Works Department

**Approximate cost:** \$750 - \$1,200 per vehicle

**Possible funding idea:** TBD

Rationale and/or details: Applying branded graphics to Town vehicles is a fantastic way to promote the brand and solidifies "ownership" of the brand. Decals are less expensive than partial or full vehicle wraps.

Over time Town vehicles may need to be repainted, and when that opportunity arises, include the new brand. Start with parks department vehicles, then perhaps public works vehicles. The tagline may not be appropriate for police and fire vehicles, which is fine. But for those vehicles used for other departments, it's perfectly appropriate and fitting and will help reinforce "ownership" of the brand.



### 13. License the manufacturing and sale of branded logo gear

**Timeline:** March, 2017 or later

**Who takes the lead:** Town Manager Dept. and/or Designated Town Department and Brand Leadership Team

**Approximate cost:** self-funding

**Possible funding idea:** self-funding

Rationale and/or details: To tell the world about Sahuarita’s brand, develop logo gear that can be sold at local retail stores, in the mobile visitor information centers, at the plaza, and other local retail outlets. Using the new brand identity and tagline, create collectibles and logo gear that can be sold:

- Polo shirts – have the brand identity stitched above the breast pocket location. Don’t make these billboard shirts with huge logos on them.
- Baseball caps
- Coffee mugs and/or water bottles
- Car decals

- Logos on outdoor recreational clothing and gear is a perfect fit since the goal is to make Sahuarita THE place to meet with family and friends. Make up a list of brand-specific goods that could include the Sahuarita “Trademark” and would reinforce the brand.

Make sure they are colorful and something a visitor would want to wear and want to have. Think like a visitor – what you might buy and wear when you go to Wisconsin Dells or Jackson, Wyoming, for example.

Get together and think of clever and edgy slogans that would sell. Remember to sell the experience – not just the destination.

Keep the franchise agreements simple. Add a 20% mark up to the cost of production and shipping for your take, and set a maximum price that the vendor can sell the items. You don’t want the items to be so expensive that no one buys them. The idea is to get them bought and worn, all over the region.





## 14. Design, print, frame and distribute brand awareness posters

**Timeline:** April, 2017

**Who takes the lead:** Brand Leadership Team, Town Manager Dept. and/or Designated Town Department and Brand Leadership Team

**Approximate cost:** \$10,000

**Possible funding idea:** TBD

Rationale and/or details: The purpose of creating, framing and distributing these posters around Sahuarita is to create awareness and excitement within the community about the town identity and its new brand.

This would be a series of posters that would be mounted, framed and displayed at local retailers, restaurants, hotels, Town buildings, library, schools, colleges, and other public places, to promote the brand. Consider asking local artists to submit concepts and then hire one or more of them to create the posters.

Create an initial series of three or four posters and make them 24" x 36" (movie poster size), print 50 of each, have them matted, mounted and framed. These will begin to inform the Town residents about Sahuarita's brand, and are a fantastic way to cement "ownership" of the brand. After all, brands are about ownership. Napa Valley owns the wine brand. Nashville owns the country music brand. Orlando owns the family vacation brand.

The focus of the posters:

- The plaza and downtown lifestyle
- Creativity in Arts and Artisan Craft
- Active lifestyle, recreation
- Balanced living – work and play
- Family

Once you have them framed, distribute them and offer to hang the posters in Town offices, the library, in every organizational office, hotel meeting rooms and lobby areas, at restaurants, at the schools, in local banks – everywhere you can. This will spread the word and create additional buy-in for the brand direction.

The posters should be "collectibles" with strong imagery, and each year a new poster would be developed and added to the collection. After a couple of years, people will purchase the posters to add them to their "This is how we love it here in Sahuarita" collection.

The reason for actually taking the time and expense of framing, mounting and matting them is to make sure they do get hung in key locations. Handing someone a rolled up poster they can hang at their convenience will result in a lot of posters sitting in back rooms to be put up when or if they have time. Make it easy, and you'll see it happen. This is a big part of your outreach efforts.

Printing should be in full color on gloss 100lb book stock or 60 lb. cover stock coated one side. Buy bulk off-the-shelf frames with mats in the frames (E.g. from Michaels, for instance). The BLT can put them together, deliver them and offer to hang them so they don't end up in a back room. This does not include professional matting, mounting or framing, which would cost a fortune. However, we recommend the posters be mounted on thin board so they don't wrinkle in the frame. You can use spray photo mount if needed. If you want to get fancy, you can get clear acrylic sheets for a "glass front" effect. On the Internet, 50 pieces of acrylic the size you need would be about \$1,300.

Remember to offer to hang the posters for those willing to put them up! And put them up in series – with perhaps six inches between each frame. Places that should have the posters hung include:

- Library
- Town Hall (and other Town facilities)
- Local schools
- Corporate offices (major employers)
- County offices
- Restaurants
- Hotels
- Retail spaces (where there is wall space at or near entrances)
- Even in empty storefront windows to create interest
- The hospital
- Sports facilities and other public assembly spaces
- On visitor information kiosks

NOTE: Brands start within – with local knowledge and support. It’s imperative that local residents and businesses know what Sahuarita is all about.

**A STATE OF PERFECT HAPPINESS:**

# NIRVANA

**Sahuarita**  
ARIZONA  
You're gonna love it here!

**Biking Utopia**  
Ficatumquati apis et alibus eum, nonet eicius malo ventota verfers piciat. Emporesin simus. Lacitibus nonsendicid qui a vero incil minis facest conter prem. Aquiam, allitati volut pore verfers quibus dolore dolupta eperio optimer.

SahuaritaAZ.com

## 15. Develop a “Community Profile & Opportunities” booklet

**Timeline:** April, 2017

**Who takes the lead:** Economic Development Manager

**Approximate cost:** \$10,000

**Possible funding idea:** TBD

Rationale and/or details: Before proceeding with this recommendation, make sure you have excellent professional photography to use and a good copywriter. Part of the cost here is for good copywriting. The copy has to be as compelling as the photos. Create a Community Profile and an Opportunities 8.5”x11” booklet. You can create this as two separate booklets if you think one section will need updating more than the other.

This booklet should be about both large-scale economic development opportunities, and the new downtown retail and commercial opportunities. The profile should be a simple, straightforward snapshot of Sahuarita that can be used by local real estate agents (commercial and residential), by the regional Chamber as part of relocation packets, by Economic Development for business recruitment purposes, and by the marketing and plaza staff to attract festivals and events, (and when you get a downtown hotel – meetings and conventions). It should include demographic information, weather, some history, and economic information. Provide copies to your major employers, hospitals, medical facilities, banks, etc.

Emphasize your points of differentiation with competing communities and use third party testimony as long as it is not older than five years. Economic development examples should focus on the outcome, not just be about assets. Use case studies whenever possible.

Be sure to include approved or installed new features in downtown Sahuarita, such as the new plaza (in future versions), public Wi-Fi, new wayfinding signage, programmed event days, awards and designations, industrial utility assets – things that potential retailers, new businesses and future residents will be looking for.

Update the booklet(s) every year and keep it available as multi-page downloads in PDF format on your official websites. Consider printing 6,000 copies. Distribute to every real estate office within a 100-mile radius, and distribute the rest as needed. They should be available in each partnering organization office and at Town Hall.

With the “Opportunities” section, list the top ten retail opportunities for the new downtown Sahuarita. Consider the following:

- Additional restaurants – mid-scale, perhaps ethnic, but family-oriented whenever possible. Mention the type of cuisine that you are trying to attract. Be specific about what you want. You are inviting them, not taking whatever you can get.
- Creative artisan or office space
- Professional services building (Class A, small office lease spaces)
- Specialty retail shops
- Specialty food outlets
- Sports and sporting goods store and sporting equipment rentals
- Bike shop (rentals, sales, repairs)
- Tourism-based vendor space

Make sure you concentrate the marketing on WHY Sahuarita– not just what you have or where it’s located. WHY should I move or start a business in Sahuarita?

# TOWN OF SAHUARITA BUSINESS OPPORTUNITIES

2017



TOWN OF SAHUARITA COMMUNITY

# PROFILE



SahuaritaAZ.com

## 16. Design, print and distribute “The Very Best of Sahuarita” folded brochure

**Timeline:** May, 2017

**Who takes the lead:** Brand Leadership Team, Economic Development Manager

**Approximate cost:** \$10,000, half from the invited participants

**Possible funding idea:** TBD

Rationale and/or details: Always promote your “anchor tenants.” These are businesses and activities that people would drive 45 minutes to an hour, or more, to visit specifically. You cannot let politics, or membership get in the way of promoting your “best of” attractions, so this is a job for the BLT members and a non-profit group, not the Chamber or other membership organization. The reasons for creating this brochure are many:

- The most asked question at any hotel, B&B or visitor information center is “where’s a good place to eat?” and visitors don’t want to be handed a list. By promoting your best individual, unique restaurants, retail shops and activities, you ensure a good experience, which is often instantly noted on Facebook, in Twitter posts and in on-line reviews such as Yelp and TripAdvisor. If friends or family were visiting you, where would you take them to eat?
- Success breeds success. No successful mall was ever developed until the anchor tenants were committed. And most people go to the malls, not because there’s a Hallmark store, GNC Nutrition outlet, or a dozen cell phone dealers, but for the anchor tenants. Chances are good they’ll stop at Hallmark or a number of other smaller shops while they’re at the mall. The anchor tenants attract the shoppers to the mall, and all the other shops benefit as well. Would you go to Orlando if Disney World weren’t there? If you said no, you just insulted 171 other attractions. But they all know that Disney is the anchor tenant and does the heavy lifting in terms of promotion, and they all benefit from Disney being there. Additionally, Disney is glad Universal Studios, Wild Kingdom and the other attractions are there because, collectively, they make Orlando worth a trip from just about anywhere on earth. This will be true for Sahuarita and its fast food chains and nationally branded stores as well.
- By promoting your very best restaurants, retail shops and activities, you encourage the others to improve so they can be included in future “Very Best of Sahuarita” guides, which should be reexamined and produced new each year. Note the criteria below, and encourage those not selected, to work on those criteria so they too can be promoted in the guide.
- One of your recruitment objectives is to have five or six retail, dining and activity anchor tenants in downtown Sahuarita. Just like malls, few downtowns become successful destinations without those anchor tenants. You need to encourage existing businesses to raise the bar, or recruit them, and then make sure you help market them, specifically, creating an incentive for them to invest in Sahuarita, and specifically downtown. If you can’t find the number of stores you want, don’t add more just to make it a larger number.



The “Very Best of Sahuarita” guide is a 4-inch x 9-inch folded brochure that is about 8.5”x23” or even wider, printed and folds down to fit in a brochure rack. It can include up to 20 businesses and activities in future years, and is typically made up of 12 or more panels (6 or more panels per side). It should include perhaps 8 to 20 businesses and activities, a panel explaining how these were chosen, and a panel that talks about Sahuarita, its location, and what the Town is all about (Your brand promise). A map showing the location of downtown from I-15 would be useful.

Here are the criteria you might use to determine who should be invited as a participant:

- They must be open at least six days a week. The day they can be closed is Monday.
- They must be open until at least 8:00 pm all six nights. As an FYI, 70% of all consumer retail spending now takes place after 6:00 pm. This is why all successful malls are typically open until 9:00 or 10:00 pm seven days a week.
- They must have good curb appeal. They must be inviting.
- They must be highly regarded by someone other than themselves. This means that they must have 80%+ positive reviews on TripAdvisor, Yelp, and Urban Spoon and/or have been written up in regional publications.
- They must be organic to the Sahuarita area. This means you can’t include franchises and businesses that can be found in just about every town. Why should someone drive to Sahuarita if they can enjoy the same shop or restaurant right there in Tucson?
- They do not all need to be located in the downtown. While we hope they can be recruited to a new downtown Sahuarita, it’s not a requirement to be included in the guide.

These business folks are each invited to purchase a panel in the guide, making this a public-private marketing partnership. Typically each business or activity would pay in the range of \$400 for a panel. Another budget item (donations, town funds) covers the remainder of the cost. Many activities, such as recreational or historical attractions and parks have little or no marketing budgets, and if they make it, their panel would be partially covered by other funds.

It’s very important NOT to include businesses just to sell more panels. You should have a good balance between restaurants, retail shops, and activities: Perhaps six of each. But if you only have four restaurants that are truly outstanding (remember you MUST deliver on the promise of it being worth an hour’s drive) only promote four. The same goes with retail shops and activities.

We recommend printing at least 20,000 copies and distributing them as follows:

- Every hotel and motel should put the “The Very Best of Sahuarita” guide in every room or have them available at the front desk. Housekeeping would make sure one is in each room. Guests, of course, are encouraged to keep the copy they pick up. An alternative would be to hand one to the guest on check-in.
- In your visitor information center or mobile VIC booth and at visitor information kiosks designed and installed as part of your wayfinding system. You should have kiosks at plaza, the airport, and at park kiosks. All should include brochure distribution where the “The Very Best of Sahuarita” guide is included.
- One should be sent to every one of the nine thousand households in Sahuarita, in a #10 envelope (yes, snail mail) with a small card that reads, “The number one reason people travel is to visit friends and family. We hope that you will hang onto this brochure so that when you host visitors; you will show them the very best of what Sahuarita has to offer. After all, every dining room table should be a concierge desk.”
- At state visitor information centers and other highway info centers within an hour’s drive of Sahuarita.

This one brochure is a good way to entice regional visitors to stop in Sahuarita, a great way to get visitors to explore downtown, and a good way to educate locals about what you’ve got and where it’s located.

For each featured business, include a photo (interiors sell the experience better than exterior shots), their logo, address, phone number, website address and a description of why they are so good and are a “must visit” and “worth the drive” destination. Be specific about some feature, dish or experience that makes it special. Each would get a full panel.

The guide should also be available on the Sahuarita websites for viewing and for download.

The guide should be reproduced every year. Finally, the reason no lodging facilities are included is so that hotels and motels will hand the brochure to visitors without fear of promoting their competitors.

*The following thirteen recommendations concern the product development initiatives of the Action Plan and raising the funds to produce them.*

### **17. Plan 4-years of funding mechanisms for Action Plan product development and marketing, including land selection and plaza development**

**Timeline:** January, 2017 (Align with the planning of the Town’s General Budget)

**Who takes the lead:** Sahuarita Town Council, Sahuarita Economic Development, Finance Department, and the Private sector

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Funds for the construction of a new downtown and the plaza – the two largest projects, will have to come either from revenue generating mechanisms of the town government, or through enticement of private sector money through an exciting and profitable vision or both. Taxing the resident population may be difficult considering a bond election failed for the town community center. Perhaps it was simply too complicated. Building codes and permitting has been very attractive for new development, yet the success of the new downtown is contingent on some very restrictive covenants that focus on retail shops and restaurants staying open in the evenings, being open six days a week, and with a large percentage of them being non-chain businesses. Also, early on, lease rates have to be low enough that the first businesses in can survive while a critical mass of things to see and do is developed around the plaza.



Perhaps the best source of funds will be from a private developer who sees the vision and the economic success that will come from the lure of an active, community-gathering place during most of the year. BLT’s outreach program and speaking

engagements will help in providing potential investors with the vision and commitment of the Town to implement the brand and support those who wish to help build the products and facilities that create brand experiences. We have included recommendations for several collateral marketing materials that also support investor recruitment, such as the “Community Profile & Opportunities” brochure.

## 18. Contract for the development of a Downtown Conceptual Master Plan

**Timeline:** January, 2017

**Who takes the lead:** Town Manager Department

**Approximate cost:** \$90,000 to \$110,000

**Possible funding idea:** TBD

Rationale and/or details: This is a two-step process. First, Bring the downtown plaza vision to life including site plan concepts, three or four color renderings, and some numbers: type of retail, square footages, business mix, details on the plaza, hotel size and type, parking, etc. It would also include an 11” x 25” trifold brochure that would be used to attract development interests. Then go after the developers you want to work with. Do not let this out as an RFP – go recruit the ones you want. Then they can help look for the potential sites.

Once a site is found then specific site design will offer location-specific recommendations for the plaza, buildings opening onto the plaza, additional restaurants with sidewalk café dining, café dining on the plaza, a strong mix of destination retail shops (shoes, clothing, art, kitchen supply, wine boutique with tasting room, home accents, outfitter, bike shop and others), a possible downtown movie theater, upper story residential, a downtown boutique hotel, the role of artisan live/work space, and perhaps a micro-brewery or two.

The plan will address the following questions:

- Who will own it (most likely the Town)?
- Who will manage it? Staffing? Job descriptions?
- How will it be managed – who will do what, and what are the roles of the various local organizations and the Town in its management?
- What will be the requirements of the operating entity?
- How will the plaza generate revenues?
- Will subsidies be necessary and how much? How often?
- What kind of “start-up” operating costs will be required and where will that funding come from?
- What specific kinds of activities will take place on the plaza?
- How, exactly, will it be programmed 300 days a year?
- What about weather considerations?
- What specific infrastructure elements will be required to host these activities?
- Based on activities and infrastructure requirements, how much will it cost to build the plaza?
  - This means that a detailed site plan will need to be developed – the next step after the initial concept renderings. These will not be construction drawings, but will provide enough detail for that next step.
- How will the development be funded?

- What needs to be done by the private sector, to “front” buildings onto the plaza?
- What should the retail mix be around the plaza?
- How does the plaza impact and benefit the other downtown streets?
- Could the plaza development be phased? If so, how?
- What are the timelines and funding milestones in its development?

The Downtown Conceptual Master Plan brochure will be a primary marketing piece in recruiting the developer as well as the right business mix or store proprietors. While individual store locations are not set in stone, the Town’s plan will become a “guide” showcasing what downtown Sahuarita will look and feel like in five to ten years and beyond.

We recommend that the following plan elements be considered:

- Location of the plaza configuration and design and development of a programmed year-round public plaza. This should include an artificial ice rink during winter months and water feature/splash pad during summer months. Programming should come first, with the design following the functions it needs to accommodate.
- Include streetscape design (wide sidewalks, where street trees and maybe a major water feature should go, pocket parks, vendor spaces).
- An orchestrated business mix, including redevelopment options for any existing properties – showcasing recommended locations and square footages for each shop. While new developments wish to maximize their lease revenues, often this results in attracting only national branded stores, which diminishes the effectiveness of downtown Sahuarita as a unique brand and special “third place”. Why would anyone travel the distance to shop national brand stores when the same can be had closer to home? Efforts should be made (including an ordinance allowing only 40-50% of national branded stores) to attract and retain one of a kind and possibly locally owned stores.
- Develop a business and funding source plan for the downtown and plaza.
- Address parking, beautification, business mix, signage, sidewalk cafes, spots for street musicians and activity, etc., public parking and public access.
- Visitor information and public restroom facilities.
- Upper story development options (upper story professional office and residential development). Both would sell at a premium, based on other towns.
- Street configuration (or re-configuration).
- Pedestrian wayfinding signage additions and improvements.
- Architectural renderings showing preferred primary colors and building materials.
- Add and update zoning ordinances for retail blade signs, sidewalk dining, restriction on plastic banners, cyclone fencing, restriction on A-boards, façade-side beautification, allowable ground floor uses, hours and days of operation and restrictions on chains and franchises.

Note: Many cities feel that they can do this work in-house, or they hire an architect or landscape architect. What they usually end up with is a visually stunning and expensive site that is not programmed or does not work logistically, or is a dormant park. The contractor for this project needs to have experience in programmed public activity space development. This is all about activity on a daily schedule and the needs of the pedestrian crowd.

We recommend that the Town Mayor, Council and Department heads watch the Roger Brooks’ two-part video presentation entitled “The Power of Public Plazas”.

## 19. Find and work with development interests to acquire a location for the downtown.

**Timeline:** February, 2017 and ongoing

**Who takes the lead:** Town Manager Department

**Approximate cost:** staff time

**Possible funding idea:** TBD

Rationale and/or details: Finding the exact location of the development of the Sahuarita downtown and plaza site begins with expanding the awareness of the branding project and why it is important to the town. The BLT speaking engagements in the region and before influential groups like the Chamber, the hospital, the banks and others is important.

The distribution of the brand posters is important. The greater the number of residents and stakeholders who learn about and are excited and invested in making this happen, the higher the chance that the town will find investors who get the vision and are willing to commit to building something unique.

It might be on one of Rancho Sahuarita's eight development parcels, or FICO land, or it might be on Town property. The key is that this is about something different. The plaza will bring the citizens of the town together as never before, but this is also about economic development in a manner different from what already exists. Yes, it will have retail and dining establishment restrictions as to hours of operation and the specific types of businesses, but it is also the opportunity to create an organic core to the town, something local, something unique, that makes Sahuarita different from other Arizona towns, and something that will lure new residents and visitors because of that difference. This is what potential partners with the Town must embrace.

## 20. Work with the Developer on lease agreements – open days and hours with an evening focus

**Timeline:** March, 2017 and ongoing

**Who takes the lead:** Town Manager Department

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Think of Sahuarita's new downtown as a mall. This is the way lifestyle retail centers also think; to succeed they must have like businesses grouped together. This is referred to as "clustering," and this is why gas stations and fast food restaurants are "clustered" on all four corners of busy intersections. This is why malls have food courts. And this is what makes dining districts work. Think Branson, Missouri and 49 music theaters, this town of just 6,500 residents hosts 7.5 million visitors a year. Think Napa Valley and its 200+ wineries.

When you visit a successful mall – or lifestyle retail center – you will never find laundromats, architectural offices, tax preparation services, county or Town offices, or other non-retail businesses there. They know they must orchestrate the business mix. The highest and best use of any commercial properties bordering a central plaza, or on water, or with view corridors, is always going to be a restaurant, or retail with second story offices for residential, or services like insurance, attorneys, etc.

This doesn't mean you can't have an architect's office, tax preparation services, Town or county offices in the downtown, BUT you must have the necessary "critical mass" of like-businesses grouped together, so you become THE place for local residents and visitors to spend time.

To see a good example of a destination downtown just visit McKinney, Texas which has a great mix of businesses. In the case of Sahuarita you need to help orchestrate the effort so you don't end up with a hodge-podge assortment of businesses that create "retail chaos" and a place that closes at 5:00 pm. This is why cities throughout North America are starting to implement

zoning ordinances, because so many individual property owners, each with their own agenda, do not work together to create an outstanding destination, which only happens with an orchestrated business mix.

In downtown McKinney you'll see real estate signs that say "Available for a restaurant" – a specific type of business in a specific building.

Sahuarita needs to follow suit. However, it's important that the Town and the landowners or developers work together. If the Town imposes "allowable uses" for street level shops, then it's important that the Town be there to help that landowner recruit a business that fits the retail mix – and that is part of this plan.

Downtown property owners and merchants must understand the "Mall Mentality." Together, they are what will make the new downtown the heart of Sahuarita's pedestrian setting. Just like a mall they must have consistent hours and operating days. This needs to be part of the lease agreements between the tenants and property owners.

If a retailer signs a lease in a successful mall, the lease will say they will open at a certain time (usually 10:00 am) and if they are not open by 10:05 they are fined \$1,000 for every five minutes they open late. And the same is true with closing times (typically 9:00 pm, seven days a week). Property owners need to do the same thing in downtown Sahuarita. As a result, their tenant will, over time, see big increases in sales, and downtown will become a major destination.

We are moving to the European Standard – we are eating and shopping later in the evenings. In fact, seventy percent of all consumer bricks and mortar spending now takes place after 6:00 pm. That's right: seventy percent.

This fact is why downtowns have been dying across America, and people began gravitating to the malls. Virtually every successful mall in North America opens at 10:00 am and closes at either 9:00 or 10:00 pm – seven days a week. Downtowns need to follow suit, but it starts with the property owners.

The future of downtowns is to become the place people head after work and on weekends. This doesn't mean downtowns should be closed during daytime business hours, because there's still that other 30%, plus your downtown breakfast, coffee break and lunch crowd, which is important.

Successful downtowns are all about dining, entertainment, performing arts, and specialty shopping: the bakery, butcher shop, and home accents or clothing. Downtowns are back, in a big way, but the bulk of what makes them work is what's open at the end of the day.

We urge your merchants and property owners to watch the Roger Brooks three-part video series "The 20 Ingredients of an Outstanding Downtown" where Roger showcases why this is important. Over several years Roger and his team surveyed more than 400 successful downtowns and downtown districts and developed the twenty most common ingredients that led to their success. One of those is evening hour shopping and dining.

The biggest pushback to staying open after 6:00 pm is the small single-employee merchant who needs to head home to fix dinner and have family time. The "Shared Worker" program is a way to help sole proprietors and other small retail businesses stay open into the evening hours at an affordable cost, and without sacrificing personal time off.

The bottom line: Work with your property owners and new businesses being recruited into downtown so that the lease agreements say they will be open six or seven days a week (if six days a week is the rule, then Monday should be the day they are closed) and until 8:00 or 9:00 pm every day except perhaps Sunday, when shops might close at 6:00. Sunday evenings are typically the slowest retail hours.

We recommend that the Town contract with urban planning expertise to help develop some of these new (or revised) zoning ordinances.

## 21. Include street trees in the new downtown and at the plaza

**Timeline:** April, 2017 (During Master Planning phase)

**Who takes the lead:** Public Works Department

**Approximate cost:** \$120,000 including 3" to 5" caliper street trees, irrigation, sidewalk and infrastructure development to accommodate them.

**Possible funding idea:** TBD

Rationale and/or details: Street trees have been proven to increase retail sales and services by an average of nearly 20% according to the Keep America Beautiful network and the Arbor Foundation.

Nothing adds to ambiance more than street trees. The complaints about street trees is nearly limitless, yet cities that plant them every 35' (10 meters) see an average of nearly 20% increases in retail sales and services on the blocks where the street trees have been planted.

Excuses include:

- The leaves will block storm drains in the fall/winter months (in northern climates)
- They block retail signage
- The roots will gradually uproot sidewalks
- They require periodic maintenance
- They are expensive to put in

Every city that installs street trees has seen a major increase in retail sales and services, increased property values (tax base) and increased visitor spending. The cost of maintaining the trees, sweeping up leaves around them is more than offset in increased retail sales and property values.

Specialized tree grates have been developed to keep roots inside an underground "vault," underground irrigation makes maintenance easier, and the argument that trees block signage is easily dismissed since the trees bring so many additional customers into downtown. Street trees create a sense of intimacy, create shade, and offset the harsh environment of concrete, asphalt, tiles, and buildings. Why do you see office buildings, even malls, with trees (often fake)? Because they create a soothing, intimate feeling that encourages people to linger longer, which translates to increased spending.



Street trees should be placed along the core retail area of the new downtown. For examples of cities that have done this, Google images for downtown Lodi, California or Greenville, South Carolina. These are just two quick examples of how powerful street trees are to a downtown.

## 22. Allow, encourage and budget for street artisans, musicians and buskers

**Timeline:** April, 2017 (During Master Planning phase)

**Who takes the lead:** Replace with Town Manager’s Dept. and/or Designated Town Department

**Approximate cost:** \$10,000

**Possible funding idea:** TBD

Rationale and/or details: Animating the new downtown and the area around the plaza is a top priority. The idea is to make sure there are activities 300+ days a year. Each day when an activity is going on is an “event day.” Having street musicians, entertainers and artisans also creates “event days.” The goal is to make downtown Sahuarita the place for residents and their guests to come after work – for dinner or after dinner, and on weekends. Remember, visitors want to go where the locals go. If you don’t hang out downtown, neither will the tourists. The only “slow” night would typically be Sunday evenings. Bringing downtown to life includes an active buskers program: street musicians, magicians, and artisans.

Encourage street musicians and artisans. Free outdoor entertainment downtown is an excellent way to attract people, making downtown lively and active. In order to attract these musicians, performers, and artisans downtown during peak hours, establish a budget of perhaps \$10,000 per year to pay street performers a small amount (about \$35 for three hours). They would also be permitted to make money from tips. No panhandling is allowed, although they can have an open guitar case or bucket for tips.

Here are some general guidelines to get you started:

- Buskers should be no closer than 150 feet apart
- They should sign a code of conduct and obtain a free permit before they can begin
- Consider developing sidewalk “stars,” marking locations where they can perform
- All music must be unamplified and drums are not allowed
- Music should take place throughout the day but end by 10:00 pm.
- Buskers can include artisans in action, mimes, magicians, acrobats, musicians, and other forms of sidewalk entertainment.

We recommend starting the program on Fridays from 4:00 pm to 8:00 pm, Saturdays from 11:00 am to 3:00 pm, and from 4:00 to 8:00, and on Sundays from 11:00 am to 3:00 pm during the winter, spring, and fall months. Over time, this can expand to every day and other daylight hours such as during the lunch hour. In places such as Nelson, British Columbia and Asheville, North Carolina, they no longer pay local buskers, yet the city streets have dozens of musicians, artisans, and performers who are there 360+ days a year.



Street entertainers and artisans should be required to file a short application for a “vendor permit” with the Branding & Marketing Manager. There would be no charge for the permit, but the vendor would agree to specific guidelines. There must be no overt panhandling; music would be non-amplified; they must stay within a designated, confined space; if there are complaints, the Town may revoke their permit immediately, without cause. Each permit would be good for three or four months, after which the vendor would need to apply for a new permit. This will allow the town to have current information on the vendors.

Work with regional universities, community colleges and high schools to find talent for downtown.

If you have the time and energy, consider auditions to keep the quality high. They do not need to be assigned to individual locations, as long as they play at a “busker station” marked on sidewalks.

The Branding & Marketing Manager – not the Town or some other organization or agency, should manage enforcement. If there are flagrant violations by a busker, the Town may need to be called in to have the person removed, but in our experience, that is very, very rare.

### **23. Add benches and downtown beautification**

**Timeline:** May, 2017 (During the Master Planning phase)

**Who takes the lead:** Public Works Department

**Approximate cost:** \$10,000 each of the first three fiscal years

**Possible funding idea:** TBD

Rationale and/or details: Fact - Women account for 80% of all consumer spending. They are usually the shoppers, so if you provide benches and seating areas for kids and husbands/significant others, the shoppers will be free to spend more time downtown. Sahuarita should have benches in front of almost every business. Benches should be placed against the façade facing out, and each should be flanked with a terracotta pot or planter. Benches should be inviting – do not buy concrete or “vandal proof” benches. Yes, they can be bolted down, but they should be something you would want to sit on.

Remember, proprietors should be responsible for beautification next to their buildings, while the Town or Developer should take care of the curbside beautification. The Town or the Developer should have a budget that provides for area beautification, there are other ways to pay for benches and beautification.

Consider selling “sponsored” benches. In the top rail along the back you can have the name of a person, family or business engraved. Shy away from selling plaques or advertising on the benches. Engraving the name of the sponsor is tactful and attractive.

While some merchants do a good job with beautification, consider the following type of program:

- Collect perhaps \$5,000 from local businesses (\$200 x 25 businesses).
- Contact regional nurseries and wholesalers toward the end of the season and see if they have a leftover inventory of terracotta, glazed pots and planters. The minimum size should be 24 inches across the top opening. This way, once they are planted, they are too heavy to be stolen. The idea is to obtain, at cost (or below cost), perhaps 100 pots and planters. They do not have to be all the same. In fact, you want a variety of them. You’ll clean out their inventory in exchange for a great deal. Avoid aggregate and cement pots unless they are colored.
- Bring all the pots downtown, close off a block or a side street, and put them all out. Have merchants select pots for their storefronts. When the project is done there should be a potted plant every three feet all along retail stores.
- Have a local nursery deliver 15 yards (or whatever it will take to fill the pots) of potting soil (not just top soil), along with a yard of pea gravel or round stones. Also get a couple of rolls of landscape fabric. Have the soil dumped on the side street.

- Then bring in the high school, boy and girl scouts – every youth organization that is looking to raise money, and pay them to help disburse the pots, put in 2 inches of gravel at the bottom of each, put landscape fabric over the gravel, and then fill the pots with soil up to about 4 inches below the rim. Perhaps 15% of the \$5,000 would be donated to their organizations. The reason for having the youth take part in this project is that it includes them in the revitalization of downtown Sahuarita and creates a feeling of ownership. When kids feel ownership, the likelihood of vandalism decreases dramatically.
- The final phase is to collectively pool money to purchase evergreen (two thirds of your plantings), and color (30%). Have the students then plant them, working with the merchants. Remember that you don't want a cookie-cutter "everything looks the same" approach. You want it to be organic to the business, but still stunning.

Maintenance: You can ask the merchants to take care of the plants in front of their shops, but in our experience, only about half will actually maintain them. Instead, consider the following:

- See if you can get someone (from the town, golf course, home owner, farmer) to donate a small John Deere or similar ATV or small riding tractor. Then you can buy a 300-gallon tank trailer that can be filled with water and fertilizer. Consult a master gardener on the best fertilizer to use.
- Approach Kiwanis, Rotary and other local clubs and organizations to set up a watering schedule. These are volunteers that agree to go out each Monday, Wednesday, and Friday.
- This can actually be a fun project. The tank sprayer has a small electric motor and a long coiled hose to make watering the plants easy. Every town official and staff person might take one morning, as would local organizational directors, schoolteachers, even students and student organizations. Kiwanis might have volunteers, and often retirees will be happy to join the watering schedule.
- Finally, bring in the local gardening club, or Master Gardeners who can help maintain the pots and will even volunteer to do decorative plantings and arrangements. Master Gardeners, to keep their titles, donate hours each year to community-based public gardening projects. This is an ideal opportunity for them.



Vandalism: It may happen. You will want to have perhaps 20 pots in storage so that when it happens, the pot is replaced the next day. Don't give up. After a pot is replaced several times, the vandals simply give up. It's a battle they can't win.

Once again, nothing promotes a welcoming feeling as much as beautification. And retail beautification can increase sales by nearly a third. Women are attracted to places that feel safe and welcoming, and this is what retail beautification portrays.

There are three statistics to remember as you beautify downtown Sahuarita:

1. Seventy-percent of first time sales at restaurants, retail shops, wineries, lodging facilities, and golf courses comes from curb appeal. We all travel. Have you ever uttered these words: "That looks like a good place to eat"? We all do. We judge the book by the cover.
2. Eighty-percent of consumer retail spending is by women.
3. Seventy-percent of all retail consumer spending takes place after 6:00 pm. Are you open?

## 24. Include public restrooms at the downtown plaza

**Timeline:** May, 2017 (During the Master Planning phase)

**Who takes the lead:** Building & Planning Department, Public Works (construction & maintenance), or the Developer

**Approximate cost:** To be determined

**Possible funding idea:** TBD

Rationale and/or details: One of the most fundamental visitor amenities is easy access to clean and convenient public restrooms. If consumers have to get in their car to go find a restroom they are not likely to return. Public restrooms are particularly important in pedestrian-oriented downtown areas, and it is essential that they accommodate many attendees during festivals and events at the plaza.

We recommend that the Town keep restrooms open at least from 8 am to 10 pm daily, and develop new restrooms as part of the plaza project, including a "family" option restroom for diaper changes and accompanied toddlers. Standard wayfinding signs should identify the restrooms. If freestanding, the restrooms should be developed in an architectural style that is complementary to the existing character of the community, include exterior lighting, and landscaping.

The closer the restrooms are to high activity areas, the less likely they will be subjected to vandalism and illegal uses. For more information on public restrooms, view Roger's video entitled "The 20 Ingredients of an Outstanding Downtown (Part 2)".

## 25. Pass an ordinance limiting the number of chain stores in the downtown

**Timeline:** May, 2017 – as a condition for developers

**Who takes the lead:** Town Manager's Department, Developer, Town Council (ordinance)

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: A large part of branding is being distinctive and different from competitor destinations. Why would someone travel to Sahuarita if they can get the same thing closer to home? Sahuarita's new downtown retail mix needs to focus on unique retail and dining offerings. Chain stores weaken the unique character of a downtown destination, eroding community character. Encourage local ownership, and restrict the number of chain stores in the downtown district.

As Jane Jacobs writes in her book "The Death and Life of Great American Cities", what constitutes community is not any one particular thing, but rather the many small interactions that occur in our everyday lives. "It grows," she writes, "out of people

stopping by the bar for a beer, getting advice from the grocer and giving advice to the newsstand man, comparing opinions with other customers at the bakery and nodding hello to the two boys drinking pop on the stoop . . . hearing about a job from the hardware man and borrowing a dollar from the druggist . . .”

“Most of it is ostensibly utterly trivial, but the sum is not trivial at all. The sum of such casual, public contact at the local level . . . most of it fortuitous, most of it associated with errands . . . is a feeling for the public identity of people, a web of public respect and trust, and a resource in time of personal or neighborhood need.”

The Village of Port Jefferson on Long Island bans formula restaurants on its waterfront and historic district, and Nantucket, Mass., for several years has banned new formula stores in much of its business district. Similar restrictions can be found in Ogunquit, Me., Fairfield, Conn., and San Juan Bautista, Calif., the Spanish mission town where Alfred Hitchcock filmed parts of “Vertigo.”

These kinds of ordinances, restricting type of use are not uncommon. Here are some examples.

**Manhattan, NY** [http://www.nyc.gov/html/dcp/html/zone/zh\\_special\\_purp\\_mn.shtml](http://www.nyc.gov/html/dcp/html/zone/zh_special_purp_mn.shtml)

- Special 125th Street District. To ensure active and diverse retail uses, special regulations restrict the amount of ground floor street frontage that may be occupied by banks, office and residential lobbies, and other non-active uses. Also requires inclusion of arts and entertainment uses for developments over a certain size.
- Special Madison Avenue Preservation District. Retail continuity is ensured for the famed specialty shops by mandating that the ground floor of buildings on Madison Avenue must be occupied by selected uses.

**San Francisco, CA** <http://www.sf-planning.org/index.aspx?page=2839> uses formula retail controls to protect San Francisco’s vibrant small business sector and create a supportive environment for new small business innovations. Applies to retail establishments with multiple locations and a recognizable “look” or appearance.

**Calistoga, CA** prohibits formula restaurants and visitor accommodations, and requires that other types of formula businesses undergo review and apply for a special use permit from the Planning Commission. Intended to preserve the unique and historic character of the downtown commercial district.

**Bainbridge Island, WA** limits large-store retail to three commercial zones, and limits auto-oriented development to two of three of these zones. Does not have an overall cap on retail square footage; however, it does have size limits in certain overlay districts and zones. Also limits the location and size of formula take-out food restaurants. Formula take-out food restaurants are permitted in only one zone and may not exceed 4,000 square feet, nor occupy more than 50% of any building.

**Westwood Village, CA** limits certain uses such as auto repair and pool halls and uses a density-related formula for fast food establishments; they are permitted provided the total along any public street does not exceed one for every 200-400 feet of lot frontage along that street. The Specific Plan has very detailed guidelines for permitted uses (see Section 5: Uses). <http://cityplanning.lacity.org/complan/specplan/pdf/wwdvil.pdf>

**Arcata, CA** limits the number of formula restaurants to nine at any one time.

**Newport, RI and Davis, CA** have regulations for various types of restaurants.

**Berkeley, CA** has a quota system limiting the number of food service establishments. Telegraph Avenue Commercial District Provisions are very detailed. Retail Sales section is below; entire table located at <http://codepublishing.com/CA/Berkeley/cgi/NewSmartCompile.pl?path=Berkeley23E/Berkeley23E56/Berkeley23E56090.html#23E.56.030>

For even more information about creating critical mass of retail in your downtown, please watch Roger’s video “Downtown Critical Mass” in the RBI Video Library.

## 26. Pass an ordinance to allow sidewalk dining with alcohol served

**Timeline:** June, 2017

**Who takes the lead:** Town Manager's Department, Town Council (ordinance)

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Sidewalk dining adds character to the assortment of any community's restaurants. Sahuarita can improve the visibility of its restaurants by allowing sidewalk dining. This would be especially true for any private restaurateurs who take advantage of the plaza location and build restaurants nearby.

The Town should adopt an ordinance permitting restaurants to operate designated dining areas outside and adjacent to their establishments on public sidewalks. By their very nature, sidewalk cafes are highly visible, allowing customers and passers-by alike to enjoy a favorite urban pastime: people watching. Open-air (alfresco) dining is a familiar way to help create an animated downtown.

There are many cities that have outdoor dining ordinances that can provide examples of what to include. We recommend you watch Roger Brooks Library video "20 Ingredients of an Outstanding Downtown – Parts 1-3," and pay particular attention to the examples of sidewalk dining.

Don't make your ordinance so onerous by trying to anticipate every potential problem that it discourages restaurants from setting up outside dining. Just cover the basics, such as minimum space and clearance, sanitation, furniture and awnings, overhead structures, lighting, outdoor heaters and insurance indemnification for the town and low cost permits.



## 27. Augment your town ordinance with regards to retail signs

**Timeline:** June, 2017

**Who takes the lead:** Town Manager's Department, Building & Planning Department

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: All businesses should incorporate blade signs, but they need to have some general regulations. We typically recommend that all blade signs be no wider than 42", hang no lower than 7' above the sidewalk, and be no taller than 9' from the sidewalk (meaning the signs can be as tall as 24"). They should not be backlit, but lights can be mounted on the façade, lighting up the signage. Signage designs would come before a design review committee for approval.

You'll want to restrict the usage of plastic and vinyl banners, as they tend to make a downtown look cheap and second-hand and take away from the quality architecture. We typically recommend that these only be used for promotions and special deals, only by permit, and only up to two weeks at a time, with a maximum of four times per year, with daily penalties for non-compliance.

Businesses should be encouraged to extend window displays to exterior spaces and use up to 24" of the façade-side sidewalk for this purpose. Remember that these are window displays, not folding tables or clothes racks put outside. You would never have these in a display window, so they don't belong outside – except perhaps during a garage sale weekend. Your design review committee would police this by issuing friendly reminders of what works and what doesn't.

## 28. Require adequate but reasonable liability insurance requirements for events operators

**Timeline:** June, 2017 to establish this ordinance

**Who takes the lead:** Town Manager Department

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: A key to successful destinations is the delivery of visitor experiences, and some of these will be participatory activities, not passive experiences. The more there is to do, the longer visitors will stay, and the more money they will spend. All this visitor activity increases the Town's tax base. There is inherent liability risk in any economic endeavor that includes serving the public. Simply having people walking down the municipal sidewalk is a risk cities take every day. Benefits and risks are weighed in the balance all the time. In downtown Sahuarita – it's going to be a part of doing business. The visitor expects and wants to be engaged in some sort of physical activity like dancing, demonstrations and other active pursuits. The Town needs to realistically evaluate and allow these kinds of commercial offerings. If the benefit of an increased tax base outweighs the potential litigation, or more likely, increased insurance costs, then they should pursue it.

That's the situation in any Disney Park, any Six Flags water park, any other theme park, tour operator, boat operator, ski operator, or downtown district. The heavier you try to protect the Town from every possible litigious situation, the more you hamper the possibility of success. Every roller coaster has some inherent dangers associated with it, but they are still built, and people drive for hundreds of miles to experience them. While this is an extreme example, what if someone fell and broke an ankle in Sahuarita while on ice skates, and they decided to sue the Town because there were too many people on the rink? Does this mean that Sahuarita should never have built the plaza?

One example is the Riverwalk in San Antonio, Texas. The Riverwalk, in the '60s, was a crime-ridden, run down area of San Antonio that was avoided. Today it is one of the country's best attractions. However, it is not ADA accessible (for the most part), there are no railings to keep people, pets and kids from falling into the water, the roots of hundreds of trees have made the walkways uneven and, in some cases dangerous. But if they were to make the Riverwalk totally "safe" to meet the

satisfaction of Town attorneys, it would cost billions of dollars and would ruin the “organic” nature of this great attraction. You can bet the risk and occasional lawsuits are outweighed by the tremendous tax base built on and around the Riverwalk.

Another example is Asheville, North Carolina. The downtown has dozens of sidewalk cafes, and they do not force the restaurants to create barriers between diners and pedestrians. In many, many cases, the dining patrons have chairs situated that could, in fact, impede ADA access. But being there on several occasions watching sidewalk traffic, we’ve noticed that when those in wheelchairs or pushing strollers through busy dining areas approached, patrons would automatically say “excuse me” and move their chairs in so people could get through. And, last I heard, they had never had a lawsuit or complaint. Nor does the Town put up rules and regulations that strangle local businesses and the “organic” ambiance of the Town.

## **29. Contract for the design of a vehicle and pedestrian wayfinding system including signs on I-19 and other highway gateways to Sahuarita**

**Timeline:** RFQ for Design Contractor – July, 2017. RFP for Fabrication Contractor, November, 2017. Installation, March, 2018

**Who takes the lead:** Town Manager Department

**Approximate cost:** Design & Fabrication Specs - \$70,000-90,000. Fabrication & Installation - \$250,000-\$350,000.

**Possible funding idea:** TBD

Rationale and/or details: The present wayfinding system is inadequate and needs improvements and expansion. Most of the signs are far too small to read while driving. Visibility and ease of readability is key. Issue a Request for Qualifications for professional wayfinding expertise. Wayfinding is about “environmental graphics” and is substantially different than “institutional wayfinding” as you might find in a hospital, college campus or mall. This is part marketing, part branding, part traffic mitigation, and is as much a science as it is an art. Only hire professionals with expertise in developing systems like this.

A typical wayfinding system includes the following elements:

- Vehicular directional signage on nearby freeways, highways, primary thoroughfares, and community surface streets. It must include attractions, amenities, and local services.
- Pedestrian wayfinding in the downtown core area, which includes panels showing specific attractions and how walking connects them. (RBI can provide examples)
- Amenities wayfinding (to public parking, restrooms, reader boards, and visitor information kiosks)
- Redesign of typical street signs including “Do not enter” and “left turn only” and other traffic signs so that they fit the brand. Put them on decorative posts to really make downtown a showcase.
- “More to Explore” signage using Greenville, South Carolina as the example. This will encourage visitors and shoppers to explore side streets.
- Include “All day parking” and directional signage to parking lots. Two-hour maximum parking is a good way to kill a downtown.
- Marquee or “place identifiers” in front of public buildings, services and parks.
- Community and downtown gateways.
- Visitor information kiosks, with weather resistant brochure distribution, in various locations throughout the community.
- Making sure the wayfinding system uses the international symbols for parking, restrooms and ATM locations.
- Seasonal pole banners. (Spring, Summer, Fall and Holidays)

When you issue the RFQ, respondents will not be able to provide a cost since they won't know the community, nor will they know what you have for a budget. If you want to find the best, then pay your top three candidates about \$2,000 each to cover their travel costs for a trip to Sahuarita to take a tour and have them visit with Sahuarita Public Works as well as the Mayor and the BLT. Have them describe their methodology, show you their work as it is installed elsewhere, and then have them send you a price – or have them tell you what they can do for the amount of money you assign to this project.

Once they've visited, they will be able to provide you with a detailed scope of work, methodology and timeline. Then select the one whose methodology, timeline and cost works best for the Town.

Once you've made your selection, you want to make sure the final product includes bid-ready construction drawings, approximate fabrication and installation costs, and have the system designed to a pre-determined fabrication/installation budget. You can have a community gateway fabricated for a million dollars, or a complete wayfinding system installed for \$250,000. Start with a predetermined budget and have the system designed to that budget – including possible fabrication and installation phasing over a number of years.

It should take about 90 days to design the system, working with your team on locations and sign content.

If the proposing firms offer to manage the bid, fabrication and installation process, seriously consider having them do this. Sign fabricators speak their own language when it comes to materials, color mixtures and specifications. Some will try to cut corners, and you may end up with a sign that looks very different from the graphic artist's design. Having someone who speaks their language and knows the ropes can keep the fabrication on track and within budget, while maintaining the quality.

View Roger's video entitled "The Art of Wayfinding" in the RBI Video Library and "The 20 Ingredients of an Outstanding Downtown (Part 2)" for more information.



### 30. Bring Roger Brooks back for a review workshop

**Timeline:** September, 2017

**Who takes the lead:** Brand Leadership Team

**Approximate cost:** \$15,000

**Possible funding idea:** TBD

Rationale and/or details: Plans such as this are very fluid and they change. Over time enthusiasm tends to wane and when this happens, consider bringing Roger Brooks back for a day, or two or three to keep things moving forward, on track, and progressing. Sometimes people need a motivational visit to pump up the troops.

No matter what, you cannot let the enthusiasm wane. Especially in tough times and when you've narrowed your focus, and when everyone won't agree. You cannot let that happen if you hope to make this plan come to fruition. If you find you need help, Roger Brooks or an outside facilitator, can address challenges and new opportunities, ask questions, give advice, talk about funding options and marketing, facilitate differences in opinions, motivate the troops, and, while at it, update the plan. This presents a great opportunity to showcase what you've done to date, and the changes made in your product development and marketing efforts.

This may be something you want to do each year, to keep up enthusiasm and to make any necessary course corrections.

## JANUARY THROUGH DECEMBER, 2018

*The focus of 2018 is the construction of the downtown and plaza infrastructure, and further marketing development.*

### 31. Construct the downtown and plaza utilities infrastructure

**Timeline:** January, 2018

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department

**Approximate cost:** TBD

**Possible funding idea:** TBD

Rationale and/or details: Now its time to shovel dirt. In 2016, organizational staff for the Brand Initiative was added. Brand marketing began. In 2017 a Master Plan for the downtown and plaza laid out the general parameters and some of the specifics, including important ordinances that make it work. The second half of the year allowed for the Town/Developer relationship to be confirmed. Now, the actual construction of the site should get underway.

The downtown plaza is the cornerstone project and will be the "anchor tenant" for the Sahuarita downtown, turning it into a thriving destination not only for Sahuarita residents but residents of the surrounding region as well.

The purpose of the plaza is to consistently bring people downtown 300+ days a year. When this happens, more merchants will relocate downtown and property owners will invest there because they will be able to increase their rental/lease rates. Merchants will be willing to pay more because there will be hundreds of customers outside their doors three hundred days of the year.

There is NO project the Town can invest in that will have a greater return on investment than a programmed plaza – making it a year round destination. It is a means to an end, and will:

- Reduce the leakage of locally earned money to neighboring communities.

- Increase property values downtown.
- Provide a central gathering place for all residents of Sahuarita, regardless of ethnicity, race or income.
- Help existing businesses become more successful.
- Help expand the business mix downtown to that of “destination retail,” with more retail, dining and entertainment – which will attract more people.
- Make downtown Sahuarita a showcase downtown in Arizona and beyond.

### 32. Recruit retail and restaurants for the plaza and downtown

**Timeline:** January, 2018

**Who takes the lead:** Economic Development Manager, Developer

**Approximate cost:** Contracted position (\$70-\$100,000 annually)

**Possible funding idea:** TBD

Rationale and/or details: Use professional commercial real estate expertise to attract specific businesses into downtown properties, and to encourage redevelopment and new development projects into downtown Sahuarita.

As noted throughout these recommendations, all branding efforts are built on product, not just marketing. In order for downtown Sahuarita to become one of Arizona’s best destination downtowns, a solid recruitment effort is needed.

Here is the business mix you want to have in downtown Sahuarita:

- Twelve restaurants. The more you have, the further people will come, the longer they will stay and the more often they will come back. That would include ice cream, two coffee shops, a pastry shop, a butcher shop, two delis, six sit-down restaurants including a micro brewery or two. Of them all, three would be considered “fine dining” i.e. steakhouse, Italian, Mediterranean. In cities across America with outstanding and successful downtowns and populations very similar to that of Sahuarita, you will see 30 restaurants and food service establishments downtown.
- At least two recreational clothing and gear store (running and hiking gear, camping and fishing gear, boots, and other sports and recreational equipment)
- A first-class bakery downtown (breads, pastries, pies, cakes, cookies). This can be included as one of the restaurants should they serve lunches or even breakfast items. Not just small pastries, and preferably baking on-site. They should have signature items such as glazed sticky buns or an outrageous lemon cake.
- A flagship upscale downtown boutique hotel.
- Artisan live/work space.
- Class A professional office building: tenants may include technology businesses, small professional service businesses (accounting, tax, law firms, architects, engineers, etc.) with leased spaces of 500 square feet on up to perhaps 8,000 square feet.
- Two full-service day spas – not just a hair salon. A real spa.
- A couple of full-service bike shops: rentals, sales, and repair.
- 5+ galleries with rotating exhibits, art shows, artisans in action events.
- A wine store with pairing and foodie events would be a major draw to downtown.
- Upper story residential development. People are moving into downtowns more than ever before, particularly around plazas and public assembly spaces.

- Specialty shops:
  - Antiques (not second hand stores, but ones that concentrate on home furniture and decor).
  - Introductory hands on artisan studios, like paint your own pottery shop.
  - Ice creamery, or better yet, homemade gelato or frozen custard.
  - Kid-focused retailers – thinking toys, game shops, a robotics event store.
  - Home accents and decorating stores.
  - Quilt shop. Make sure quilting is the primary focus, more than just fabrics. This niche market draws a big audience that will travel quite a distance. The shop should also offer classes and beginner kits.
  - Butcher shop (these are coming back and are VERY popular). This could be combined with a gourmet foods and gifts shop. Think wine, cheese, meats and a mix of prepared and raw foods. This would be an amazing partner with your full-service bakery.
  - Office supply and stationery/card store. Not a big box (Staples, Office Max) but one that has ultra-personal service and can serve the Town, county and other professional services.
  - A kitchen/culinary store with a studio kitchen for classes.
  - A shoe store. Check out Brown’s Shoes, a chain that is moving into rural and suburban downtown cores across the country with great success.

Business recruitment should include recruitment of artisans to occupy downtown space for incubation of their art and design. They could be located in small spaces throughout the downtown.

Effective recruitment requires not just outreach, but handholding from the sales pitch all the way through opening the doors. Over his career, Roger Brooks recruited more than \$3 billion in new construction projects into rural communities and resorts. The total cost of advertising over his career: \$60. Successful recruitment is a one-on-one process. You find the business you want and then court them, working with them through the feasibility testing, financing, permitting, right up to the opening of their doors. And even then, you continue to work with them to help make them successful. This recruiter will not be sitting behind a desk and will be required to travel.

You start with a “Ten Most Wanted” list and then recruit right down that list. As one is recruited you add another to the list.

The initial efforts are geared to quality of life businesses – not factories and industry. If Sahuarita becomes one of the state’s best places to live, then industry will follow. For the first time in U.S. history, quality of life is the leading relocation and new business development lure. This means having an extraordinary downtown fitting the 10+10+10 Rule, a signature plaza area, and other supporting businesses that can elevate Sahuarita’s brand.

Consider hiring someone with a commercial real estate background: perhaps a CCIM (Certified Commercial Investment Member) Realtor that is winding down, or looking for a way to supplement his or her income with a non-commission position.

Before you assign this position we urge you to watch the Roger Brooks video “Recruiting Tourism Development Projects.” While this video concentrates on tourism, the principles detailed in the video apply to downtown retail recruitment. This will be a terrific guide on how to find the right person and how to successfully recruit new businesses into downtown Sahuarita.

As part of this recruitment effort, it will be VERY important that landlords (or the developer) include in lease agreements operating hours and days. Seventy percent of all retail shopping takes place after 6:00 pm. Downtown cannot succeed if most of the shops close at 5:00 or 6:00 pm and are closed on weekends, when most shopping takes place.

The plaza will be programmed with activities at least 300 days a year, and the majority of the activities will take place from 4:00 pm to 9:00 pm six nights a week (Sunday is an early close day).

### 33. Develop a Plaza Programming, Marketing and Operations Plan and staff the Plaza

**Timeline:** February, 2018

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department

**Approximate cost:** \$100,000 annually until self-funded

**Possible funding idea:** TBD

Rationale and/or details: In the Downtown Conceptual Master Plan, location and site plan concepts were developed, the business mix was determined, and a business plan and funding sources were found. Now its time to think about staffing up to market and operate the plaza, as it is under construction.

In essence, the Programming, Marketing and Operations Plan will provide the roadmap to:

- Programming: what specific activities will take place on the site at 300 days, growing to 300+ days a year;
- Management: who will manage it, how will they be funded, and what will their responsibilities be to the Town (should it own the plaza).

A dynamic and experienced plaza marketer will be a central figure charged with implementing the programmed plaza with assistance from the Brand Leadership Team, Economic Development Manager, Brand & Marketing Manager, downtown stakeholders, and volunteers. The future of Sahuarita, for generations, is riding on the success of this plan. It will take a full time effort, with lots of volunteer help and participation from other organizations, to bring this to fruition.

The staffing starts with a Branding and Marketing Manager. This person will lead the effort. Then, in sequence over time, will be four other positions for the plaza:

- Event Recruiter: this person will be charged with making sure downtown is hosting at least 300 event days a year.
- Event Coordinator. This person will work with the Town's fire department, public works department, parks department, local businesses, and vendors to make sure everyone is pulling in the same direction.
- Logistics Manager. This person will do the set-ups, take downs (i.e. beer garden fencing, skating rink, splash pad, movie projection, etc.) and manages the physical maintenance and management of the plaza such as lighting, water features, and landscape maintenance, working with a number of sub-contractors and Town departments.

All of these positions will work throughout the downtown district, not JUST on the plaza. This is for ALL of downtown Sahuarita, so they have a huge job.

Down the road, a fourth person, an Office Manager, would be hired to help answer phones, work on social media, marketing, and handle bookkeeping, sponsorship agreements, and other administrative details.

Job descriptions would be detailed in the Plaza Programming, Marketing & Operations Plan, but the following will provide an outline of each position, beyond that of the Branding & Marketing Manager.

#### **Event Recruiter**

This person will be 100% dedicated to inviting outside events into Sahuarita.

It would be virtually impossible to develop 300 event days if every event were locally produced, therefore, about 90% of the Event Recruiter's time would be spent inviting outside organizations to host their public events in downtown Sahuarita. Every one of these events would bring their own vendors, their members or "tribe" (in social media terms), market the event, set it up, and manage the event. They will fill hotel rooms and bring their own audiences, fans, members, and associates with them. It is the Event Recruiter's job to bring in perhaps 100 events each year. And 90% of these events should be multi-day events of at least two days. For instance, hosting a major Harley Davidson event, the event set-up might take place on a Friday with the

event lasting all day Saturday and running until Sunday afternoon. The goal is to attract overnight visitors AND local and area residents to downtown Sahuarita.

The Event Recruiter would also assist with events already booked at the high school, parks, or at various sports facilities, working with event organizers to find ways to expand those events into downtown Sahuarita. For instance, should the Town host a baseball tournament, perhaps the awards banquet or ceremony could take place downtown – or at least complementary activities could be held that will pull these visitors into the heart of your spending district.

Hosting 100 outside events will create at least 200 event days each year. And then, of course, you'll have locally produced events, the splash pad days, ice skating season, street vendors and musicians, etc.

### **Event Coordinator**

This person is the coordinator between the Town's departments, Branding & Marketing Manager, retailers and the event organizers. This person calendars the events as well. They are also the coordinator between events held elsewhere in Sahuarita, tying those to downtown. The plaza staff has the ability to charge for some services:

- Police (if needed), security, maintenance
- Closing off streets or areas to vehicle traffic
- Coordinating sound, lights, staging, seating, power access, vendor set-up areas, fencing for possible beer gardens, etc.
- Adding additional portable toilets, garbage barrels and other needs

This person would coordinate contracts, manage street vendors, food trucks, street musicians and artisans. This person would make sure agreements are in place; help coordinate third-party vendors (sound, lights, staging and other elements that may not be owned by the Town but are needed and billable to the event).

### **Logistics Manager**

This person would be the "On-site Logistics Manager," making sure each event goes off without a hitch. They would be responsible for the physical plaza assets, purchasing and maintaining tables, chairs, flooring, HVAC systems, lighting, sound, staging and temporary booths, bathrooms, janitorial services, set ups and take downs and the like.

The cost of the initial three people and related costs would be in the \$250,000 a year range. This budget includes the cost of staffing, taxes, insurance and benefits, an office, computers, Internet access, office supplies, postage machine, insurance, sub-contracted assistance (accounting, bookkeeping, graphic design, etc.), and a host of other expenses associated with running an organization such as this.

Eventually, revenues from the plaza will pay the majority of costs to run and market these facilities. The Town should ultimately need to underwrite only about \$50,000 of the costs.

### 34. Build a mobile visitor information center to promote the downtown

**Timeline:** September, 2018

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Brand Leadership Team volunteers

**Approximate cost:** \$10,000 -15,000

**Possible funding idea:** TBD

Rationale and/or details: The entire purpose of the Branding Initiative is to generate more spending in Sahuarita. Accommodating the psychology and behavior of tourists plays a large part in facilitating visitor spending. Throughout the country, only about 5% of visitors ever go to a stationary visitor information center (VIC).

But what about those people at the baseball stadium, the Titan Missile Museum, the Asarco Museum, the Anza Trail or the Bizbee Mine Tours? A trend in the destination tourism industry is the deployment of mobile visitor information centers. A recent study of 850 destination marketing organizations (DMOs) shows that 25% of DMOs have mobile visitor information centers (MVICs), and 50% of those are in very high pedestrian traffic areas. (It should be 100%!) Why? Overall numbers of visitors going to traditional VICs are declining even as the total number of visitors is growing. Many of these traditional VICs are placed outside of high spending areas, along highways, or other places where visitors have to get back in their cars and drive somewhere else to be at the center of things. Visitors might just keep driving and not come back. The real payback on investment for VICs is serving visitors.

Put your mobile VICs when and where the crowds are – the events in parks, high school sporting events, the heavy shopping days. It should be designed for the pedestrian visitor who has already parked and is looking for things to do. Make it fun. Use a small airstream trailer, and convert it into a workable space for an information specialist, brochures, maybe even branded/logo merchandise you sell to help defray the cost of the MVIC.

Printed brochures are important at this stage of a visitor's trip. Before traveling, the Internet rules as the "go-to" place for travel information, but brochures are the most important resource once the visitor arrives in the destination. Visitors don't want to take notes; they want the physical brochure they can read on the street or in the car. Once on the road, 81% of visitor decisions come from brochures.



Move the mobile VICs where and when they are needed. Two or three people should staff each one. In fact, Town Council and Town staff should consider a four-hour shift once a month to put them in touch with Sahuarita's visitors. If you can't afford to staff it, make an agreement with a private business or a service organization, and let them sell their wares while at the same time providing visitor information. This might be different for different seasons: hot chocolate in the winter, ice tea in the summer. We recommend that you watch Roger Brooks' "Visitor Information Centers & Services in the Digital Age" video in the RBI Video Library.

### **35. Develop a "Guide to Event Production in Sahuarita" brochure and recruit plaza events**

**Timeline:** May, 2018

**Who takes the lead:** Town Manager's Department, or other appropriate department, Plaza Management Group

**Approximate cost:** \$15,000

**Possible funding idea:** TBD

Rationale and/or details: One of the keys to creating a place where people want to live as well as where visitors want to hang out is generating activity and "animation" of a central "third place" – a gathering place for the community. This is why the construction and operation of the plaza is so important. Another key is having created the venue, getting others to do most of the work in putting on events and activities that will draw both residents and visitors downtown where they can spend time with their friends, and importantly, spend money in the nearby restaurants, and retail shops. Since the goal is to create 300+ days of activities that will draw 500+ visitors each day, it would be impossible for the plaza staff to produce every event. Instead, invite outside producers to put their events on at the plaza in Sahuarita. This is the purpose of the brochure.

This would be a tri-fold piece (11 inches x 23.5 inches that folds to 8 inches x 11 inches) that would include:

- WHY they should host their events in Sahuarita (exciting downtown venue, low costs, and a proactive community that WANTS them there, supporting facilities, plenty of decent nearby accommodations, etc.) An entire page would be dedicated to marketing Sahuarita as THE event destination.
- Information about hosting events in Sahuarita, including contact information and local resources available to them: some Town, some private-industry, like catering or foodservices, and transportation.
- Logistical information like power, sound, lighting, security, fencing for beer gardens, staging, etc.
- A two-page spread would include the layout of the plaza and outdoor surrounding area, and what streets can be closed or how events can be physically configured.
- Costs for supporting services and event-related equipment (security, trash removal, cleanup, staging, power, sound, lighting, portable toilets, etc.) This could be an additional sheet to be included as an add-on so that prices and services can be changed as the brand evolves.

This marketing piece would be printed in full-color, include lots of photography of Sahuarita events, and be sent to potential event organizers, clubs and organizations after they have been contacted or approached by your Event Recruiter.

### 36. Purchase or subscribe to CRM software

**Timeline:** June, 2018

**Who takes the lead:** Town Manager Department, other appropriate department, Plaza Management Group

**Approximate cost:** \$2,500

**Possible funding idea:** TBD

Rationale and/or details: This will be the database you will use to catalog and later invite event organizers into downtown Sahuarita.

We recommend your Event Recruiter use a CRM (Customer Relations Management) resource such as Salesforce, an inexpensive web-based program where you can enter hundreds of local and regional non-profits, clubs, and associations that hold events into a database, track them, create follow-up programs, and keep track of all correspondence between these organizations and the staff. In fact, the entire marketing program should have easy access to the Salesforce program. Using a service like this can keep all of the correspondence, contracts, conversations, and follow-up in a single, unified place.

The \$2,500 expense noted above is if you decide to contract with an outside vendor to help set up and train staff on how to use Salesforce or another CRM product. The monthly charge is just a few dollars.

The logistics involved in hosting 300 event days, PLUS another 100 event days for local events make coordinating the efforts of the entire team extremely important from sales, to contracts, to logistics, to follow-up. In many instances you will have multiple events happening at the same time. There may be an event at the high school while another sports tournament may be happening at one of the parks. We want ALL of these people to descend on downtown at the end of the day, and that can require some major logistical hurdles like parking, staging, and making sure all have a good time.

### 37. Create an event producer database

**Timeline:** June, 2018 and ongoing

**Who takes the lead:** Town Manager Department, or other appropriate department, Plaza Management Group

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Once you have CRM software, this database will be developed to include regional clubs and organizations that host periodic events, always open to the public. You want as many of these as possible in downtown Sahuarita. Sahuarita is the host and responsible for getting the people downtown; the invited organizations do the marketing and production of the event.

To find organizations to recruit, there are comprehensive guides available in print, and some are now in digital or database format:

- a. Associations USA. This is a directory of contact information for national associations, foundations, and other nonprofit organizations in the United States and Canada. It is published by Omnigraphics out of Detroit. Check to see if they have suspended publication.
- b. AssociationExecs.com. A membership of over 51,000 decision-makers at 17,000+ national and state associations. A membership subscription level that provides phone and mailing addresses is \$989.00 annually.
- c. National Directory of Nonprofit Organizations (a two-volume directory) published by the Taft Group. This is available electronically as well as in print. It includes "key contact, IRS status, and annual revenue information for more than 260,000 organizations." You may only want one of the two volumes as both have information on the same lists. They are at Edition 31 but you may be able to find an older edition that is less expensive. Volume One is \$828.00 and volume Two is \$558.00.

Most libraries have the books on hand, so one option is to provide a donation to the library and have them give you last year's edition when the new edition comes out. You might donate \$250 dollars to the library, which would otherwise probably just recycle the old editions. If they do not purchase these guides, then simply spend the money to get these directories.

You are looking for clubs and organizations that hold periodic events, and you'll be inviting them to Sahuarita. The National Directory of Nonprofit Organizations can be sorted geographically and you want to invite organizations that are located within the region. So go through the books and find the clubs and associations that have a presence in your geographic market area. Then enter the information for each that might be a possible event into your CRM software.

Not only are you trying to attract hobby clubs (like classic car shows), but also non-profit organizations, such as the Susan G. Komen Foundation that fights breast cancer, and thousands of other cause-oriented organizations that host fund-raising events from 10k runs, to triathlons, to walks, and all types of other events.

In almost every case the directories give you contact information, a phone number, address and what kind of organization they are. You want to do your marketing by phone and snail-mail. The reliance on e-mail is far too widespread, and this is a more personalized approach. This database will be your bible in terms of reaching out to over a thousand organizations. Another good resource and idea is to scan the event calendars of other communities, and see what organizations they are hosting that might be a good fit for Sahuarita.

As you develop the database your staff will need to make judgment calls: volunteer fire departments are often non-profits but the chance of them hosting an event in Sahuarita, instead of their home communities, is pretty slim. Only go after the ones that host larger events and are willing to drive 100 miles or more to host the event.

You will likely end up with about 2,000 contacts in your database – and that's a LOT. Once you get a club, chances are you can book their event once, and if it is successful, and you are awesome hosts, you'll get it for the same weekend, every year, for years. That's the goal of this effort: Invite them once, treat them right, and have them come back year after year.

Many of these host annual conferences, exhibitions, trade shows and consumer events. You are looking for consumer-oriented public events. As part of this effort, come up with ten or twenty unique event names that you can pass on to these organizations.

Especially concentrate on those within a two to three-hour drive. This is your primary target area. This database is the lifeblood of your marketing effort, so take the time to build it right, and then start calling on every club, association, and organization.

Another great way to build this database is to work with your state organizations. Chances are excellent that you have Harley and Gold Wing owners in the state. Talk to them about hosting an event in Sahuarita. The same could go with automobile clubs: Mustang, Subaru, Mercedes, BMW, Volkswagen and many, many others. Then there are your auxiliary organizations that host events: Kiwanis, Rotary, Lions, Elks, Eagles, and others.

One final word: In the first two or three years of this effort, do NOT put obstacles in their way like big charges for portable toilets, staging, sound, lights, security, etc. You want to create incentives for them to host their events in Sahuarita. And ninety-nine percent of these organizations are going to be non-profit groups with very little budget. BUT they will do the marketing, the organizing and invite their members. THEN if it's successful and they agree to come back time and again, at that point it might make sense to collect fees for local services they are using. But until then, what's in it for Sahuarita? Think long term of the tax base that comes from a vibrant, busy, and ultra-successful downtown district, full hotels and new businesses, residents and industry coming into the area that they discovered as a result of an event they attended at the plaza.

### 38. Create a press contacts and non-profits database

**Timeline:** August, 2018 and ongoing

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Create a list of non-profits and press in the greater Tucson area and encourage them to host fundraising events in Sahuarita. This would include radio and television station sponsored events.

This recommendation goes beyond just the hobby-oriented organizations to health and cause-related organizations. You also need to create a database of media contacts, including the top radio and television stations in the Tucson area.

Every one of these organizations sponsors special events, fundraisers, and cause-related events. They can be sponsors and/or partners with you. For instance, KVOA or KGUN 9 might be approached about sponsoring a Harley Santa Run – a fundraiser for the local hospital. Television news and radio personalities will do live broadcasts from Sahuarita and help promote the event. In exchange, you should advertise some of your upcoming events on the station so they become one of your marketing partners.

Likewise nearly every television news anchor has a cause that's near and dear to them. It might be fighting breast cancer, or leukemia, or may have a focus on health or animals. Working with their causes, encouraging them to host the event in Sahuarita, will get the Town additional publicity as these public figures promote the event and Sahuarita as part of newscasts. This is a terrific, no-cost way to promote downtown Sahuarita.

Having this database of media contacts will also be very useful in promoting public events and even announcing the brand. It should include:

- Television stations within a two-hour drive
- Radio stations
- Newsprint publications
- Regional glossy, lifestyle magazines
- Club and organizational newsletters
- National hobby club magazines where you can promote upcoming events that cater to their readers.

### 39. Create and put on the Web a branded Sahuarita video. Create a YouTube channel

**Timeline:** September, 2018

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** Staff time

**Possible funding idea:** TBD

Rationale and/or details: Video is the future – and short ones at that. Thirty seconds to three minutes, tops. You want both professionally produced videos (also submitted to Brand USA for promotion), and user generated videos of people telling their Sahuarita story.

YouTube is now the world's second most used search engine. Nothing sells like video. Starting as soon as the plaza is up and running, you want to create a YouTube channel and start populating it with user-submitted videos and a call to action "Look what's happening in Sahuarita, Arizona!" and "Where are you headed this weekend?"

Have local high school and college students submit videos. Some may be silly, some quite fun, and perhaps some will be edgy, but it's a good way to build the brand, create excitement, and solidify your ownership position.

Over time you'll add more professionally produced videos to mix in with the user-submitted videos. All should run from 20 seconds to three minutes, no more. The median running time should be one to two minutes. As you review them make sure they would make you want to go there if you lived in a different town. Link them to your websites.

## **JANUARY THROUGH DECEMBER, 2019**

*Now that the downtown and plaza are under construction, its time to begin the tasks of adding the final elements of marketing the destination.*

### **40. Create free, robust Wi-Fi access for the plaza**

**Timeline:** January, 2019

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** \$100,000

**Possible funding idea:** TBD

Rationale and/or details: Think of free downtown Wi-Fi as a marketing investment, not a freebie for bored visitors. For today's traveler, the most credible information they get on an activity or destination is from their friends and family. Downtown Wi-Fi enables visitors to instantly upload "selfies" on location at downtown events, showing them having a great time. This is why public Wi-Fi must be tested for adequate bandwidth to handle uploads of multiple photographs and short videos from dozens of people at one time. These are sent to their social networks of friends, many who will in turn forward them on to others. Multiply that several times and you have a huge third-party endorsement of Sahuarita. That is why we recommend beautification, street entertainers, photo-worthy public art, and why branded wayfinding signage is so important.

Create iconic sites where kids and parents can take "selfies" and instantly transmit them to their online "tribes". There is no marketing that does a better job than third party testimony, and putting images of consumers having fun at the plaza and downtown on thousands of social media pages goes a long way toward spreading the word. Make sure the iconic site (sculpture, sign, artwork, etc.) contains the location name or logo. Disney has perfected this with their walking animated characters.

You can also place QR codes or pop-ups (and in the future, even easier scans) near event locations, monuments and interpretive signage so that visitors can download audio and video enriched interpretive content. For a destination rich in activity, this will help tell the story of Sahuarita, engage the visitors and direct them to additional nearby experiences. Envision a QR code that downloads a calendar of events to your phone, or even puts the event list on your calendar. Put a click through bug to the "Very Best of Sahuarita" brochure on your Wi-Fi login page.

An important benefit of public Wi-Fi is that all this Internet activity can be analyzed and controlled from a central location. For example, you can monitor which types of devices are most used to upload photos and text, and tweak the system to maximize their speed and efficiency. You can see which Wi-Fi access points are being used the most, and improve the photo opportunities at those that are lagging behind. You can monitor traffic highs and lows, so you know when visitors are most active downtown, and you can turn access points on and off if you want to restrict or throttle back different sections of downtown. You can even ban local businesses that are using the public Wi-Fi for private business, if it affects overall Internet speed.

In this age of central gathering spots and sidewalk cafes, having consistent, high quality broadband Internet access is very important. Starbucks understands this and Wi-Fi is an integral part of their marketing strategy. Particularly in a town where you are trying to attract young families and entrepreneurial types, having free broadband access is a huge selling point.

Consider requiring people to formally log in to use the Internet after an initial 15-minute period. They provide their name and e-mail address (no more information than that) after which they are automatically reconnected, and added to your e-newsletter database, so they will receive notices about upcoming festivals and events. They would be able to opt out later if they wish.

## 41. Develop a Marketing, Advertising & Public Relations budget

**Timeline:** February, 2019

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** \$200,000 (including the National PR budget)

**Possible funding idea:** TBD

Rationale and/or details: Once you get the plaza, the downtown, the events, the retail and the restaurants, you need to tell the world.

When you reach this point in the implementation of the plan, you should develop a detailed marketing, advertising and public relations budget and media buy program, and it should include the following elements:

- National public relations first and foremost
- Increased digital marketing including SEO initiatives (use the budget outline contained earlier in the recommendations: 45% spent on digital marketing)
- Print advertising such as regional magazines
- Billboard and outdoor advertising
- Radio
- Television (during news broadcasts on mainstream TV. Avoid cable advertising)

An important rule of advertising is to find your audience and then hit them over and over and over again until you stick in their minds, and that's exactly what this does. Run perhaps three or four seasonal ads for ten months in a row. You want the same messaging, but perhaps a different graphic or photograph. If you need expertise in designing these ads, please have the RBI team or an ad agency prepare them for you. And keep in mind that you are not promoting Sahuarita. You are promoting the experiences, which happen to take place in Sahuarita.

Always work to get equal editorial to match your ad space. In other words, if you buy a two-thirds page ad, get two-thirds of a page in editorial. While they might not provide editorial every month, perhaps they would do a three or four-page spread about the incredible Sahuarita downtown story in a single issue. Always leverage your advertising with editorial. Then order reprints of the articles so you can post them on your website and can include them in relocation packets and other marketing efforts like business recruitment.

Another recommendation is to obtain "Editorial Calendars" from regional publications when they come out. Editorial staff meets to plan what the feature articles or topics will be for the next year. Perhaps they would feature Sahuarita and if so, you want to make sure you are included in the editorial as well as in an ad.

## 42. Enter into a public relations/marketing contract for national coverage

**Timeline:** March, 2019

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** \$50,000 annual contract

**Possible funding idea:** TBD

Rationale and/or details: With its new branded communications Sahuarita is putting a stake in the ground and claiming a place on the regional stage of great places to build a business, raise a family or just hang out. Much of the work recommended in this plan has to do with upgrading and creating the products, services and experiences that will deliver on that brand promise – that Sahuarita, Arizona is a special place in the world, and worthy of a visit and as a place to live and work.

Why public relations and not advertising? Because brands are about what other people think of you, not what you say about yourself. Public relations is the art of getting others to declare your charms. Third party testimony has far greater credibility than advertising. Traditionally, this happened by inviting travel writers to the destination, hoping that the subsequent magazine article would be flattering.

This method still exists of course, but the advent of the Internet, websites, social media, blogs, and photo sites like Instagram have completely changed the public relations environment. Ninety percent of travelers search the Internet for information about potential destinations to visit and the majority of those book their trip online. Where do they look? Not destination sites, but third party sites like TripAdvisor and Yelp. They want to see what others are saying about you.

Today's public relations experts understand these new media and the subtleties of shepherding and generating positive third party coverage of destinations. Find and hire a firm that has experience in this new age of destination public relations, in generating the right kind of "buzz" about Sahuarita, about managing Facebook sites, social blogs, creating viral coverage and addressing negative coverage. They still should be able to work with traditional travel writers in generating editorial coverage, both print and digital.

In today's electronic environment where most people are addicted to their smartphones, consumer opinions shift quickly. This is a double-edged sword. Brands can gain notoriety quickly, but just as quickly, they can be destroyed. Professional public relations expertise can help guide you through the process, so you don't promise more than you can deliver at any given time.

## 43. Begin a monthly e-newsletter for your target markets

**Timeline:** April, 2019 – ongoing

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** If you have a template and talented writers on staff, an e-newsletter could be done in-house. There is "off the shelf" software that can be used for e-newsletters, including sign-up databases.

**Possible funding idea:** TBD

Rationale and/or details: Nothing creates top of mind awareness like constant reminders. And the most unobtrusive reminder can be in the form of a monthly e-newsletter. BUT it can't be a sales pitch. It should be short, to the point, and offer upcoming events and tips and tricks on how to live an exceptional, healthy, active life in an exceptional place – Sahuarita. It should showcase "Coming up this month..." and tips, tricks, ideas that will help residents – and visitors – live fuller, happier, healthier lives.

Whenever possible tell stories: A special music event, grandparents, with kids and grandkids spending time downtown at the plaza. Feature new businesses, concentrating on the owner's story. Make it fun, engaging, and use lots of photography or even short one-minute videos.

Provide things to do, not just stuff to read. Make it engaging. Tell everyone you know to subscribe. Wouldn't it be great to get subscribers from all over Arizona? You can if you make the e-newsletter shine in terms of content and reasons to visit.

In each newsletter include five or six "articles," but only include the headline and the first sentence or two plus a link to see the rest of the article on your website – much like scanning down a list of e-mails. This way someone can quickly scan down the list, and if something catches their eye, they can click on the link, taking them to the website and the rest of the story. If they don't see anything interesting, they can just delete the e-mail, BUT it still created "top of mind awareness" – reminding the reader that Sahuarita is a great place to spend their time.

Subscribe to other tourism-based e-newsletters to see how they look and sound. Follow your own intuition. Asheville, North Carolina is a good one to use as a model.

Use Constant Contact as a great, inexpensive database to work from. Each month consider the following:

- A great tip, trick or idea that you can do yourself. Celebrate food with a recipe one month, a great book to read, tips and tricks for living a happier, healthier life.
- A great small-business opportunity.
- Incredible events coming up in the next 60 days.
- The latest video that evokes emotion and makes us want to visit the Sahuarita plaza now – a call to action.

Make sure you make it super easy to subscribe by having a sign-up space on your home page. The folks at Constant Contact (should you use them for your e-mail database) have personnel in various areas around the country that will, free of charge, help you set up and utilize their database, which is very inexpensive and increasingly powerful. Once you get your downtown Wi-Fi set up, make it easy for visitors to join the e-newsletter from their smartphone.

#### **44. Work with the Arizona Office of Tourism**

**Timeline:** June, 2019

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** TBD

**Possible funding idea:** TBD

Rationale and/or details: As you expand your marketing capabilities, and revenues are generated from the increased building and retail sales, work with the Arizona Office of Tourism to extend your reach beyond the Tucson area (Arizonans travel in the State too!) and beyond the State borders. The AOT has programs that you can tap into:

- The National Geographic – Geotourism MapGuide
- Scenic Roads program
- The Arizona Council for Enhancing Recreation and Tourism (ACERT)
- A photo library you can donate to
- Training in how to use social media
- Marketing workshops and webinars
- Marketing Cooperative Programs
- The Arizona official travel and vacation guide
- Feature articles
- And more

#### **45. Create an Activities Guide for southern Arizona excursions**

**Timeline:** July, 2019

**Who takes the lead:** Town Manager Department and/or Appropriate Town Department, Plaza Management Group

**Approximate cost:** \$8,000

**Possible funding idea:** TBD

Rationale and/or details: Create Sahuarita as the “hub” for southern Arizona excursions. Thousands visit the attractions of this area: Bisbee, Chiricahua National Monument, Sonoita, Tombstone, Tubac, Sierra Vista, Tucson, Ajo, Madera Canyon, the San Xavier Spanish Mission and many more.

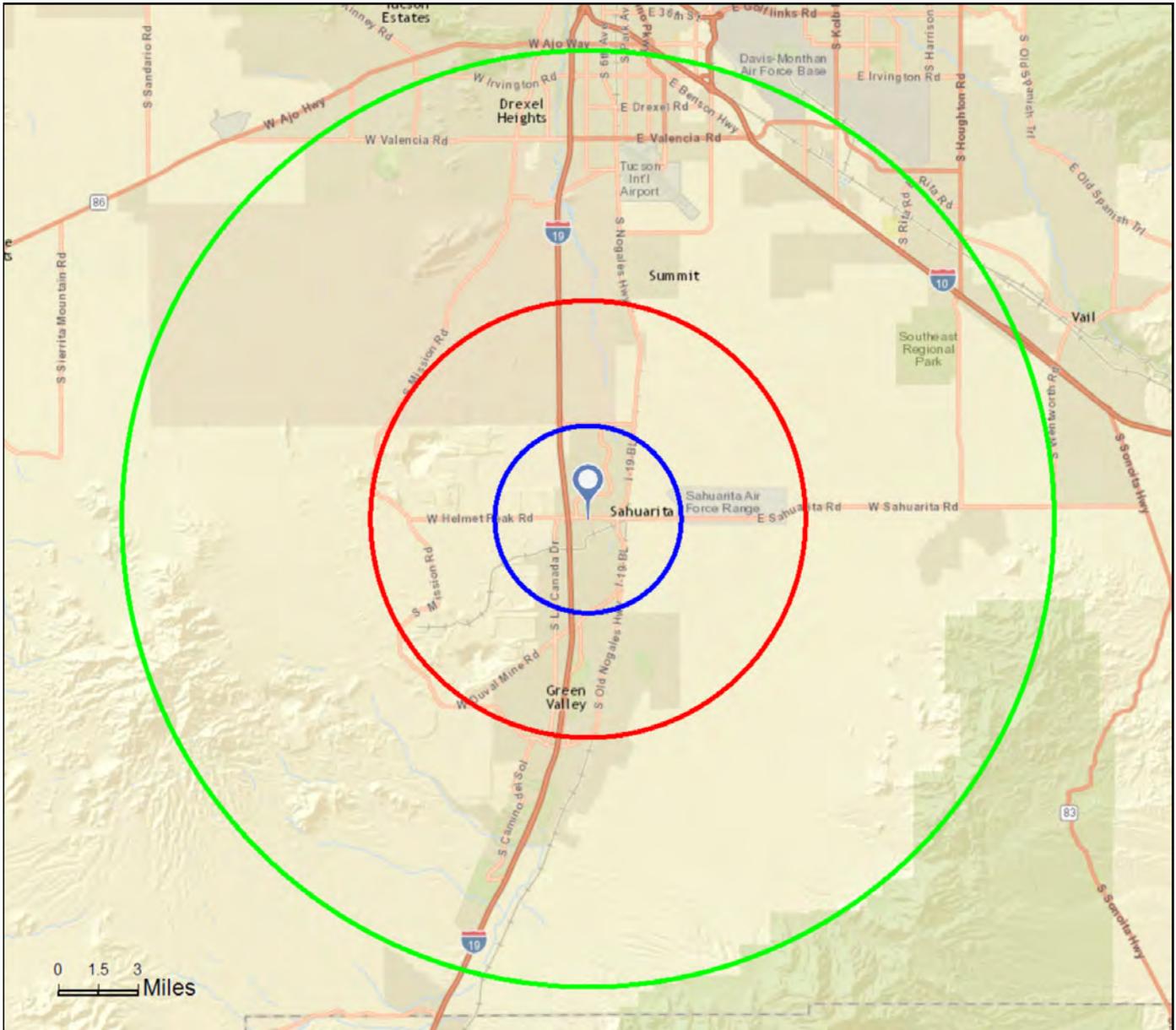
Sahuarita should invite them to stay the night and what better place than where there is entertainment and activity every evening.

Create a Guide booklet that highlights these southern attractions and includes the evening entertainment in the Sahuarita plaza where people can relax and refresh after a full day’s excursion in the surrounding region. Make sure that the brochure can be digitally seen and downloaded from the same searches (using Adwords) that they will Google online for excursion destinations in southern Arizona.



# Supporting Documents

# Population Radius Map





## Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

Latitude: 31.957  
Longitude: -110.976

	3 mile	7 mile	15 mile
<b>Census 2010 Summary</b>			
Population	19,195	39,972	219,481
Households	6,264	17,228	74,353
Families	4,963	11,647	54,888
Average Household Size	3.06	2.31	2.87
Owner Occupied Housing Units	5,202	14,195	54,894
Renter Occupied Housing Units	1,062	3,033	19,459
Median Age	31.9	48.2	34.5
<b>2015 Summary</b>			
Population	20,936	42,799	229,709
Households	6,855	18,387	77,581
Families	5,409	12,409	56,925
Average Household Size	3.05	2.32	2.87
Owner Occupied Housing Units	5,453	14,501	54,310
Renter Occupied Housing Units	1,402	3,885	23,271
Median Age	32.7	47.7	35.1
Median Household Income	\$75,310	\$57,999	\$44,868
Average Household Income	\$82,930	\$69,354	\$56,379
<b>2020 Summary</b>			
Population	22,184	44,842	237,288
Households	7,280	19,225	80,342
Families	5,726	12,951	58,695
Average Household Size	3.04	2.32	2.86
Owner Occupied Housing Units	5,774	15,108	56,177
Renter Occupied Housing Units	1,506	4,117	24,165
Median Age	33.0	48.2	35.7
Median Household Income	\$82,925	\$67,399	\$52,756
Average Household Income	\$93,767	\$79,054	\$64,644
<b>Trends: 2015-2020 Annual Rate</b>			
Population	1.16%	0.94%	0.65%
Households	1.21%	0.90%	0.70%
Families	1.15%	0.86%	0.61%
Owner Households	1.15%	0.82%	0.68%
Median Household Income	1.95%	3.05%	3.29%



## Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

Latitude: 31.957  
Longitude: -110.976

2015 Households by Income	3 mile		7 mile		15 mile	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	451	6.6%	1,563	8.5%	11,201	14.4%
\$15,000 - \$24,999	411	6.0%	2,078	11.3%	10,734	13.8%
\$25,000 - \$34,999	462	6.7%	1,713	9.3%	9,067	11.7%
\$35,000 - \$49,999	594	8.7%	2,150	11.7%	10,763	13.9%
\$50,000 - \$74,999	1,484	21.6%	4,019	21.9%	15,763	20.3%
\$75,000 - \$99,999	1,393	20.3%	3,153	17.1%	9,812	12.6%
\$100,000 - \$149,999	1,432	20.9%	2,644	14.4%	7,512	9.7%
\$150,000 - \$199,999	415	6.1%	703	3.8%	1,744	2.2%
\$200,000+	213	3.1%	364	2.0%	985	1.3%
Median Household Income	\$75,310		\$57,999		\$44,868	
Average Household Income	\$82,930		\$69,354		\$56,379	
Per Capita Income	\$27,949		\$29,872		\$19,583	

2020 Households by Income	3 mile		7 mile		15 mile	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	385	5.3%	1,438	7.5%	10,830	13.5%
\$15,000 - \$24,999	273	3.8%	1,584	8.2%	8,278	10.3%
\$25,000 - \$34,999	360	4.9%	1,536	8.0%	8,181	10.2%
\$35,000 - \$49,999	515	7.1%	1,944	10.1%	10,158	12.6%
\$50,000 - \$74,999	1,465	20.1%	4,028	21.0%	16,767	20.9%
\$75,000 - \$99,999	1,594	21.9%	3,748	19.5%	12,296	15.3%
\$100,000 - \$149,999	1,844	25.3%	3,510	18.3%	10,123	12.6%
\$150,000 - \$199,999	591	8.1%	988	5.1%	2,465	3.1%
\$200,000+	254	3.5%	449	2.3%	1,243	1.5%
Median Household Income	\$82,925		\$67,399		\$52,756	
Average Household Income	\$93,767		\$79,054		\$64,644	
Per Capita Income	\$31,668		\$33,972		\$22,422	

**Data Note:** Income is expressed in current dollars.



## Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

Latitude: 31.957  
Longitude: -110.976

	3 mile		7 mile		15 mile	
<b>2010 Population by Age</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Age 0 - 4	1,975	10.3%	2,644	6.6%	17,700	8.1%
Age 5 - 9	1,963	10.2%	2,584	6.5%	17,489	8.0%
Age 10 - 14	1,639	8.5%	2,244	5.6%	16,683	7.6%
Age 15 - 19	1,120	5.8%	1,611	4.0%	16,033	7.3%
Age 20 - 24	739	3.8%	1,214	3.0%	13,396	6.1%
Age 25 - 34	3,267	17.0%	4,521	11.3%	29,784	13.6%
Age 35 - 44	3,002	15.6%	4,141	10.4%	26,889	12.3%
Age 45 - 54	1,847	9.6%	3,302	8.3%	24,281	11.1%
Age 55 - 64	1,677	8.7%	5,226	13.1%	22,879	10.4%
Age 65 - 74	1,265	6.6%	6,619	16.6%	19,074	8.7%
Age 75 - 84	528	2.8%	4,217	10.5%	11,399	5.2%
Age 85+	173	0.9%	1,651	4.1%	3,874	1.8%

<b>2015 Population by Age</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Age 0 - 4	2,098	10.0%	2,808	6.6%	18,137	7.9%
Age 5 - 9	2,016	9.6%	2,730	6.4%	17,220	7.5%
Age 10 - 14	1,956	9.3%	2,611	6.1%	16,715	7.3%
Age 15 - 19	1,397	6.7%	1,945	4.5%	15,519	6.8%
Age 20 - 24	1,068	5.1%	1,531	3.6%	16,079	7.0%
Age 25 - 34	2,698	12.9%	3,960	9.3%	30,880	13.4%
Age 35 - 44	3,555	17.0%	4,877	11.4%	28,493	12.4%
Age 45 - 54	2,145	10.2%	3,484	8.1%	23,708	10.3%
Age 55 - 64	1,665	8.0%	4,515	10.5%	23,110	10.1%
Age 65 - 74	1,547	7.4%	7,648	17.9%	22,648	9.9%
Age 75 - 84	592	2.8%	4,743	11.1%	12,575	5.5%
Age 85+	198	0.9%	1,945	4.5%	4,624	2.0%

<b>2020 Population by Age</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Age 0 - 4	2,213	10.0%	2,920	6.5%	18,716	7.9%
Age 5 - 9	2,075	9.4%	2,794	6.2%	17,601	7.4%
Age 10 - 14	2,024	9.1%	2,768	6.2%	17,135	7.2%
Age 15 - 19	1,493	6.7%	2,064	4.6%	15,605	6.6%
Age 20 - 24	1,092	4.9%	1,524	3.4%	14,508	6.1%
Age 25 - 34	2,888	13.0%	3,960	8.8%	32,944	13.9%
Age 35 - 44	3,746	16.9%	5,196	11.6%	29,831	12.6%
Age 45 - 54	2,176	9.8%	3,470	7.7%	23,297	9.8%
Age 55 - 64	1,736	7.8%	4,266	9.5%	22,896	9.6%
Age 65 - 74	1,777	8.0%	7,871	17.6%	24,648	10.4%
Age 75 - 84	758	3.4%	5,923	13.2%	15,072	6.4%
Age 85+	208	0.9%	2,086	4.7%	5,035	2.1%



## Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

Latitude: 31.957  
Longitude: -110.976

2010 Race and Ethnicity	3 mile		7 mile		15 mile	
	Number	Percent	Number	Percent	Number	Percent
White Alone	15,158	79.0%	33,876	84.8%	142,711	65.0%
Black Alone	596	3.1%	831	2.1%	6,779	3.1%
American Indian Alone	256	1.3%	427	1.1%	11,031	5.0%
Asian Alone	412	2.1%	613	1.5%	2,694	1.2%
Pacific Islander Alone	23	0.1%	36	0.1%	261	0.1%
Some Other Race Alone	1,872	9.8%	2,933	7.3%	48,205	22.0%
Two or More Races	878	4.6%	1,255	3.1%	7,800	3.6%
Hispanic Origin (Any Race)	6,536	34.1%	10,100	25.3%	124,466	56.7%

2015 Race and Ethnicity	3 mile		7 mile		15 mile	
	Number	Percent	Number	Percent	Number	Percent
White Alone	16,139	77.1%	35,595	83.2%	146,927	64.0%
Black Alone	691	3.3%	958	2.2%	7,379	3.2%
American Indian Alone	301	1.4%	498	1.2%	11,593	5.0%
Asian Alone	500	2.4%	741	1.7%	3,143	1.4%
Pacific Islander Alone	27	0.1%	42	0.1%	291	0.1%
Some Other Race Alone	2,230	10.7%	3,469	8.1%	51,809	22.6%
Two or More Races	1,047	5.0%	1,496	3.5%	8,568	3.7%
Hispanic Origin (Any Race)	7,765	37.1%	11,937	27.9%	133,311	58.0%

2020 Race and Ethnicity	3 mile		7 mile		15 mile	
	Number	Percent	Number	Percent	Number	Percent
White Alone	16,760	75.6%	36,708	81.9%	150,610	63.5%
Black Alone	775	3.5%	1,073	2.4%	7,842	3.3%
American Indian Alone	340	1.5%	563	1.3%	12,017	5.1%
Asian Alone	580	2.6%	863	1.9%	3,525	1.5%
Pacific Islander Alone	31	0.1%	47	0.1%	311	0.1%
Some Other Race Alone	2,505	11.3%	3,883	8.7%	53,795	22.7%
Two or More Races	1,192	5.4%	1,705	3.8%	9,188	3.9%
Hispanic Origin (Any Race)	8,923	40.2%	13,701	30.6%	141,327	59.6%



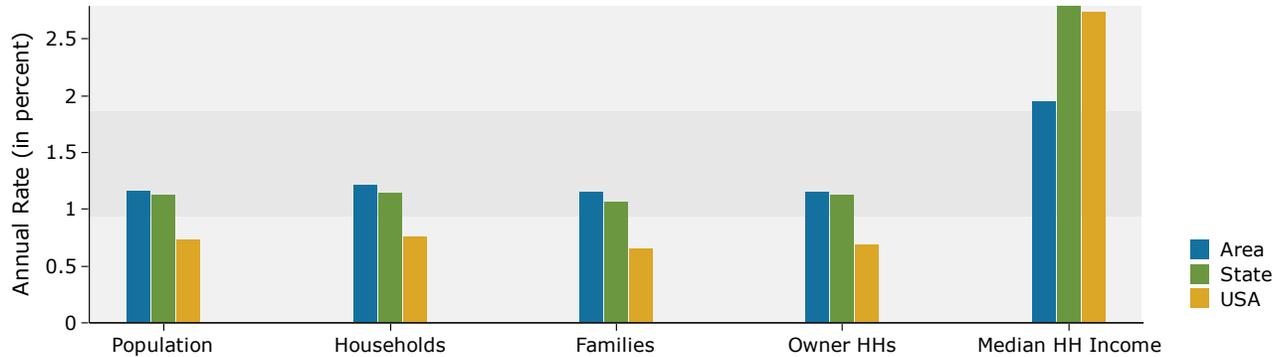
# Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

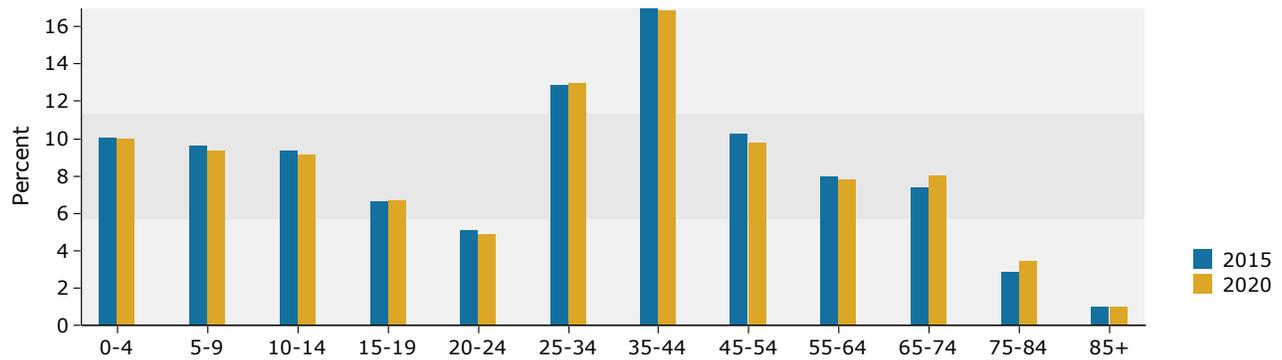
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Longitude: -110.976

## 3 mile

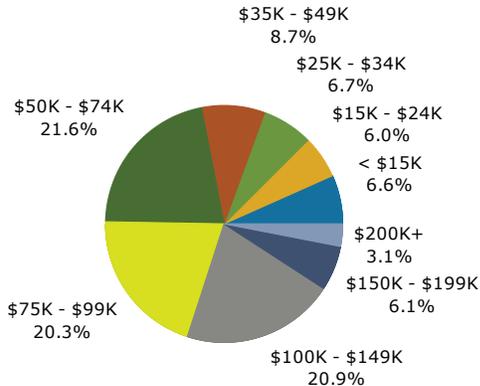
### Trends 2015-2020



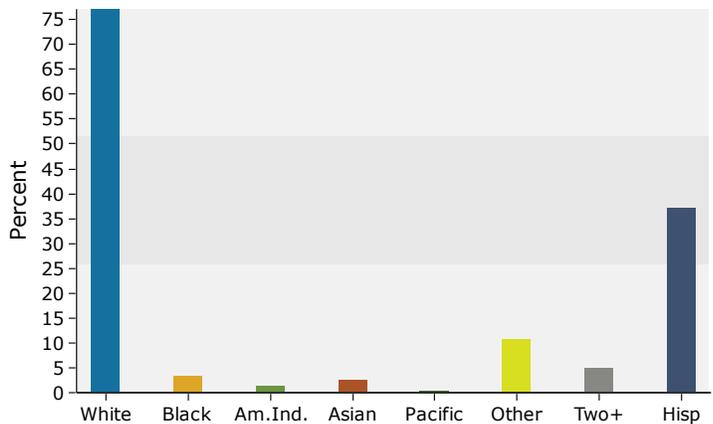
### Population by Age



### 2015 Household Income



### 2015 Population by Race





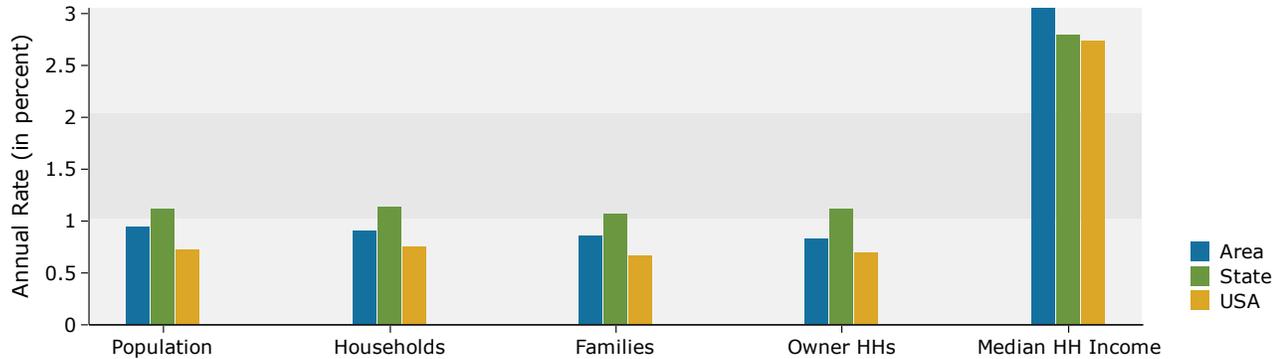
# Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

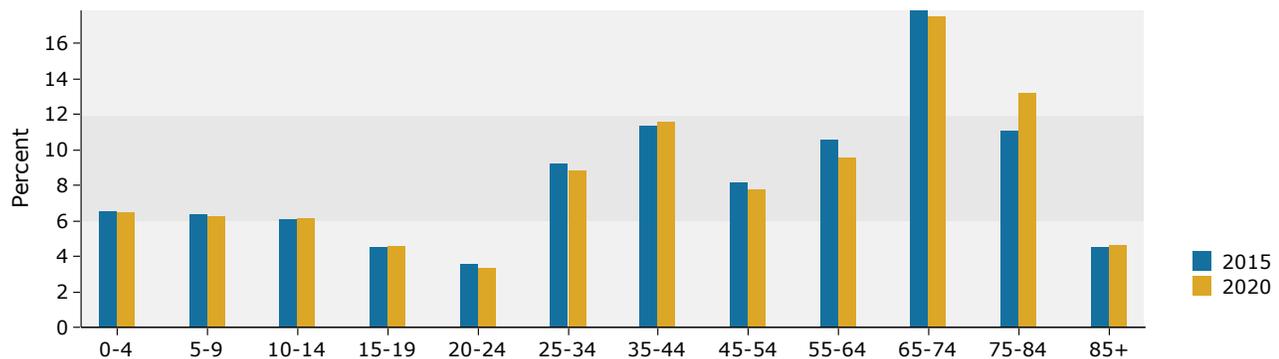
Latitude: 31.957  
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## 7 mile

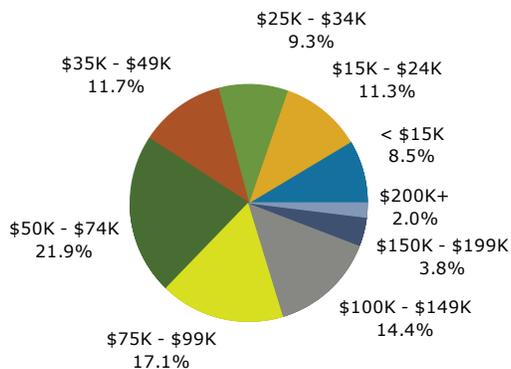
### Trends 2015-2020



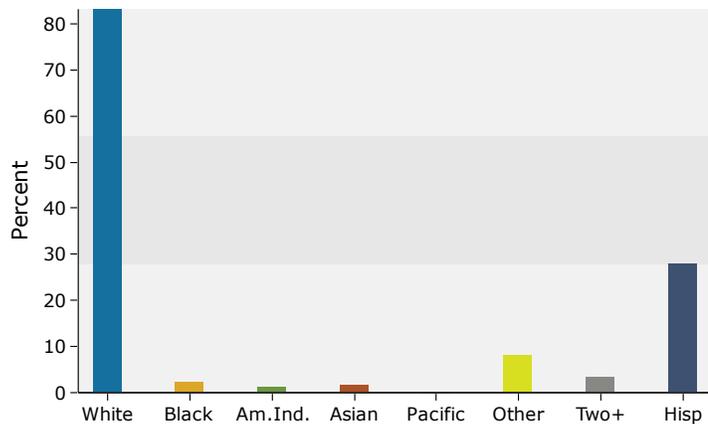
### Population by Age



### 2015 Household Income



### 2015 Population by Race





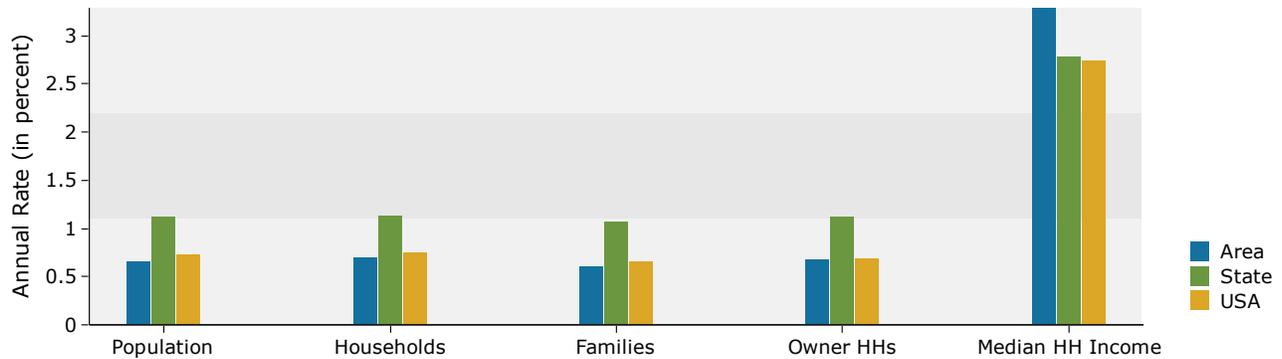
# Demographic and Income Comparison Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
Rings: 3, 7, 15 mile radii

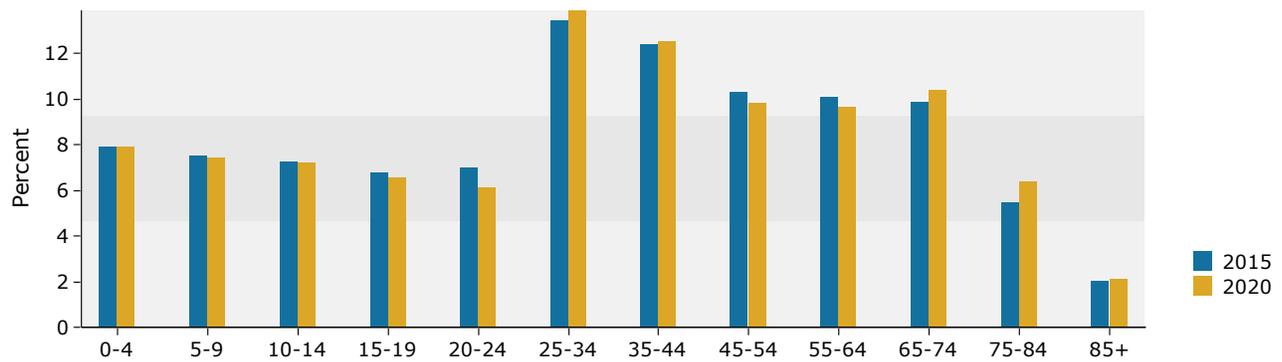
Latitude: 31.957  
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## 15 mile

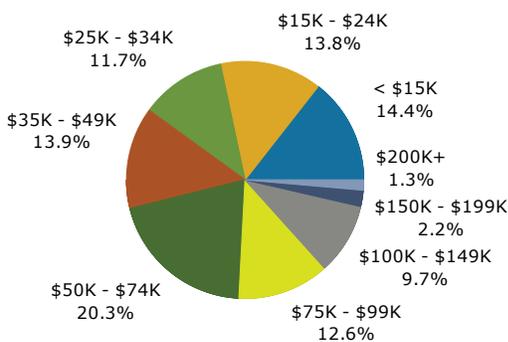
### Trends 2015-2020



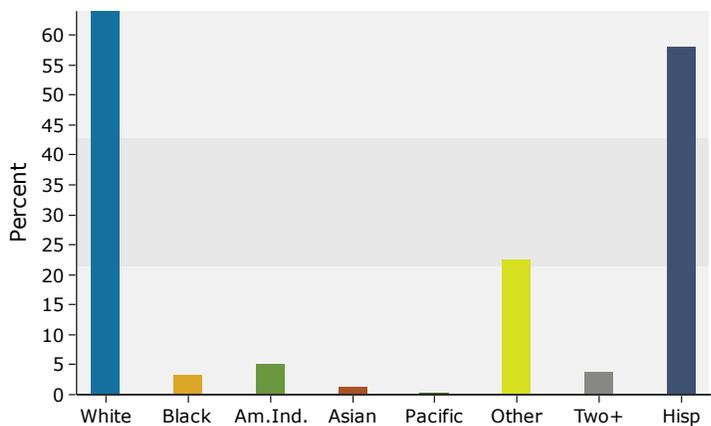
### Population by Age



### 2015 Household Income



### 2015 Population by Race





## Tapestry Segmentation Area Profile

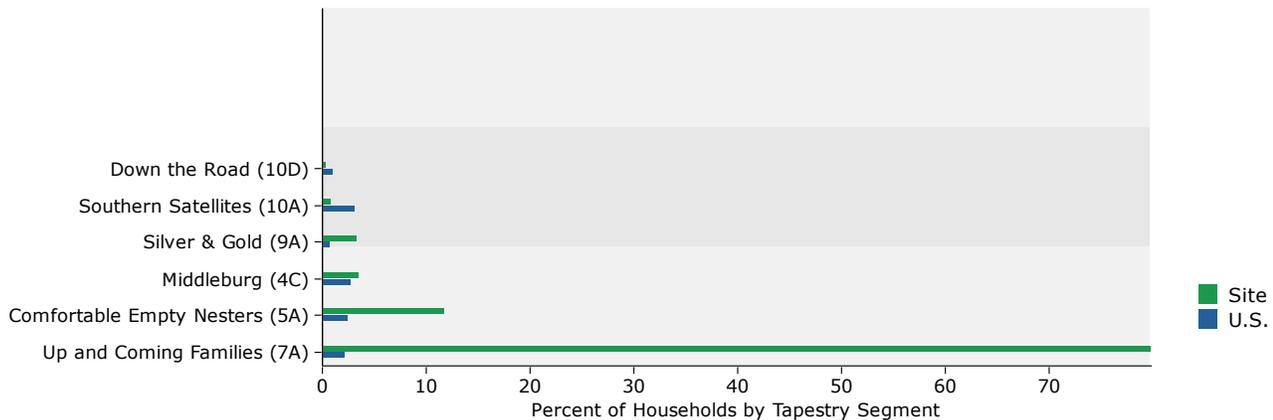
375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 3 mile radius

Latitude: 31.957  
 Longitude: -110.976

### Top Twenty Tapestry Segments

Rank	Tapestry Segment	2015 Households		2015 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Up and Coming Families (7A)	79.9%	79.9%	2.2%	2.2%	3563
2	Comfortable Empty Nesters (5A)	11.9%	91.8%	2.5%	4.7%	479
3	Middleburg (4C)	3.6%	95.4%	2.8%	7.5%	129
4	Silver & Gold (9A)	3.4%	98.8%	0.8%	8.3%	445
5	Southern Satellites (10A)	0.9%	99.7%	3.2%	11.5%	28
<b>Subtotal</b>		<b>99.7%</b>		<b>11.5%</b>		
6	Down the Road (10D)	0.4%	100.1%	1.1%	12.6%	36
<b>Subtotal</b>		<b>0.4%</b>		<b>1.1%</b>		
<b>Total</b>		<b>100.0%</b>		<b>12.6%</b>		<b>794</b>

### Top Ten Tapestry Segments Site vs. U.S.



**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

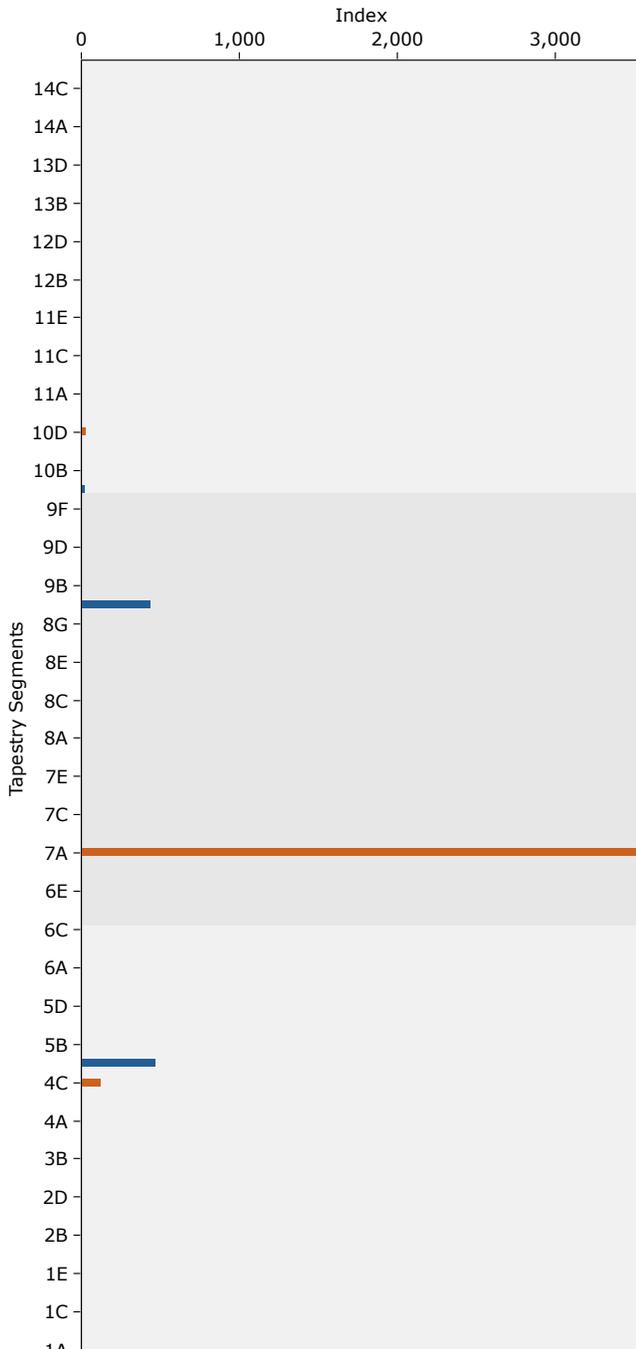


# Tapestry Segmentation Area Profile

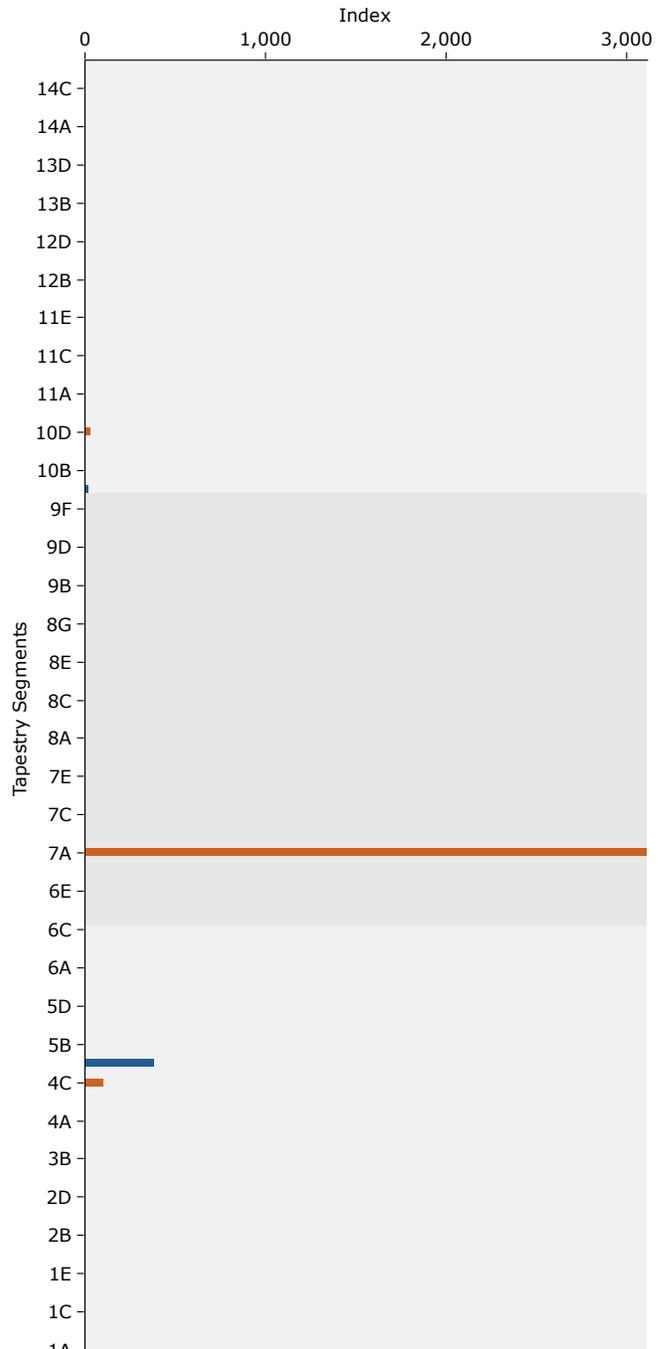
375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 3 mile radius

Latitude: 31.957  
 Longitude: -110.976

### 2015 Tapestry Indexes by Households



### 2015 Tapestry Indexes by Population



**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.



## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 3 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	6,854	100.0%		20,937	100.0%	
<b>1. Affluent Estates</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
<b>2. Upscale Avenues</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
<b>3. Uptown Individuals</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
<b>4. Family Landscapes</b>	<b>248</b>	<b>3.6%</b>	<b>49</b>	<b>654</b>	<b>3.1%</b>	<b>39</b>
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	248	3.6%	129	654	3.1%	106
<b>5. GenXurban</b>	<b>813</b>	<b>11.9%</b>	<b>103</b>	<b>1,926</b>	<b>9.2%</b>	<b>86</b>
Comfortable Empty Nesters (5A)	813	11.9%	479	1,926	9.2%	388
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
<b>6. Cozy Country Living</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
<b>7. Ethnic Enclaves</b>	<b>5,474</b>	<b>79.9%</b>	<b>1,157</b>	<b>17,334</b>	<b>82.8%</b>	<b>941</b>
Up and Coming Families (7A)	5,474	79.9%	3,563	17,334	82.8%	3,116
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.



## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 3 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	6,854	100.0%		20,937	100.0%	
<b>8. Middle Ground</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
<b>9. Senior Styles</b>	<b>230</b>	<b>3.4%</b>	<b>58</b>	<b>748</b>	<b>3.6%</b>	<b>81</b>
Silver & Gold (9A)	230	3.4%	445	748	3.6%	612
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
<b>10. Rustic Outposts</b>	<b>89</b>	<b>1.3%</b>	<b>15</b>	<b>275</b>	<b>1.3%</b>	<b>16</b>
Southern Satellites (10A)	61	0.9%	28	176	0.8%	26
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	28	0.4%	36	99	0.5%	39
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
<b>11. Midtown Singles</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
<b>12. Hometown</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
<b>13. Next Wave</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>14. Scholars and Patriots</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

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## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 3 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry Urbanization Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	6,854	100.0%		20,937	100.0%	
<b>1. Principal Urban Center</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>2. Urban Periphery</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
<b>3. Metro Cities</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

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<b>Total:</b>	6,854	100.0%		20,937	100.0%	
<b>4. Suburban Periphery</b>	<b>6,517</b>	<b>95.1%</b>	<b>302</b>	<b>20,008</b>	<b>95.6%</b>	<b>296</b>
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	813	11.9%	479	1,926	9.2%	388
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	5,474	79.9%	3,563	17,334	82.8%	3,116
Silver & Gold (9A)	230	3.4%	445	748	3.6%	612
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
<b>5. Semirural</b>	<b>276</b>	<b>4.0%</b>	<b>43</b>	<b>753</b>	<b>3.6%</b>	<b>39</b>
Middleburg (4C)	248	3.6%	129	654	3.1%	106
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	28	0.4%	36	99	0.5%	39
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
<b>6. Rural</b>	<b>61</b>	<b>0.9%</b>	<b>5</b>	<b>176</b>	<b>0.8%</b>	<b>5</b>
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	61	0.9%	28	176	0.8%	26
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

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## Tapestry Segmentation Area Profile

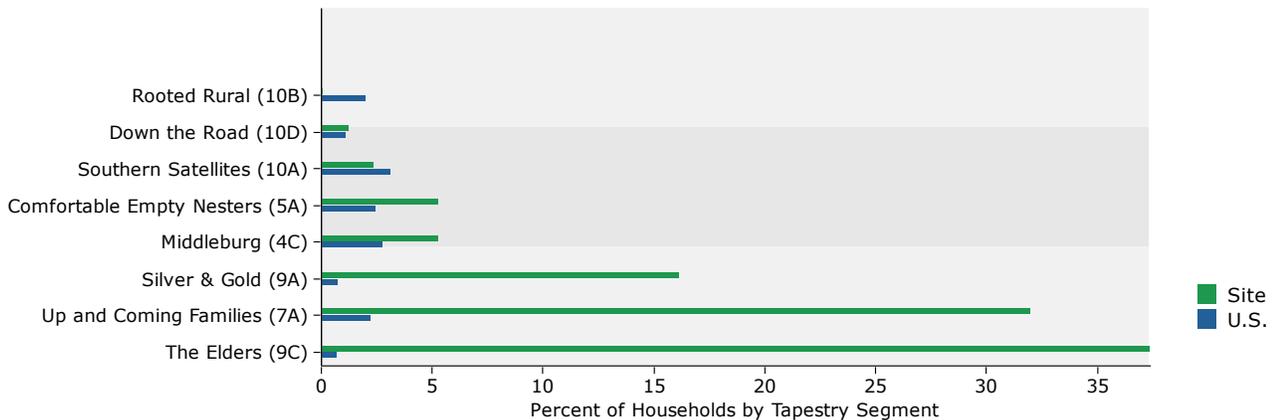
375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 7 mile radius

Latitude: 31.957  
 Longitude: -110.976

### Top Twenty Tapestry Segments

Rank	Tapestry Segment	2015 Households		2015 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	The Elders (9C)	37.4%	37.4%	0.7%	0.7%	5114
2	Up and Coming Families (7A)	32.0%	69.4%	2.2%	2.9%	1,429
3	Silver & Gold (9A)	16.2%	85.6%	0.8%	3.7%	2,150
4	Middleburg (4C)	5.3%	90.9%	2.8%	6.5%	188
5	Comfortable Empty Nesters (5A)	5.3%	96.2%	2.5%	9.0%	214
<b>Subtotal</b>		<b>96.2%</b>		<b>9.0%</b>		
6	Southern Satellites (10A)	2.4%	98.6%	3.2%	12.2%	76
7	Down the Road (10D)	1.3%	99.9%	1.1%	13.3%	111
8	Rooted Rural (10B)	0.1%	100.0%	2.0%	15.3%	5
<b>Subtotal</b>		<b>3.8%</b>		<b>6.3%</b>		
<b>Total</b>		<b>100.0%</b>		<b>15.3%</b>		<b>652</b>

### Top Ten Tapestry Segments Site vs. U.S.



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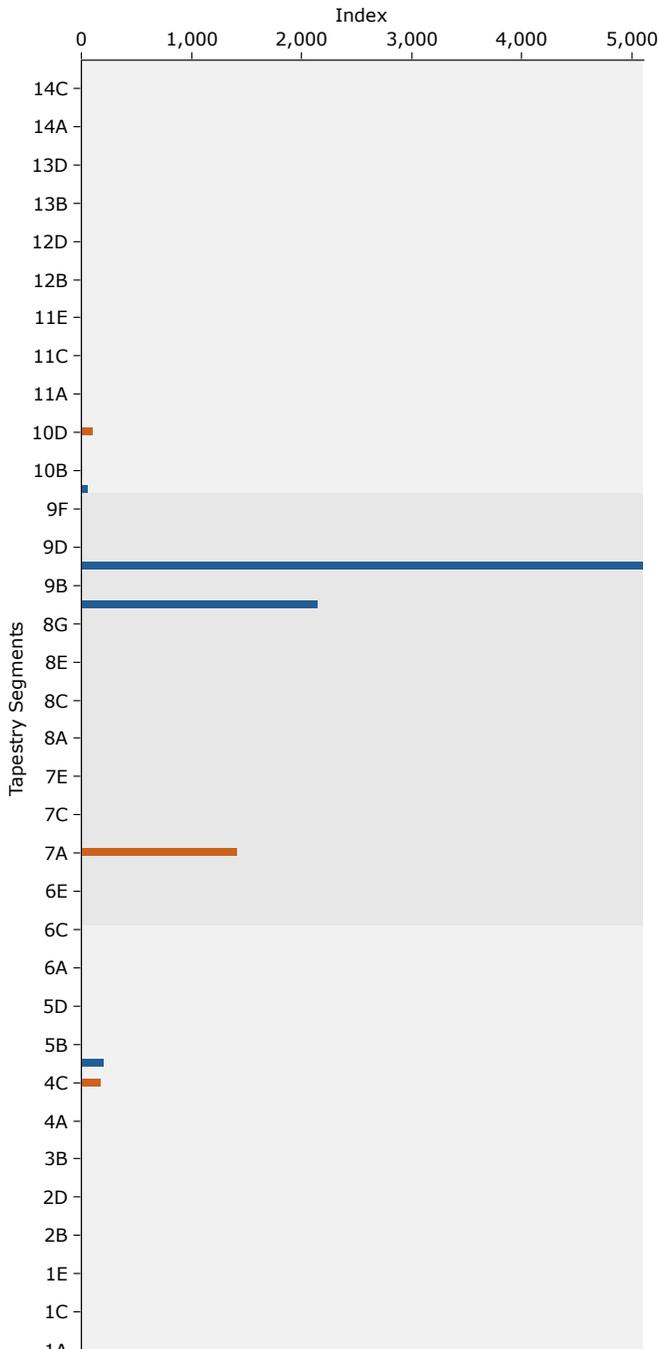


# Tapestry Segmentation Area Profile

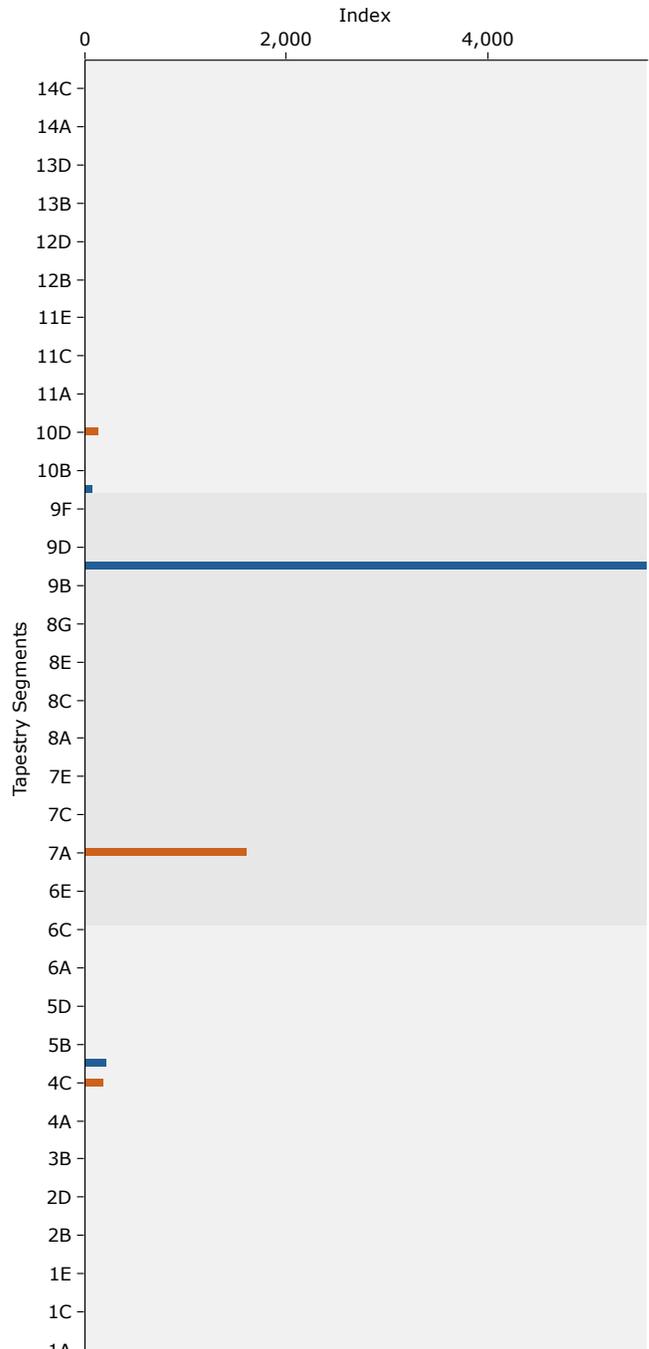
375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 7 mile radius

Latitude: 31.957  
 Longitude: -110.976

2015 Tapestry Indexes by Households



2015 Tapestry Indexes by Population



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## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 7 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	18,387	100.0%		42,800	100.0%	
<b>1. Affluent Estates</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
<b>2. Upscale Avenues</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
<b>3. Uptown Individuals</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
<b>4. Family Landscapes</b>	<b>973</b>	<b>5.3%</b>	<b>72</b>	<b>2,459</b>	<b>5.7%</b>	<b>72</b>
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	973	5.3%	188	2,459	5.7%	196
<b>5. GenXurban</b>	<b>973</b>	<b>5.3%</b>	<b>46</b>	<b>2,325</b>	<b>5.4%</b>	<b>51</b>
Comfortable Empty Nesters (5A)	973	5.3%	214	2,325	5.4%	229
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
<b>6. Cozy Country Living</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
<b>7. Ethnic Enclaves</b>	<b>5,891</b>	<b>32.0%</b>	<b>464</b>	<b>18,318</b>	<b>42.8%</b>	<b>487</b>
Up and Coming Families (7A)	5,891	32.0%	1,429	18,318	42.8%	1,611
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

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375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 7 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	18,387	100.0%		42,800	100.0%	
<b>8. Middle Ground</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
<b>9. Senior Styles</b>	<b>9,858</b>	<b>53.6%</b>	<b>930</b>	<b>17,636</b>	<b>41.2%</b>	<b>931</b>
Silver & Gold (9A)	2,979	16.2%	2,150	6,310	14.7%	2,526
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	6,879	37.4%	5,114	11,326	26.5%	5,593
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
<b>10. Rustic Outposts</b>	<b>692</b>	<b>3.8%</b>	<b>45</b>	<b>2,062</b>	<b>4.8%</b>	<b>57</b>
Southern Satellites (10A)	442	2.4%	76	1,290	3.0%	94
Rooted Rural (10B)	17	0.1%	5	37	0.1%	4
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	233	1.3%	111	735	1.7%	142
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
<b>11. Midtown Singles</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
<b>12. Hometown</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
<b>13. Next Wave</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>14. Scholars and Patriots</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

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	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	18,387	100.0%		42,800	100.0%	
<b>1. Principal Urban Center</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>2. Urban Periphery</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
<b>3. Metro Cities</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.



## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 7 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry Urbanization Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	18,387	100.0%		42,800	100.0%	
<b>4. Suburban Periphery</b>	<b>16,722</b>	<b>90.9%</b>	<b>289</b>	<b>38,279</b>	<b>89.4%</b>	<b>277</b>
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	973	5.3%	214	2,325	5.4%	229
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	5,891	32.0%	1,429	18,318	42.8%	1,611
Silver & Gold (9A)	2,979	16.2%	2,150	6,310	14.7%	2,526
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	6,879	37.4%	5,114	11,326	26.5%	5,593
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
<b>5. Semirural</b>	<b>1,206</b>	<b>6.6%</b>	<b>70</b>	<b>3,194</b>	<b>7.5%</b>	<b>81</b>
Middleburg (4C)	973	5.3%	188	2,459	5.7%	196
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	233	1.3%	111	735	1.7%	142
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
<b>6. Rural</b>	<b>459</b>	<b>2.5%</b>	<b>15</b>	<b>1,327</b>	<b>3.1%</b>	<b>19</b>
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	442	2.4%	76	1,290	3.0%	94
Rooted Rural (10B)	17	0.1%	5	37	0.1%	4
Diners & Miners (10C)	0	0.0%	0	0	0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.



# Tapestry Segmentation Area Profile

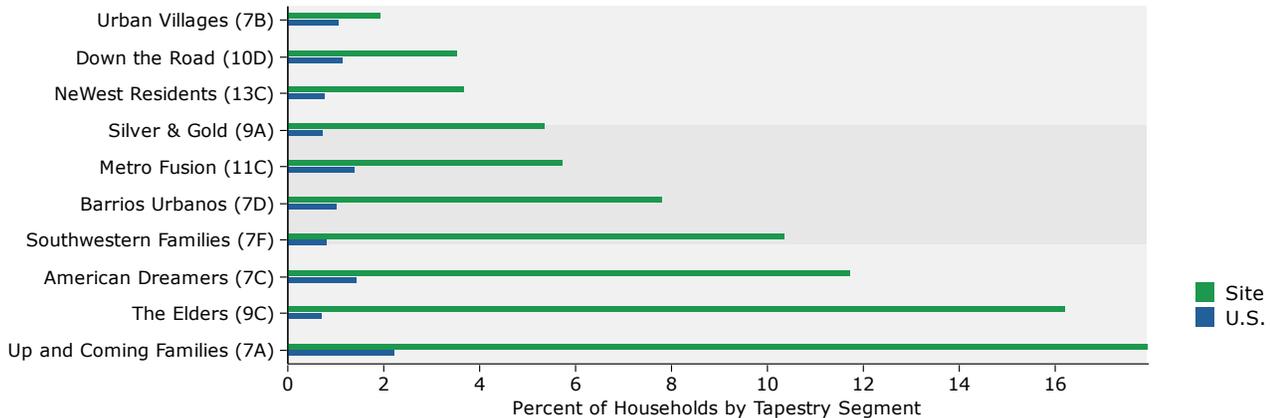
375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 15 mile radius

Latitude: 31.957  
 Longitude: -110.976

## Top Twenty Tapestry Segments

Rank	Tapestry Segment	2015 Households		2015 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Up and Coming Families (7A)	17.9%	17.9%	2.2%	2.2%	800
2	The Elders (9C)	16.2%	34.1%	0.7%	2.9%	2,215
3	American Dreamers (7C)	11.7%	45.8%	1.5%	4.4%	800
4	Southwestern Families (7F)	10.4%	56.2%	0.8%	5.2%	1,243
5	Barrios Urbanos (7D)	7.8%	64.0%	1.0%	6.2%	751
<b>Subtotal</b>		<b>64.0%</b>		<b>6.2%</b>		
6	Metro Fusion (11C)	5.7%	69.7%	1.4%	7.6%	407
7	Silver & Gold (9A)	5.4%	75.1%	0.8%	8.4%	711
8	NeWest Residents (13C)	3.7%	78.8%	0.8%	9.2%	477
9	Down the Road (10D)	3.6%	82.4%	1.1%	10.3%	311
10	Urban Villages (7B)	2.0%	84.4%	1.1%	11.4%	182
<b>Subtotal</b>		<b>20.4%</b>		<b>5.2%</b>		
11	Southern Satellites (10A)	1.9%	86.3%	3.2%	14.6%	60
12	Middleburg (4C)	1.5%	87.8%	2.8%	17.4%	55
13	Front Porches (8E)	1.5%	89.3%	1.6%	19.0%	95
14	Las Casas (13B)	1.5%	90.8%	0.7%	19.7%	202
15	Soccer Moms (4A)	1.3%	92.1%	2.8%	22.5%	46
<b>Subtotal</b>		<b>7.7%</b>		<b>11.1%</b>		
16	Home Improvement (4B)	1.3%	93.4%	1.7%	24.2%	75
17	Hardscrabble Road (8G)	1.3%	94.7%	1.2%	25.4%	102
18	Comfortable Empty Nesters (5A)	1.3%	96.0%	2.5%	27.9%	51
19	Senior Escapes (9D)	1.1%	97.1%	0.9%	28.8%	124
20	Small Town Simplicity (12C)	0.8%	97.9%	1.9%	30.7%	43
<b>Subtotal</b>		<b>5.8%</b>		<b>8.2%</b>		
<b>Total</b>		<b>97.9%</b>		<b>30.9%</b>		<b>317</b>

## Top Ten Tapestry Segments Site vs. U.S.



**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

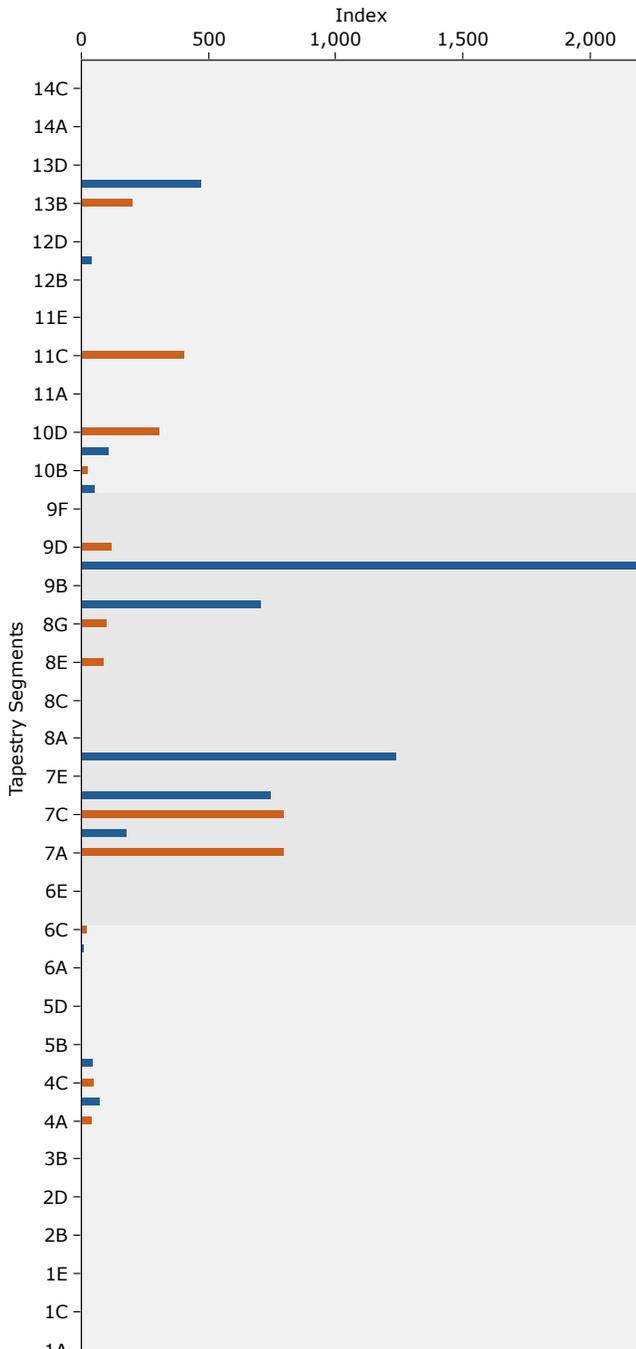


# Tapestry Segmentation Area Profile

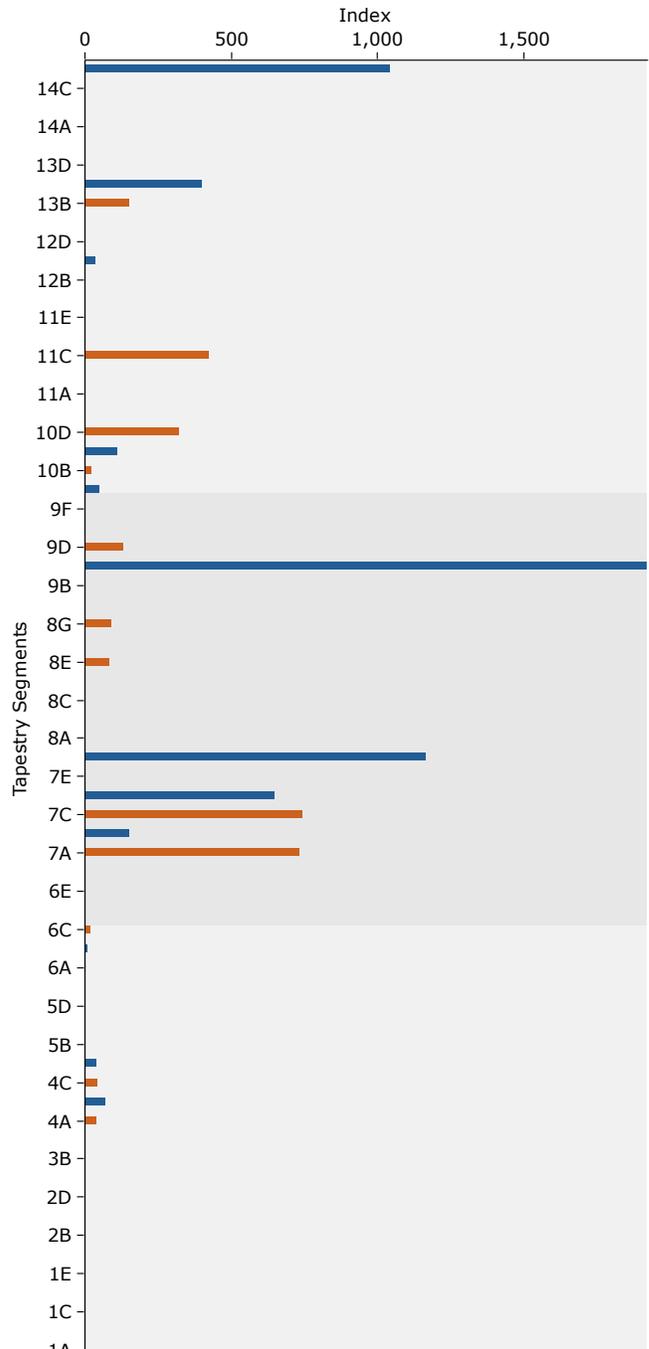
375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 15 mile radius

Latitude: 31.957  
 Longitude: -110.976

### 2015 Tapestry Indexes by Households



### 2015 Tapestry Indexes by Population



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## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 15 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	77,581	100.0%		229,708	100.0%	
<b>1. Affluent Estates</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
<b>2. Upscale Avenues</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
<b>3. Uptown Individuals</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
<b>4. Family Landscapes</b>	<b>3,210</b>	<b>4.1%</b>	<b>56</b>	<b>9,429</b>	<b>4.1%</b>	<b>51</b>
Soccer Moms (4A)	1,005	1.3%	46	3,184	1.4%	44
Home Improvement (4B)	1,004	1.3%	75	3,133	1.4%	73
Middleburg (4C)	1,201	1.5%	55	3,112	1.4%	46
<b>5. GenXurban</b>	<b>973</b>	<b>1.3%</b>	<b>11</b>	<b>2,325</b>	<b>1.0%</b>	<b>9</b>
Comfortable Empty Nesters (5A)	973	1.3%	51	2,325	1.0%	43
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
<b>6. Cozy Country Living</b>	<b>602</b>	<b>0.8%</b>	<b>6</b>	<b>1,636</b>	<b>0.7%</b>	<b>6</b>
Green Acres (6A)	1	0.0%	0	4	0.0%	0
Salt of the Earth (6B)	287	0.4%	13	848	0.4%	13
The Great Outdoors (6C)	314	0.4%	26	784	0.3%	24
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
<b>7. Ethnic Enclaves</b>	<b>38,659</b>	<b>49.8%</b>	<b>722</b>	<b>129,540</b>	<b>56.4%</b>	<b>641</b>
Up and Coming Families (7A)	13,919	17.9%	800	44,933	19.6%	736
Urban Villages (7B)	1,521	2.0%	182	5,459	2.4%	154
American Dreamers (7C)	9,103	11.7%	800	30,371	13.2%	746
Barrios Urbanos (7D)	6,065	7.8%	751	21,373	9.3%	651
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	8,051	10.4%	1,243	27,404	11.9%	1,169

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.



## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 15 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	77,581	100.0%		229,708	100.0%	
<b>8. Middle Ground</b>	<b>2,150</b>	<b>2.8%</b>	<b>25</b>	<b>5,842</b>	<b>2.5%</b>	<b>25</b>
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	1,172	1.5%	95	3,131	1.4%	87
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	978	1.3%	102	2,711	1.2%	93
<b>9. Senior Styles</b>	<b>17,603</b>	<b>22.7%</b>	<b>394</b>	<b>31,957</b>	<b>13.9%</b>	<b>314</b>
Silver & Gold (9A)	4,157	5.4%	711	8,617	3.8%	643
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	12,571	16.2%	2,215	20,911	9.1%	1,924
Senior Escapes (9D)	875	1.1%	124	2,429	1.1%	137
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
<b>10. Rustic Outposts</b>	<b>5,267</b>	<b>6.8%</b>	<b>81</b>	<b>16,046</b>	<b>7.0%</b>	<b>83</b>
Southern Satellites (10A)	1,463	1.9%	60	4,111	1.8%	56
Rooted Rural (10B)	462	0.6%	29	1,234	0.5%	28
Diners & Miners (10C)	587	0.8%	112	1,755	0.8%	115
Down the Road (10D)	2,755	3.6%	311	8,946	3.9%	323
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
<b>11. Midtown Singles</b>	<b>4,446</b>	<b>5.7%</b>	<b>93</b>	<b>13,959</b>	<b>6.1%</b>	<b>107</b>
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	4,446	5.7%	407	13,959	6.1%	428
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
<b>12. Hometown</b>	<b>634</b>	<b>0.8%</b>	<b>13</b>	<b>1,487</b>	<b>0.6%</b>	<b>11</b>
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	634	0.8%	43	1,487	0.6%	38
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
<b>13. Next Wave</b>	<b>4,037</b>	<b>5.2%</b>	<b>133</b>	<b>13,250</b>	<b>5.8%</b>	<b>117</b>
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	1,164	1.5%	202	4,089	1.8%	154
NeWest Residents (13C)	2,873	3.7%	477	9,161	4.0%	403
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>14. Scholars and Patriots</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	4,237	1.8%	1,047

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## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 15 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry Urbanization Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	77,581	100.0%		229,708	100.0%	
<b>1. Principal Urban Center</b>	<b>2,873</b>	<b>3.7%</b>	<b>53</b>	<b>9,161</b>	<b>4.0%</b>	<b>61</b>
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	2,873	3.7%	477	9,161	4.0%	403
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
<b>2. Urban Periphery</b>	<b>30,350</b>	<b>39.1%</b>	<b>232</b>	<b>102,655</b>	<b>44.7%</b>	<b>239</b>
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	1,521	2.0%	182	5,459	2.4%	154
American Dreamers (7C)	9,103	11.7%	800	30,371	13.2%	746
Barrios Urbanos (7D)	6,065	7.8%	751	21,373	9.3%	651
Southwestern Families (7F)	8,051	10.4%	1,243	27,404	11.9%	1,169
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	4,446	5.7%	407	13,959	6.1%	428
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	1,164	1.5%	202	4,089	1.8%	154
<b>3. Metro Cities</b>	<b>2,150</b>	<b>2.8%</b>	<b>15</b>	<b>5,842</b>	<b>2.5%</b>	<b>15</b>
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	1,172	1.5%	95	3,131	1.4%	87
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	978	1.3%	102	2,711	1.2%	93
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.



## Tapestry Segmentation Area Profile

375 W Sahuarita Center Way, Sahuarita, AZ AZ 85629  
 Ring: 15 mile radius

Latitude: 31.957  
 Longitude: -110.976

Tapestry Urbanization Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Total:</b>	77,581	100.0%		229,708	100.0%	
<b>4. Suburban Periphery</b>	<b>33,629</b>	<b>43.3%</b>	<b>138</b>	<b>83,103</b>	<b>36.2%</b>	<b>112</b>
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	1,005	1.3%	46	3,184	1.4%	44
Home Improvement (4B)	1,004	1.3%	75	3,133	1.4%	73
Comfortable Empty Nesters (5A)	973	1.3%	51	2,325	1.0%	43
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	13,919	17.9%	800	44,933	19.6%	736
Silver & Gold (9A)	4,157	5.4%	711	8,617	3.8%	643
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	12,571	16.2%	2,215	20,911	9.1%	1,924
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
<b>5. Semirural</b>	<b>5,465</b>	<b>7.0%</b>	<b>75</b>	<b>15,974</b>	<b>7.0%</b>	<b>76</b>
Middleburg (4C)	1,201	1.5%	55	3,112	1.4%	46
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	875	1.1%	124	2,429	1.1%	137
Down the Road (10D)	2,755	3.6%	311	8,946	3.9%	323
Small Town Simplicity (12C)	634	0.8%	43	1,487	0.6%	38
<b>6. Rural</b>	<b>3,114</b>	<b>4.0%</b>	<b>24</b>	<b>8,736</b>	<b>3.8%</b>	<b>23</b>
Green Acres (6A)	1	0.0%	0	4	0.0%	0
Salt of the Earth (6B)	287	0.4%	13	848	0.4%	13
The Great Outdoors (6C)	314	0.4%	26	784	0.3%	24
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	1,463	1.9%	60	4,111	1.8%	56
Rooted Rural (10B)	462	0.6%	29	1,234	0.5%	28
Diners & Miners (10C)	587	0.8%	112	1,755	1%	115
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	4,237	1.8%	1,047

**Data Note:** This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

## SAMPLE STREET PERFORMER GUIDELINES

No person shall perform in a public area without a permit from the Main Street Manager. The permit must include the name and address of the performer, term of the permit, and the type and location(s) of the performance. A performer shall clearly display his or her permit while performing and allow inspection of the permit by any city official or police officer. All performances must comply with this document, state and local laws, and conditions of the permit. Permits are not transferable and each member of a group who performs together is required to obtain an individual permit.

Every person wanting to engage in street performance is required to make a written application for a Street Performer Permit from the Main Street Manager accompanied by a \$10 fee. The application form requires the following information:

- Applicant's name, address, and phone number.
- Birth date of applicant.
- Applicant's driver's license or personal identification number.
- A description of the subject matter and method of performance.
- The period for which the permit applies.
- The location of areas in which the performance will be conducted.
- A statement as to whether the applicant has ever been convicted of a felony.
- A 2x2 inch colour photo of the applicant's head and shoulders.
- A signed permission slip from the property owner, if performance is to occur on private property.

## RULES & REGULATIONS

### **Location:**

Performances may take place in the following locations:

- a) On private property, with the written permission of the owner or other person in control of such property.
- b) In public areas designated by the city.

### **Time:**

Hours during which performances may occur are determined by the city.

### **Contributions:**

Performers may accept, but not verbally solicit, contributions from audience members.

### **Prohibitions:**

No performer shall:

- a) Perform without first obtaining a permit.
- b) Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.

- c) Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).
- d) Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.
- e) Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery, or power source that poses a fire or public safety hazard; any electrical connection to an adjacent building or city power source.
- f) Leave litter at his or her performance site.
- g) Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.
- h) Place any object on a public sidewalk that leaves less than a five-foot passage for pedestrian traffic.
- i) Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.
- j) Offer any items for sale. Performers who wish to sell items must first obtain a city peddler's license.
- k) Display any sign other than the name of the performer(s) and the Street Performer Permit.
- l) Include a minor under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

**Revocation Of Permit:**

A Street Performer Permit may be revoked by the city if the Main Street Manager has reason to believe that a performer has:

- a) Violated any provisions of this document or any city or state laws.
- b) Made a false statement in the application.
- c) Conducted a performance adverse to public safety or prevailing community standards of public decency.

**Complaints And Appeals:**

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the Main Street Manager shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint. The performer will be invited to respond to the complaint, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the MS Manager finds the complaint to be valid, the complaint shall be certified.

If a permit is denied or revoked by the Main Street Manager, or if a written complaint is certified, the permit holder may appeal to a hearing before the City Manager. After presentation by the permit holder and investigation by the Main Street Manager, the City Manager shall make a final written determination. If the City Manager decides in favor of the Main Street Manager, the applicant may appeal the decision to a court of jurisdiction.

## ADDITIONAL BRANDGRAPHICS

Ad  
Layout  
Concept

# COME OUT AND PLAY

### Ride The Santa Rita Mountains

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# GET MORE OUT OF



## Mainstreet Splash Pad

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# TIME TO JUMPSTART YOUR



## Quail Creek Golf Course

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# YOUR KIDS WILL THANK YOU

## The Mainstreet Lazy River

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# TIME TO JUMPSTART YOUR



## Quail Creek Golf Course

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# SURPASSING YOUR GOALS

## Spread your wings and fly

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# SURPASSING YOUR GOALS

## Mainstreet Climbing Wall

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Designs for  
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Papers

TOWN OF  
**Sahuarita**  
375 W. Sahuarita Center Way  
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TOWN OF  
**Sahuarita**  
375 W. Sahuarita Center Way  
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**Kelly Udall**  
Town Manager  
[kudall@sahuaritaaz.gov](mailto:kudall@sahuaritaaz.gov)

Office: 520-822-8800  
Direct: 520-822-8816

TOWN OF  
**Sahuarita**  
375 W. Sahuarita Center Way  
Sahuarita, AZ 85629  
[sahuaritaaz.gov](http://sahuaritaaz.gov)

Downtown Pole  
Banner Designs





FULL SET OF LOGO VARIATIONS

Primary 4-Color Standard Logo with Tagline



Primary 4-Color Reverse Logo with Tagline



1-Color Saded Logo



1-Color Shaded Logo



1-Color Solid Logo



Primary Tagline as Separate Graphic.



Alternate Tagline as Separate Graphic

*(This version is only used within the town, and never used under the logo.)*



3-Color Town of Sahuarita Logo



Full Color Sahuarita Bug



Alternate Full Color Sahuarita Bug





# Lake County

FINE WINES, SPECTACULAR BEAUTY, & UNSURPASSED RECREATION

Development Opportunities  
2003





# Welcome to Lake County!

Lake County, California, with its clean air, pastoral countryside, recreational opportunities, and sunny climate, is the ideal spot to live, work, and play. Opportunities for business development and growth are plentiful here, and numerous resources are available to assist a new business.

We invite you to take a look at the following opportunities. If you would like additional information, resource contact information is given on the last page of this brochure. Each of these opportunities will become a reality. Would you like to take advantage of the opportunity?



## Business Opportunities

### Conference Resort Hotel

The county has located several sites that possess excellent potential for a major conference resort hotel. The new promenade, which is in the process of development, will make the north shore of Clear Lake a prime location. A conceptual site plan of the promenade is available.

### Lodging Facilities

Several excellent sites are available for upscale lodging facilities or a full-service destination resort. The clean air, natural beauty, and recreational opportunities in the area are attracting more visitors, and the area is currently lacking in upscale lodging facilities.

### Golf Course / Residential Sub-division Development

As more and more people are attracted to the clean, uncrowded beauty of Lake County, a significant demand has arisen for upscale residential and golf course communities. There are a number of excellent sites available.

### Wineries

Lake County's climate, soil, and altitude make it ideal for the growing of wine grapes, and the area has long been home to award-winning wineries. With the popularity of locally produced wines increasing every year, there is tremendous demand for more wineries with visitor amenities such as tasting rooms.

### Retirement Housing/Assisted Living Facilities

With the growing retirement population, the demand for retirement housing has been increasing as well. This would include housing for active retirees as well as "age-in-place" facilities.

### Commercial Development

Many sites are available for significant commercial development, particularly in the area of the new promenade, which is in its development stage.

### Mixed Use Industrial Park Development

There is current demand for a mixed use industrial park project that would include professional office, warehouse, and light manufacturing, appealing to cottage industries.



**RV Parks: Condo/Timeshare**

Although there are many RV parks in Lake County, there is a shortage of full-service, nicely landscaped RV parks. Condo or timeshare RV parks would be ideally suited to the Lake County area.

*Why Lake County?*

**With all that Lake County has to offer, why NOT Lake County?**

Lake County is quickly being discovered as one of California's most beautiful, unspoiled, uncrowded, and scenic locations. As it is discovered by more and more people, who are tired of the traffic, the noise, the pollution of other parts of the state, the need for more new, upscale lodging, housing, services, and amenities continues to grow.

Its climate attracts more vineyards, wineries, and agriculture. Its scenic beauty and amazing recreational opportunities are attracting more vacationers. In addition to all those qualities, the clean air, lack of busy traffic, and relaxed lifestyle attracts more and more people who want to set up their businesses and make Lake County their home.

In addition to all the natural amenities Lake County has to offer, the County of Lake has set up an efficient and friendly public/private partnership of service providers to help with business development.

**Community Development Services** provides financial and technical assistance to businesses. Services include flexible business loans, marketing and management assistance, business plan development, and coordination of services provided by the County's business assistance network.

**Business & Outreach Response Team** provides direct assistance to new businesses with site location, permitting guidance, liaison with city and county decision makers, project advocacy, and up-to-date demographic information.

**The Redevelopment Agency** provides assistance to businesses within the Northshore Redevelopment Area along Highway 20. Architectural design assistance and review is available, as well as the Commercial Facade Improvement Program, which provides funds at a low interest rate with flexible terms for businesses to improve their facades.

**The Small Business Development Center** provides free business consulting services to small businesses in the areas of financial analysis, marketing, operations, and management.

**The Lake County Resource Center** provides employee recruitment, screening, placement, and vocational training services to employers.

**The Lake County Winegrape Commission** offers education, research and product marketing.

**LAKE COUNTY AT A GLANCE**

*Population*

California .....	35,301,000
<b>Lake County.....</b>	<b>59,300</b>
City of Clearlake...	13,273
City of Lakeport....	4,876

*Age Distribution*

0-9 .....	7,388
10-19 .....	8,307
20-29 .....	6,762
30-39 .....	6,106
40-49 .....	8,389
50-59 .....	6,942
60-69 .....	5,969
70-79 .....	6,390
80+ .....	3,819

*Countywide Building Permits*

Year	
2000.....	192
2001.....	213
2002.....	358

*Value of New Construction (thousands)*

1998.....	\$20,787
1999.....	33,631
2000.....	45,085

*Annual Travel Expenditures in County (\$ Millions)*

		% Change
1997.....	\$178	
1998.....	\$185	3.9
1999.....	\$202	9.2

*Total taxable sales in County*

1995.....	\$300,902
1996.....	\$317,533
1997.....	\$322,482
1998.....	\$337,861
1999.....	\$383,524



## Location and Climate

Located between the Pacific Ocean and Sacramento, Lake County lies about 110 road miles north of San Francisco. It is surrounded by the Mendocino, Napa, Sonoma, Glenn, Colusa, and Yolo counties.

Almost centered in the county is Clear Lake, California's largest natural fresh-water lake, which is famous for its excellent fishing. The Konocti Hills surround the lake, with Mount Konocti and its legends providing a stunning background.

### Population

50 mile radius.....566,368  
 100 mile radius.....6,532,052  
 150 mile radius.....10,844,605

Average annual daytime highs are 75° F, and average annual lows are 45° F. Average annual rainfall in the Middletown area is 45 inches; in Clear Lake basin, average annual rainfall is 25 inches.

Lake County's climate makes it a perfect location for producing award-winning wines, and Lake County is becoming well-known for its vineyards and wineries. Winegrape acreage continues to expand. Other agriculture also thrives, including pears, timber, walnuts, livestock, rice, hay and grain, commercial vegetables, ornamental crops, and Christmas trees.



## LAKE COUNTY RESOURCES



If you have an interest in bringing in or developing a new business in Lake County, here is a resource list to assist you.

**Lakeport Regional Chamber of Commerce**  
 707-263-5092 or 866-525-3767 or lakeport@pacific.net

**Clearlake Chamber of Commerce**  
 707-994-3600 or chamber@mchsi.com

**Community Development Services**  
 707-262-1090 or cds@pacific.net

**Business and Outreach Response Team**  
 707-262-1090 or bort@pacific.net

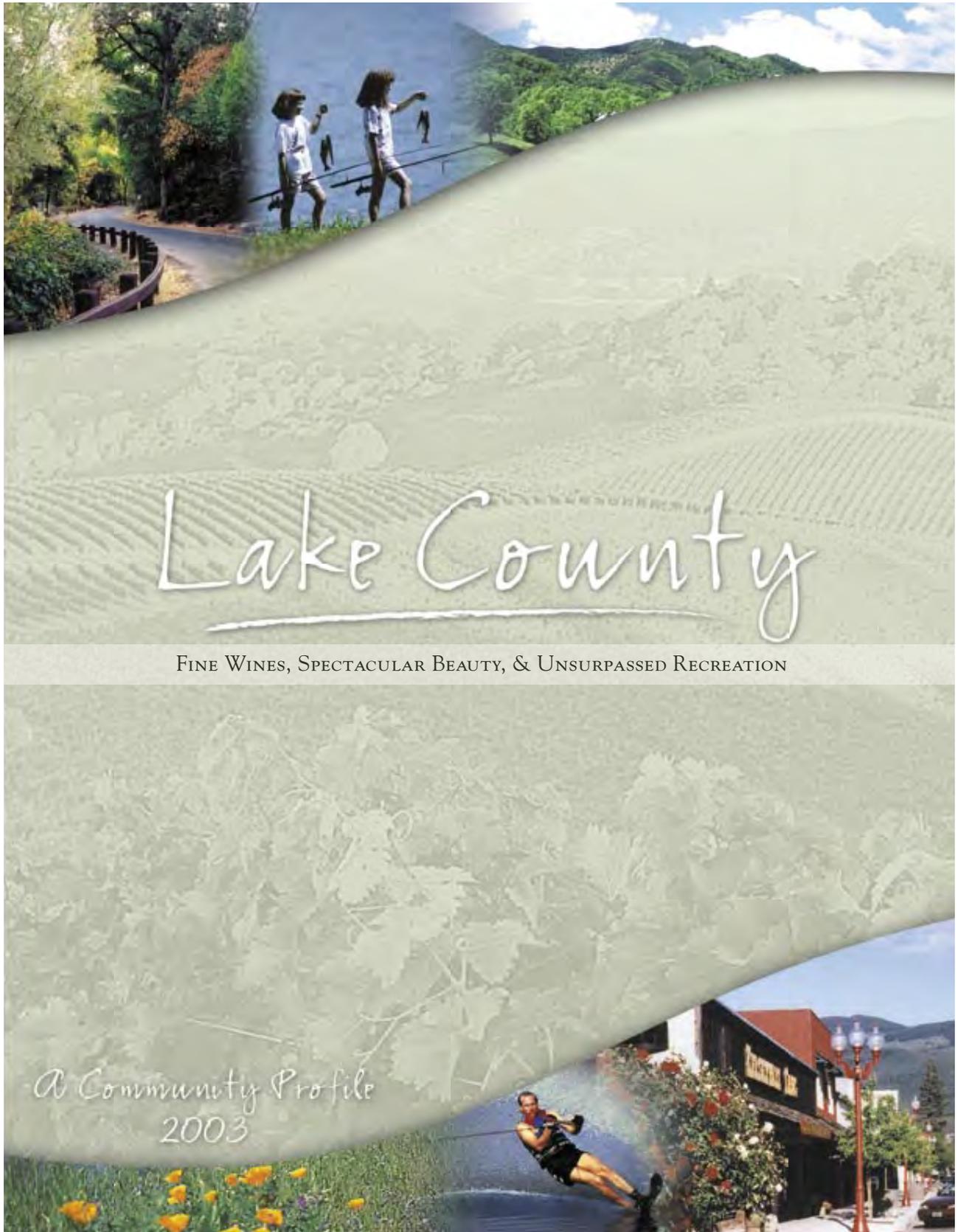
**Small Business Development Center**  
 707-263-0330

**The Resource Center**  
 707-263-0630 or www.northcentralcounties.org/lake/partners03.htm

**Lake County Winegrape Commission**  
 707-995-3421 or www.lakecountywinegrape.org

**Lake County Visitor Information**  
 www.lakecounty.com

**County of Lake**  
 www.co.lake.ca.us/cntyhome.html



# Lake County

FINE WINES, SPECTACULAR BEAUTY, & UNSURPASSED RECREATION

*A Community Profile  
2003*



# Welcome to Lake County!

Lake County, California is just beginning to be discovered by the rest of the country. With its lovely pastoral setting, vineyards, sunshine, clean air, and wealth of recreational activities, the county has just about everything one could ask for. Clear Lake, California's largest natural freshwater lake, is the centerpiece of the county, and offers world-class fishing, plus boating and watersports. Other outdoor activities include golf, hiking, bicycling, bird watching, and gliding. There are concerts, museums, art galleries, and wine tasting.

The towns of Lake County are friendly and charming. The small town atmosphere is a refreshing change from the hustle and bustle of high-traffic cities. The air is some of the cleanest you'll find in the country. There is room to move, room to breath, and room to grow in Lake County. Housing is affordable, and new neighbors are welcome.

## Community Services

### Schools

The Lake County Office of Education serves the seven school districts of Lake County. They include:

- Kelseyville Unified School District
- Konocti Unified School District
- Lakeport Unified School District
- Lucerne Elementary School
- Middletown Unified School District
- Upper Lake Union Elementary Schools
- Upper Lake High School District

In addition, there are the Lake County Community Court School and community preschools in the county. More information can be at the Lake County Office of Education website – [www.lake-coe.k12.ca.us](http://www.lake-coe.k12.ca.us)

There are two community colleges:  
Mendocino College – [www.mendocino.cc.ca.us](http://www.mendocino.cc.ca.us)  
Clear Lake Community College – <http://Lakecampus.org>

### Libraries

The four branches of the library are operated by Lake County. They offer internet access, including internet cataloguing, searching, database searching, and full-text access to many major newspapers. Libraries are located in Lakeport, Clearlake, Middletown, and Upper Lake.

### Medical

The cities of Lakeport and Clearlake both have hospital facilities with 24-hour emergency care. The Lake County Health Department

and both hospitals offer public health services. In addition, there are several nursing facilities, convalescent care homes, and an assisted living facility located in Lake County.

### Police and Fire

Emergency 911 service is available for police, fire and ambulance. The cities of Lakeport and Clearlake provide local law enforcement, as well as the California Highway Patrol and the county Sheriff's Department.

Lake County fire districts provide fire protection, in addition to the U.S. Forest Service and the California Department of Forestry.

### Transportation

Local bus and Dial-a-Ride services are offered by Lake Transit. (707-994-3334)  
Daily Greyhound bus service is available to San Francisco daily.

Lampson Field, located in Lakeport, is operated by the county. It has a 3,600 foot runway. 12,500 lbs. weight limit for aircraft. The elevation is 1,380 feet. MSL. 27 airplane tie-downs are available for a nominal county fee. Private fuel service is available, as well as other aviation services.

## Communication Services

### Media

There is one daily newspaper in Lake County – The Lake County Record Bee. In addition, there is a weekly newspaper – The Middletown Times Star, and a bi-weekly newspaper – the Clear Lake Observer. The San Francisco Chronicle is also available.



# Special Events

## January

- Teddy Bear Exhibit, Lakeport
- Crab Feed, Lakeport

## February

- Black History Day Celebration, Clearlake

## March

- Winter Music Festival, Lakeport
- Northlake Ford/Lakeport Regional Chamber of Commerce Team Bass Tournament, Lakeport

## April

- Business Expo, Lakeport
- Clear Lake Monster Sailing Regatta, Konocti Bay
- Trout Derby, Blue Lakes
- Heron Days, Lower Lake
- Redbud Festival, Nice
- Spring Dance Festival, Lakeport
- Konocti Cup Sailing Regatta, Konocti Bay
- Wildflower Tours, Clearlake Oaks
- Earth Day Celebrations, Kelseyville & Middletown

## May

- Langtry Day, Middletown
- Children's Creative Arts Day, Lakeport
- Passion Play, north of Lakeport
- Memorial Day Parades & Barbecues, Lower Lake & Lakeport
- Red Hot & Rollin', Lakeport
- Catfish Derby, Clearlake Oaks

## June

- Chickenque, Lakeport
- Middletown Days Western Celebration
- VWs by the Lake Weekend, Lakeport
- Wild West Day, Upper Lake
- Bowfishing Tournament, Lakeport
- Personal Watercraft Poker Run, Lakeport

## July

- Independence Day Festivities, BBQs, Parades, Concerts, Fireworks, Lakeport, Clearlake, Clearlake Oaks, Konocti Bay
- International Worm Races, Clearlake
- Celebrate Lakeport 1888, Lakeport
- Lake County Rodeo, Lakeport
- Roundup Car Show, Lakeport

## August

- Miss Lake County Pageant, Lakeport
- Blackberry Festival, Lower Lake
- Lake County Summerfest, Countywide

## September

- Lake County Fair, Lakeport
- Seaplane Splash-In, Lakeport
- Pear Festival, Kelseyville
- Pastels in the Park & Chair-a-Tea Auction, Lakeport

## October

- Pedal the Puddle, Countywide
- Steele Wines Harvest Festival & Grape Stomp, and Vineyard Run for Literacy, Kelseyville
- Halloween Contests, Parades & Fun, Lakeport & Clearlake
- Lake County Wine Auction Gala

## November

- Holiday Gift & Craft Shows, Countywide
- Teddy Bear Exhibit, Lakeport

## December

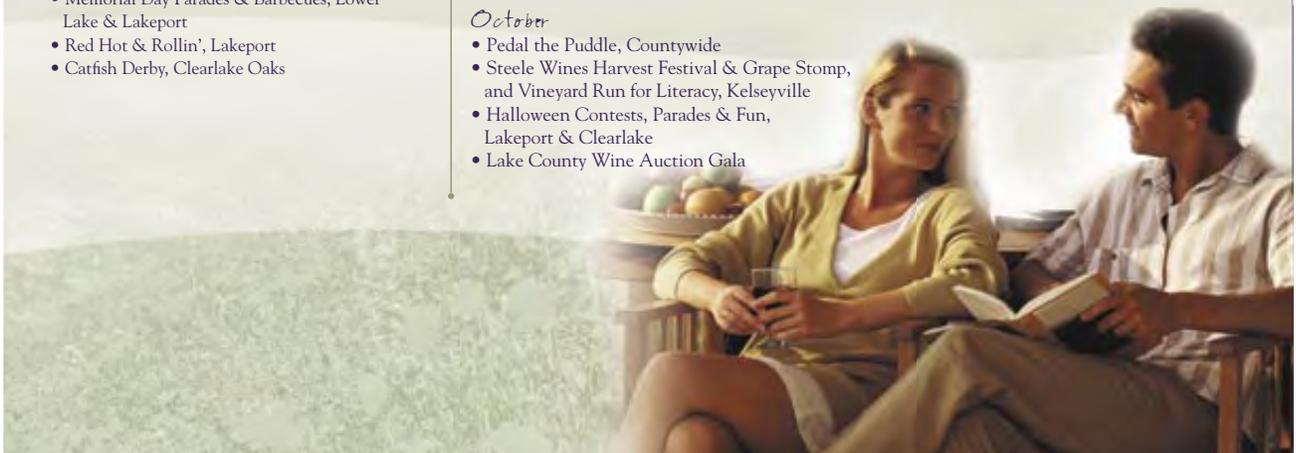
- Christmas Festival of Music, Lakeport
- Christmas Tree Lightings, Countywide
- Holiday Parades, Kelseyville, Lakeport & Clearlake
- Golf Cart Parade, Clear Lake Riviera
- Christmas Crafts Festival, Lakeport
- Christmas Renaissance Pageant, Middletown

## Ongoing

- Nature Walk-Bird Watching, Lower Lake
- Concerts by the Lake, Konocti Harbor Resort produces approximately 85 concerts annually featuring top-billing recording artists

## Seasonal

- NCRA Super & Hobby Stock Car Races, Lake County Fairgrounds
- Farmers' Markets, County wide
- Summer Concerts, Lakeport



Lake County Television is a local access channel.

MediaCom provides cable access and programming.

Radio stations in Lake County include: KNTI 99.5 FM, KQPM 105.9 FM, KUKI 97.1 FM, KWNE 94.5 FM, KXBX 98.3 FM, and KXBX 1270 AM.

## Recreation and Attractions

### Wineries

Lake County's climate, altitude, and soils provide the perfect location for producing premium quality wine grapes. The following wineries and tasting rooms are open to the public; inquire as to hours and special events.

**Guenoc and Langtry Estate Vineyards and Winery**  
Award-winning wines and special events  
Open daily for tastings, tours by appointment  
(707) 9987-2385

**Ployez Winery**  
Lower Lake  
Tasting room  
(707) 994-2106

**Steele Wines**  
Kelseyville  
Harvest Festival in October  
(707) 279-9475

**Wildhurst Vineyards'**  
Kelseyville  
Tasting room  
(707) 279-4302

**Red Hill Wine Tasting**  
Kelseyville  
Tasting room – assorted local wines  
(707) 279-9433

**From the Vine**  
Lakeport  
Wine tasting  
(707) 263-5787

**Blue Lakes Lodge Wine Cellar**  
Near Upper Lake  
Wine tasting  
(707) 275-2181

### Fishing

Clear Lake is California's largest natural freshwater lake, and has a fishing season of 365 days a year. In addition, there are other lakes, reservoirs, and streams, making Lake County a fisherman's paradise.

- Clear Lake sports bass, catfish, crappie, and bluegill.
- Blue Lakes have trout, catfish, bluegill, and bass.
- The Highland Springs Reservoir has catfish, bass, crappie and bluegill.
- The Indian Valley Reservoir sports trout, bass, catfish, kokanee, and crappie.
- Lake Pillsbury offers bass, sunfish, and trout.

For more information, please call the Lake County Visitor Information Center at (707) 263-9544 or 1-800-525-3743.

### Casinos

Three casinos in Lake County offer a variety of gaming entertainment.

**Twin Pine Casino**, with slot machines, keno, electronic bingo, video poker, and other games, also features special events, drawings, live action table games, and a café. Located in Middletown. 707-987-0197 or 800-564-4872.

**Robinson Rancheria Bingo & Casino**, located between Nice and Upper Lake, features a bingo hall, video gaming, and a café. 707-275-9000 or 800-809-3636.

**Konocti Vista Casino** offers blackjack and poker games and tournaments, as well as more than 270 pull tab video machines. Located off Soda Bay Road in Lakeport, the Casino also has a diner. 707-262-1900 or 800-FUN-1850.

### Trails

Scenic trails and pathways for bicyclists, joggers, hikers, horseback riders, and walkers are plentiful and varied throughout Lake County. The Mendocino National Forest, Boggs Mountain, Cow Mountain and Cache Creek are some favorite areas. More information can be found at the Lake County Visitor Information Center and the Bureau of Land Management.

### Watersports

With the largest natural freshwater lake in California right in the middle of the county, Lake County offers incomparable boating, fishing, and swimming. Clear Lake has over 100 miles of shoreline and an average depth of 28 feet. Water temperature varies from 40° in the winter to 75° in the summer.

### Golf

Lake County has five golf courses, four of which are 9-hole, and one is a championship 18-hole course. The courses offer views of Clear Lake or the surrounding forests. There are also driving ranges, a miniature golf course, and a disc (Frisbee) golf course.

**Adams Springs Golf Course**, 9 holes (707) 928-9992

**Buckingham Golf & Country Club**, 9 holes (707) 279-4863

**Clear Lake Riviera Yacht & Golf Club**, 9 holes (707) 277-7575

**Hidden Valley Lake Golf Course**, 18 holes (707) 987-3035

**Cobb Meadows Golf Course**, 9 holes (707) 928-5276

### Lodging Facilities

Lake County features a wide variety of accommodations, including hotels, motels, lakeside resorts, cottages, bed-and-breakfast inns, vacation home rentals, RV parks, and campgrounds.

## Business and Industry

### Principal Industries

The primary industries in Lake County include government with approximately 3,700 total employees, service with 3,680 jobs, retail sales with 2,870 workers, agriculture with about 930 jobs, construction and mining employing 700, transportation and public utilities with 550 employees, manufacturing with 540 jobs, finance, insurance, and real estate with about 510 workers, and wholesale trade with about 330 jobs.

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## Location and Climate

Bordered by the counties of Mendocino, Glenn, Colusa, Yolo, Napa, and Sonoma, Lake County is located about 110 driving miles north of San Francisco, and about 110 driving miles west of Sacramento.

Almost centered in the county is Clear Lake, California's largest natural fresh-water lake, which is famous for its excellent fishing. The Konocti Hills surround the lake, with Mount Konocti and its legends providing a stunning background.

### Population

California .....35,301,000  
**Lake County.....59,300**  
 City of Clearlake...13,273  
 City of Lakeport...4,876

### Population

50 mile radius.....566,368  
 100 mile radius.....6,532,052  
 150 mile radius.....10,844,605

### Age Distribution

0-9 .....7,388  
 10-19 .....8,307  
 20-29 .....6,762  
 30-39 .....6,106  
 40-49 .....8,389  
 50-59 .....6,942  
 60-69 .....5,969  
 70-79 .....6,390  
 80+ .....3,819

### Climate

#### Average Temperatures

	Highs	Low
Jan-Mar	60°	32°
Apr-Jun	80°	48°
Jul-Sept	95°	57°
Oct-Dec	65°	44°

#### Average Annual Rainfall

Clear Lake Basin ..... 25 inches  
 Middletown area ..... 45 inches  
 Cobb Mountain ..... 60 inches

#### Average Humidity

Winter: ..... 50%  
 Summer/Fall: ..... 30%

#### Clear Lake Average Water Temperature

December ..... 48°  
 March ..... 53°  
 June ..... 66°  
 August ..... 75°



## LAKE COUNTY RESOURCES



If you have an interest in bringing in or developing a new business in Lake County, here is a resource list to assist you.

**Lakeport Regional Chamber of Commerce**  
 707-263-5092 or 866-525-3767 or  
 lakeport@pacific.net

**Clearlake Chamber of Commerce**  
 707-994-3600 or chamber@mchsi.com

**Community Development Services**  
 707-262-1090 or cds@pacific.net

**Business and Outreach Response Team**  
 707-262-1090 or bort@pacific.net

**Small Business Development Center**  
 707-263-0330

**The Resource Center**  
 707-263-0630 or www.northcentralcounties.org/  
 lake/partners03.htm

**Lake County Winegrape Commission**  
 707-995-3421 or www.lakecountywinegrape.org

**Lake County Visitor Information**  
 www.lakecounty.com

**County of Lake**  
 www.co.lake.ca.us/cntyhome.html

# Celebrate in Bracebridge

## ALL YEAR LONG!

**JULY 29, 2016**

### **MIDNIGHT MADNESS**

**Downtown Bracebridge**

Mingle with locals and cottagers alike at this annual downtown festival; don't miss this night full of fun, excitement and bargains galore!  
[downtownbracebridge.com](http://downtownbracebridge.com)

**JULY 30, 2016**

### **GRIFFIN SESSION MUSKOKA**

**Annie Williams Memorial Park**

Beer, Sun and Live Music – does it get any better? Join 20+ craft breweries, Ontario wineries, ciders, spirits and local food vendors at this amazing beer festival.  
[muskokabeerfestival.ca](http://muskokabeerfestival.ca)

**JULY 15-17, 2016**

### **MUSKOKA ARTS & CRAFTS' 54TH ANNUAL SUMMER SHOW**

**Annie Williams Memorial Park**

With over 200 artisans from across Canada, you're sure to find a treasure to take home while meeting some inspiring artists and craftspeople.

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



**SEPTEMBER 24-25 & OCTOBER 1-2, 2016**

### **MUSKOKA AUTUMN STUDIO TOUR**

**Throughout Bracebridge and Muskoka**

A self-guided tour that bridges the gap between artist and patron, allowing visitors into the studio to witness the artistic process firsthand.  
[muskokaautumnstudiotour.com](http://muskokaautumnstudiotour.com)

**SEPTEMBER 30 TO OCTOBER 2, 2016**

### **WHAT'S COOKING BRACEBRIDGE**

**Various Bracebridge Locations**

Back with the third Annual What's Cooking Bracebridge; this event is all about delectable dining, and the chefs who inspire us.  
[canadascottagecountry.ca](http://canadascottagecountry.ca)

**JANUARY 28, 2017**

### **FIRE AND ICE FESTIVAL**

**Downtown Bracebridge**

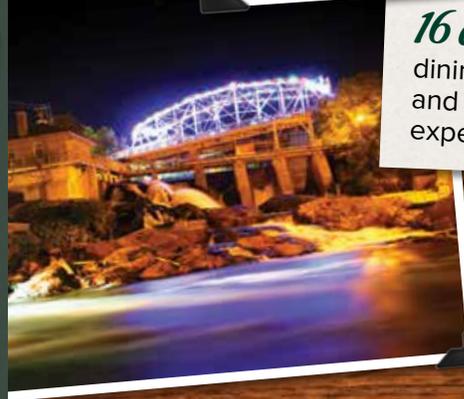
Come tube down the main street of Bracebridge! This festival offers a unique approach to a traditional winter carnival.  
[fireandicebracebridge.com](http://fireandicebracebridge.com)

**2016-17  
EDITION**

## THE BEST OF Bracebridge



*16 of our best*  
dining, shopping  
and entertainment  
experiences!



**Bracebridge**  
MUSKOKA

*The Art of Muskoka Living*

**Bracebridge Visitor Centre**  
1-866-645-8121



## Muskoka Brewery

Beer and Cottage Country just go together. What better way to acclimatize to the region than a visit to Muskoka Brewery, one of the fastest growing craft breweries in Canada. With an award winning beer portfolio, the brewery handcrafts premium beer as unique and refreshing as the region it's from. Venture off the beaten path to visit the brewery for a free tour and to sample speciality beer only sold in the Tap Room. Cheers!

**Hours of Operation:**

Mon-Tue: 11am-5pm  
Wed-Thu: 11am-6pm  
Fri: 11am-8pm  
Sat: 11am-5pm  
Sun: 11am-4pm

**Phone:**

705-646-1266

**Address:**

1964 Muskoka Beach Rd.  
Bracebridge, ON  
P1L 1V4



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

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## The Griffin Gastropub

Looking for that out of the way spot where all of the locals go? If so, climb Chancery Lane, turn right and walk into an oasis of great hand-crafted beer, fine food and a friendly atmosphere.

Owners Jed and Curt have created an ambiance where ideas can be shared, friendships nurtured, music appreciated, and locally sourced food and drink savoured. With extensive beer offerings that are constantly evolving, you will have fun experiencing new brews with the guidance of the knowledgeable staff. The mouth-watering meals are served on beautifully presented plates where every morsel is as good as the last and local ingredients steal the show.

Live music, featured Thursday to Saturday evenings, rounds out the experience at the little pub that is big on charm.

**Hours of Operation:**

May Long weekend to Thanksgiving  
Tue-Wed: Noon to Midnight (at least)  
Thu-Sat: Noon-2am

**Thanksgiving to May Long weekend**

Wed: 4pm to Midnight (at least)  
Thu-Sat: Noon-2am

*Please call for Christmas hours (and other holidays)*

**Phone:**

705-646-0438

**Address:**

9 Chancery Lane,  
(off Manitoba Street)  
Bracebridge, ON  
P1L 2E3

**LUNCH  
ENTREES:  
\$8-\$16**

**DINNER  
ENTREES:  
\$12-\$19**

[thegriffinpub.ca](http://thegriffinpub.ca)

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## The Old Station Restaurant

The Old Station Restaurant has been a culinary fixture of downtown Bracebridge for over 30 years. Mike Warr and his son Owen offer a quality gourmet dining experience to please everyone's palate. Whether you visit on a warm summer's day or a cold winter's night, you're sure to enjoy an experience that is purely Muskoka.

Situated in a restored 1930's service station, The Old Station has a unique ambiance that is created by displays of historic photos and the 160-year-old maple tree trunk in the heart of the restaurant.

**Hours of Operation:**  
Sun-Thu: 11:30am-10pm  
Fri: 11:30am-11pm  
Sat: 11am-11pm  
*Call for seasonal hours of operation.*

**Phone:**  
705-645-9776

**Address:**  
88 Manitoba Street  
Bracebridge, ON  
P1L 1W3

**LUNCH ENTREES:**  
\$10-\$15

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**DINNER ENTREES:**  
\$18-\$30



[oldstation.ca](http://oldstation.ca)

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## R&L's Bistro

Contemporary Mediterranean cuisine is served in a tranquil space with a traditional Muskokan edge. The mouth-watering menu includes organic beef and rack of lamb, freshly made pastas, specialty marinades, pan seared scallops and other delicious gourmet meals.

The Bistro has also earned a reputation for having the best weekend brunch in town. This family-run restaurant provides an inspired menu and superior customer service in a conveniently located uptown locale and has earned the 2011, 2012, 2013, and 2014 Award of Excellence from Trip Advisor. Reservations are highly recommended.

**Hours of Operation:**  
Wed-Fri: 11am-2pm  
Sat: 8am-2pm  
Sun Brunch: 8am-1:30pm  
**Dinners**  
Wed-Sat: 5pm-Close

**Phone:**  
705-646-2237

**Address:**  
193 Manitoba Street  
Bracebridge, ON  
P1L 1S3

**LUNCH ENTREES:**  
\$8-\$12

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**DINNER ENTREES:**  
\$17-\$24



[rlbistro.ca](http://rlbistro.ca)

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## The Burger Shop

Are you a burger connoisseur? If so, this is the spot to go in Bracebridge! Specializing in unique burger concepts made with the finest of ingredients, the Burger Shop's proprietary burger blend consists of sirloin, round and prime rib Canadian beef. They take pride in offering fresh, never frozen products, which are locally sourced and fully organic. The Burger Shop is quickly becoming popular among cottagers and locals. Swing by and taste the difference that quality makes in this family friendly environment. If you still have room for dessert or maybe you're just interested in dessert, try one or two of the 36 flavours of Country Smith Ice Cream, made with 100% premium whole dairy product.

**Hours of Operation:**

Summer hours  
10:30am-10pm

Winter hours  
Sat-Thu: 11am-8pm  
Fri: 11am-9pm

**Phone:**  
705-645-0355

**Address:**  
309 Ecclestone Drive  
Bracebridge, ON  
P1L 1G4



[theburgershop.ca](http://theburgershop.ca)

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## Santa's Village and Sportsland

Situated halfway between The North Pole and The Equator, Santa's Village is a must see attraction for families with young children. This unique 60-acre amusement park offers a variety of activities to keep the whole family busy. Take a cruise down the Muskoka River on Santa's Summer Sleigh, enjoy live shows at the amphitheatre, visit with Santa and his elves or hop on Santa's Roller Coaster Sleigh Ride.

For some heart-pounding fun check out the Zipline Canopy Tour, the Aerial Adventure Course or the Jump Tower, all located within the amusement park.

**Hours of Operation:**

Open Daily  
June 18-24: 10am-4pm  
June 25-Sept 5: 10am-6pm

**Phone:**  
705-645-2512

**Address:**  
1624 Golden Beach Rd.  
Bracebridge, ON  
P1L 1W8



[santasvillage.ca](http://santasvillage.ca)

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## Liv Outside

What better way to experience Muskoka than on the water? Conveniently located where the North and South Branches of the Muskoka River meet, Liv Outside offers rentals and instruction in all paddle sports with popular trips to one of our many local waterfalls. Explore the local wilderness by canoe, kayak or stand-up paddle board with a guided tour or on your own.

Liv Outside will also give you the opportunity to explore Muskoka on two wheels! Ride the on-site Liv Outside trails, the Trans-Canada trails or Buckwallow Cycling Centre for an off-road adventure. Or hit the pavement for a tour of one of many scenic roads and local waterfront parks. Rental bikes and guides are available daily.

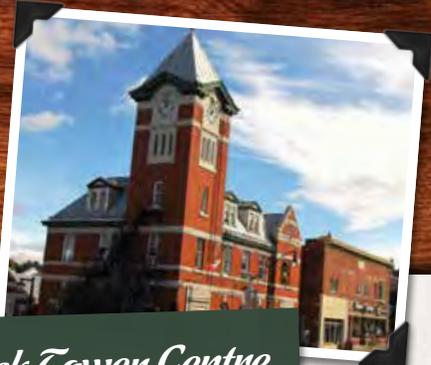
**Hours of Operation:**  
Mon-Fri: 10am-6pm  
Sat & Sun: 10am-5pm

**Phone:**  
705-646-0492

**Address:**  
271 Ecclestone Drive  
Bracebridge, ON  
P1L 1G4



[livoutside.ca](http://livoutside.ca)



## The Clock Tower Centre

Bracebridge's newest retail experience is situated in the iconic Clock Tower. This historic building now hosts an eclectic assortment of artisans, boutiques and services sure to appeal to everyone. Visitors will enjoy meandering between hand-crafted jewellery displays, original watercolour, acrylic and oil paintings, home décor stores, as well as clothing and specialty services.

**Address:**  
49 Manitoba Street  
Bracebridge, ON  
P1L 2B2



Later this year, the building will become home to a world class antique clock collection – stay tuned!



[theclocktowercentre.ca](http://theclocktowercentre.ca)

## **7-Question Itinerary Exercise: Engage your locals in creating “itineraries from our local residents”**

- Great idea for a public gathering, such as Kiwanis, Rotary, etc.
  - Use blank sheet and ask a series of 7 questions
  - These are examples and can be changed to suit the season, location and other particulars of the itineraries you are creating
1. Where will my partner and I have the best dining experience?
  2. Where should we go for some nightlife?
  3. Where can we get gourmet items for a picnic?
  4. What is the one thing we **MUST** do while we are here?
  5. Where can I get the best dessert? Name the place **AND** the dish.
  6. Where can I take the best picture that says I was really there?
  7. Where can I get something locally made? A gift or great souvenir?
- Then ask the participants to number them in order – this builds the itinerary
  - Notice: five of the questions are about private industry

# Roger's Video Library

## Recommended Viewing Order

**First start with community branding. You need to figure out what you should be known for that will set you apart from the rest.**

1. The Art of Branding a Community - Part 1
2. The Art of Branding a Community (Roger's 13-Step Process)
3. Finding Your Niche: Not So Easy, Is It?
4. Big Success Starts with a Plan: Creating Your Own Action Plan
5. Getting Everyone on the Same Page, Pulling in the Same Direction
6. Rebranding Success Stories

**Next, focus on downtown development/tourism development. What is the product that will reinforce your brand?:**

7. The 20 Ingredients of an Outstanding Downtown - Part 1
8. The 20 Ingredients of an Outstanding Downtown - Part 2
9. The 20 Ingredients of an Outstanding Downtown - Part 3
10. Downtown Critical Mass
11. Business and Community Signage
12. The 70% Rule: Curb Appeal and First Time Sales
13. Year-Round Public Markets
14. The Power of Public Plazas - Part 1
15. The Power of Public Plazas - Part 2
16. The Art of Developing a Wayfinding System
17. Is Your Downtown Open After 6pm?
18. How to Bring Your Downtown to Life
19. Parking is Not Just for Lovers
20. Recruiting Tourism Development Projects
21. Visitor Information Centers in the Digital Age

**Finally, watch community marketing videos. How will you tell the world you exist?:**

22. Seven Deadly Sins of Destination Marketing
23. Words & Phrases That Work Every Time
24. The Truth About Social Media
25. Tourism for the 21st Century
26. Community Marketing on a Minuscule Budget
27. The Power of Itineraries
28. The Use of Photography to Increase Sales
29. The Power of Selling Experiences over Places
30. Promoting Your "Anchor Tenants"
31. How to Create Marketing Partnerships
32. Designing Effective Print & Mobile Ads
33. The Death of Visitor Guides and What to Do Instead
34. Multi-Generational Travel



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