WORK SESSION - TUESDAY, JUNE 26, 2018 - 10:00 A.M.

1. **CALL TO ORDER - PLEDGE OF ALLEGIANCE**

2. **REGULAR AGENDA ITEMS:**

   A. Update on the activities of the County Supervisors Association (CSA) by Craig Sullivan, CSA Executive Director, including a discussion of recent legislative activities.

   B. Information/Discussion to present and review the draft Marketing Plan and provide updates on the Tourism and Marketing Initiative. **(Jacque Sanders/Cameron Davis)**

3. **CALL TO THE PUBLIC:** Call to the Public is held for public benefit to allow individuals to address the Board of Supervisors on any issue within the jurisdiction of the Board of Supervisors. Board members may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to Arizona Revised Statute §38-431.01(H), at the conclusion of an open call to the public, individual members of the Board of Supervisors may respond to criticism made by those who have addressed the Board, may ask staff to review a matter or may ask that a matter be put on a future agenda for further discussion and decision at a future date.

4.   At any time during this meeting pursuant to A.R.S. §38-431.02(K), members of the Board of Supervisors and the County Manager may present a brief summary of current events. No action may be taken on information presented.

IF SPECIAL ACCOMMODATIONS ARE NEEDED, PLEASE CONTACT THE RECEPTIONIST AT (928) 425-3231 AS EARLY AS POSSIBLE TO ARRANGE THE ACCOMMODATIONS. FOR TTY, PLEASE DIAL 7-1-1 TO REACH THE ARIZONA RELAY SERVICE AND ASK THE OPERATOR TO CONNECT YOU TO (928) 425-3231.

THE BOARD MAY VOTE TO HOLD AN EXECUTIVE SESSION FOR THE PURPOSE OF OBTAINING LEGAL ADVICE FROM THE BOARD'S ATTORNEY ON ANY MATTER LISTED ON THE AGENDA PURSUANT TO A.R.S. §38-431.03(A)(3).

THE ORDER OR DELETION OF ANY ITEM ON THIS AGENDA IS SUBJECT TO MODIFICATION AT THE MEETING.

ARF-4939   **2. A.**

Work Session

Meeting Date: 06/26/2018

Submitted By: Marian Sheppard, Clerk
                    of the Board

Department: Clerk of the Board of Supervisors

Information

Request/Subject

County Supervisors Association Update of Activities.

Background Information

Each year the Executive Director of the County Supervisors Association
(CSA) visits all 15 counties in Arizona to provide the Boards of
Supervisors with an update of activities conducted by CSA including a
discussion of the recent legislative session.

Evaluation

Craig Sullivan, Executive Director of CSA, has requested to make a
presentation to the Board of Supervisors on this date.

Conclusion

It would be advantageous to the Board of Supervisors, County staff, and
the public to receive an update of CSA activities to include a discussion of
recent legislative activities.

Recommendation

It is recommended that Mr. Sullivan present an update of CSA activities
and discuss the recent legislative session with the Board of Supervisors.

Suggested Motion

Update on the activities of the County Supervisors Association (CSA) by
Craig Sullivan, CSA Executive Director, including a discussion of recent
legislative activities.

Attachments

CSA Presentation

COUNTY SUPERVISORS ASSOCIATION

BOARD BRIEFING
GILA COUNTY

53RD LEGISLATURE, SECOND REGULAR SESSION

06·26·18

CSA Leadership

CSA Board of Directors

All 61 county supervisors from Arizona's 15 counties

CSA Executive Committee

President
Hon. Anthony Smith
Pinal County

President Elect
Hon. Russell McCloud
Yuma County

First Vice President
Hon. Rudy Molera
Santa Cruz County

Second Vice President
Hon. Steve Gallardo
Maricopa County

Third Vice President
Hon. Jack Smith
Yavapai County

Immediate Past President
Hon. Tommie Martin
Gila County

CSA Legislative Policy Committee

Alton J. Shepherd, Apache
Ann English, Cochise
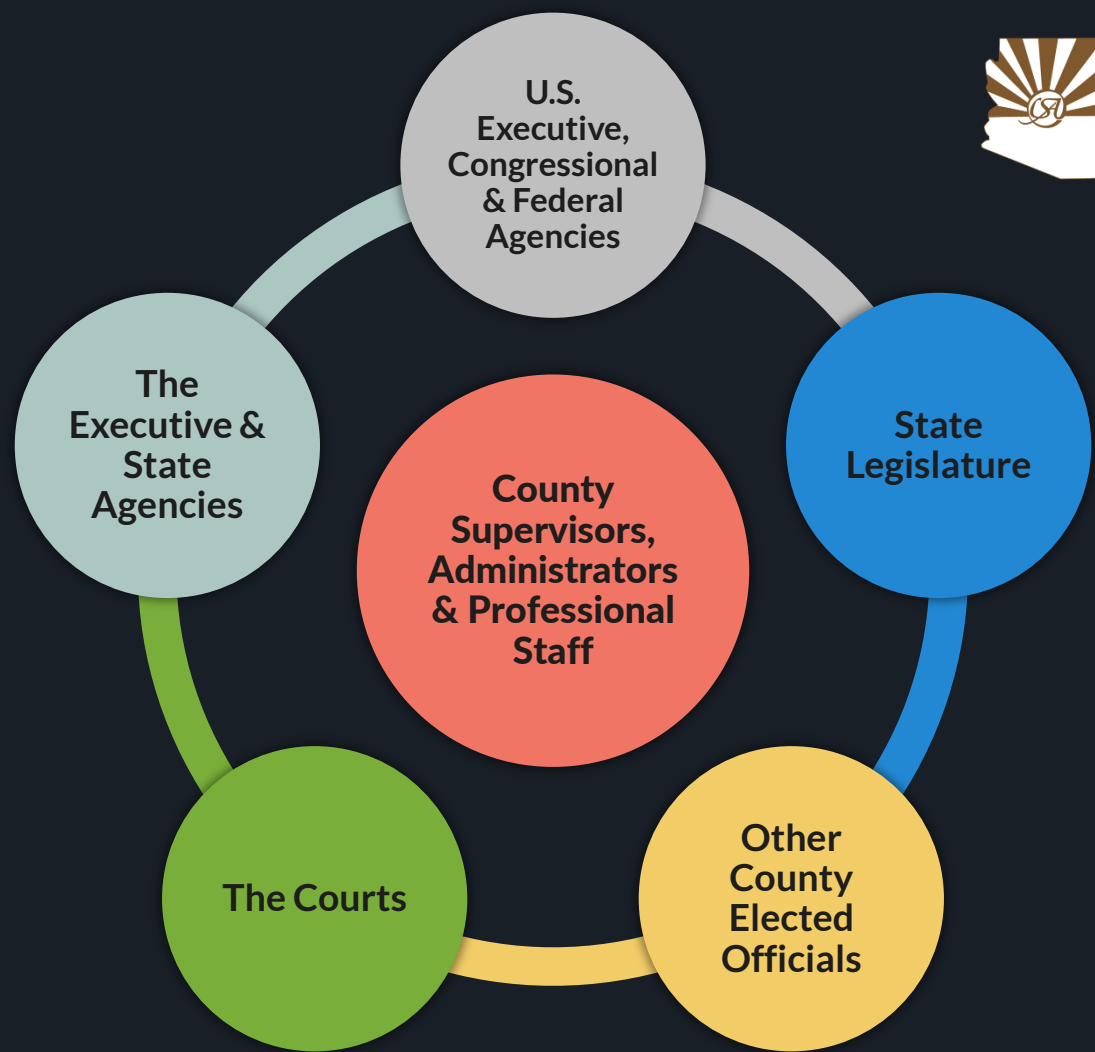Matt Ryan, Coconino
Tommie C. Martin, Gila

Jim Palmer, Graham
Richard Lunt, Greenlee
D.L. Wilson, La Paz
Clint Hickman, Maricopa

Jean Bishop, Mohave
Jason Whiting, Navajo
Sharon Bronson, Pima
Todd House, Pinal

Rudy Molera, Santa Cruz
Jack Smith, Yavapai
Russell McCloud, Yuma

Why Intergovernmental Engagement?

U.S. Executive, Congressional & Federal Agencies

State Legislature

The Executive & State Agencies

County Supervisors, Administrators & Professional Staff

The Courts

Other County Elected Officials

Strengthening Counties' Intergovernmental Presence

Appointments on Behalf of Counties FY17-18

- Governor's Water Augmentation Council
- Governor's Water Solutions Process
  - Groundwater workgroup
  - Colorado River workgroup
- Detention Regionalization Taskforce, Arizona Judicial Council
- Statewide Juvenile Justice, Legislative Ad-hoc Committee

- PSPRS Advisory Committee
- Arizona Management System stakeholder groups
  - Arizona Department of Transportation
  - Arizona Department of Revenue
  - Arizona Department of Water Resources
- Arizona Criminal Justice Commission
- AOC Commission on Technology
- Constables Ethics, Standards and Training Board

Using Data to Increase Capacity

1 COLLECTION

CSA and county staff interface to collect data CSA staff collects data from third part sources

2 DISTRIBUTION

Master Database and County Encyclopedia are tools for county and CSA staff to easily access 15 county data from anywhere

3 ANALYSIS

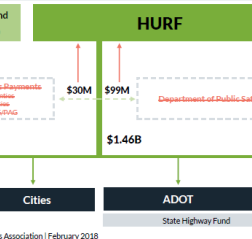CSA staff uses revenue, expenditure, demographic and other county data to quantify the impacts of legislation

4 ADVOCACY

CSA legislative team uses individual and all-county data to build narratives that demonstrate the importance of county priorities

73
Datasets

25
Interactive County Encyclopedia Documents

55
Advocacy Documents

Legislative Report

2018 SESSION BY NUMBERS

Bills

Introduced	1,206
Passed	369
County Relevant	220
Signed	346
Ballot Propositions	2
Vetoed	**23**
Signed Rate	**29%**

A FIFTEEN COUNTY BUDGET SOLUTION

❶ **Eliminate recession-era cost shifts including:**
- Arizona Department of Juvenile Corrections (ADJC)
- Arizona State Hospital (ASH) - Sexually Violent Persons (SVP)
- Superior Court Judges' Salaries
- Disproportionate Uncompensated Care (DUC) Pool Payments
- Maintain thirteen counties' share of lottery revenues

❷ **Establish an Elected Officials Retirement Plan (EORP) circuit breaker that protects county taxpayers and the counties' ability to meet the health, safety and welfare needs of their communities**

❸ **Extend county "flexibility language" as a tool to meet county fiscal obligations**

Cost Shifts and EORP Solution Set

SOLUTION	KEY BENEFITS
• State eliminates county cost shifts • Counties increase contributions to EORP liability • State creates EORP circuit breaker for counties	• Properly aligns costs across government • Creates an actuarially sound solution • Promotes state administrative accountability

Recession-Era Cost Shifts

County	ADJC	ASH—SVP	Judges	DUC Pool	Lottery
Apache	$125,984	-	-	$87,300	BASELINE
Cochise	$231,375	$32,534	-	$162,700	BASELINE
Coconino	$236,792	$64,512	-	$160,500	BASELINE
Gila	$94,415	-	-	$65,900	BASELINE
Graham	$65,566	-	-	$46,800	BASELINE
Greenlee	$14,862	-	-	$12,000	BASELINE
La Paz	$36,093	-	-	$24,900	BASELINE
Maricopa	$6,724,128	$2,167,328	$9,479,049	-	-
Mohave	$352,642	$166,506	-	$187,400	$550,035
Navajo	$189,279	$32,135	-	$122,800	BASELINE
Pima	$1,726,804	$499,275	-	$1,115,900	-
Pinal	$661,946	$115,639	-	$218,300	$550,035
Santa Cruz	$83,534	$32,927	-	$51,600	BASELINE
Yavapai	$371,750	$158,995	-	$206,200	$550,035
Yuma	$344,830	-	-	$183,900	BASELINE
Total	**$11,260,000**	**$3,269,851**	**$9,479,049**	**$2,646,200**	**$1,650,105**

State General Fund Impact	
Eliminate Recession-Era Cost Shifts	$28,305,205
*EORP County Circuit Breaker**	$3.6M—$5.2M

* circuit breaker impact depends on enacted relief

County Priorities

- **Eliminate recession-era cost shifts including:**
  - ADJC
  - SVPs at ASH
  - Superior Court Judges' Salaries
  - DUC Pool Payments
  - In-lieu Lottery

- **EORP Circuit Breaker for 12 Rural Counties**

- **Extend county "flexibility language" as a tool to meet county fiscal obligations**

State Budget: County Results

General Fund

- **ADJC** - **$94,400** in one-time relief

- **DUC Pool** - **$65,900** in ongoing savings

- **SVPs at ASH** - protection from future costs

- **EORP Hold Harmless** - **$110,400** in one-time relief for eight smallest counties

- **EORP Rate Floated** - **$270,700** in ongoing liability

HURF

- **FY19** - **$89,788** in additional transportation funding

- **FY20** - **$134,107** in additional transportation funding

Results by County

County	FY19 In-Lieu Lottery (now ongoing)	FY19 Above Baseline Relief	FY19 EORP Impact	FY19 Net Impact
Apache	$0	$355,200	($355,200)	$0
Cochise	$0	$622,500	($622,500)	$0
Coconino	$0	$461,800	($654,600)	($192,800)
Gila	$0	$270,700	($270,700)	$0
Graham	$0	$325,000	($325,000)	$0
Greenlee	$0	$324,500	($324,500)	$0
La Paz	$0	$304,500	($304,500)	$0
Maricopa	$0	$8,891,500	($10,389,800)	($1,498,300)
Mohave	$550,050	$706,500	($895,300)	$361,250
Navajo	$0	$561,800	($561,800)	$0
Pima	$0	$3,342,000	($2,414,000)	$928,000
Pinal	$550,050	$995,900	($1,025,000)	$520,950
Santa Cruz	$0	$404,100	($404,100)	$0
Yavapai	$550,050	$737,000	($847,600)	$439,450
Yuma	$0	$528,700	($757,000)	($228,300)
Total	$1,650,150	$18,831,700	($20,151,600)	

Figures are rounded

Additional Budget Tools

FY19
- Flexibility Language
  - Omni-language up to $1.25M for counties with a population less than 250K
  - ADOR, ADJC & RTC payments

FY20
- HB 2166: Additional VLT GF revenue

HURF Restoration

IMPACT OF NEW HIGHWAY SAFETY FEE

Results by HURF Recipient

Recipient	FY19	FY20
Counties	$5,969,800	$8,916,453
Cities	$9,583,250	$14,313,404
MAG	($3,020,625)	$2,701,758
PAG	($1,006,875)	$900,586
ADOT	$--	$42,566,499

Results by County

County	FY19	FY20
Apache	$164,122	$245,131
Cochise	$199,570	$298,077
Coconino	$236,898	$353,829
Gila	$89,788	$134,107
Graham	$58,258	$87,014
Greenlee	$22,048	$32,930
La Paz	$96,012	$143,403
Maricopa	$2,500,196	$3,734,275
Mohave	$294,302	$439,568
Navajo	$196,357	$293,278
Pima	$1,027,356	$1,534,452
Pinal	$469,822	$701,722
Santa Cruz	$84,551	$126,284
Yavapai	$279,825	$417,944
Yuma	$250,696	$374,438
Total	**$5,969,800**	**$8,916,453**

State Budget: Structural Balance

	FY18	FY19	FY20	FY21
Ongoing Revenues	$ 9,749	$10,305	$10,742	$11,221
Ongoing Expenditures	$ 9,639	$10,155	$10,697	$11,218
Structural Balance (Deficit)	$ 110	$ 151	$ 45	$ 3
Carry Forward	$ 341	$ 355	$ 281	$ 191
Fund Transfers	$ 46	$ 116	$ 2	--
One-time Expenditures	$ 183	$ 235	$ 95	$ 88
Ending Balance (Deficit)	$ 204	$ 236	$ 188	$ 103

County Legislative Engagement

General effective date for bills:
August 3, 2018
90 days after Sine Die

PURPOSE

Protect and enhance the county resources and authorities necessary to promote efficient, responsive county government services to constituents.

CSA Legislative Summary
Available at
www.countysupervisors.org

CSA Initiated Legislation

SIGNED

HB 2190 county improvement districts; repayment agreements **Ch. 80**
HB 2413 public road maintenance; primitive designation **Ch. 16**
HB 2653 expenditure limitation; waiver of penalties **Ch. 325**
SB 1038 state land payments; payment method **Ch. 18**
SB 1113 zoning violations; notice; service **Ch. 213**

BUDGET MESSAGING

HB 2274 county contributions; hospitalization; medical; repeal
HB 2415 juvenile dependency proceedings fund
HB 2439 county contributions; committed youth; repeal

DID NOT ADVANCE

SB 1410 transient lodging tax; rural counties
Super Majority to Levy County Excise Taxes

Select Bills

Please note, approximately 220 county related bills were signed by the Governor and CSA will provide a summary of all the bills organized by policy area by the end of May.

HB 2371 mobile food vendors; state licensure (*Payne*) **Ch. 286**

HB 2502 NOW: traumatic event counseling; public safety (*Boyer*) **Ch. 259**

SB 1001 (1st SS) controlled substances; regulation; appropriation (*Yarbrough*) **Ch. 1**

SB 1043 county recorder; recording fees (*Kavanagh*) **Ch. 143**

SB 1140 NOW: certificates of authority; video service (*Griffin*) **Ch. 331**

HB 2097 pension funding policies; employers (*Livingston*) **Ch. 112**

HCR 2032 public retirement systems (*Livingston*) ***Transmitted to the Secretary of State***

SB 1251 PSPRS; CORP; modifications (*D. Farnsworth*) **Ch. 42**

SB 1478 NOW: employer contributions; EORP (*Fann*) **Ch. 343**

Select Bills

AOC Fair Justice Initiative

HB 2169 driving violations; restricted licenses; penalties *(Boyer)* **Ch. 113**
HB 2259 juvenile court facilities; shelters; use *(Carter)* **Ch. 136**
HB 2312 setting aside conviction; requirements *(E. Farnsworth)* **Ch. 83**
HB 2313 sentencing; monetary obligations; fine mitigation *(E. Farnsworth)* **Ch. 237**
HB 2314 misdemeanor sentence; authorized disposition *(E. Farnsworth)* **Ch. 203**
HB 2315 intensive probation; employment wages; monitoring *(E. Farnsworth)* **Ch. 204**

Other Items

HB 2003 coal mining; TPT; repeal *(Finchem)* **Ch. 263**
HB 2166 vehicle fees; alternative fuel VLT *(Campbell)* **Ch. 265**
HB 2538 U.S. house vacancy; special election *(Coleman)* **Ch. 316**
SB 1147 county excise tax for transportation *(Worsley)*
SB 1287 ADOT revisions *(Worsley)* **Ch. 166**
SB 1507 water program amendments *(Griffin)*
SB 1519 protective orders; schools; approp *(Smith)*

CSA Opposed Legislation

30 Bills Defeated or Favorably Amended

Select Bills: Defeated

HB 2207 public meetings; audiovisual recordings; posting *
HB 2333 home-based businesses; local regulation
HB 2383 authorized emergency vehicles; probation officers*
HB 2386 notice of claim; requirements
HB 2396 property; subdivision; size; requirements
HB 2479 TPT; digital goods & services
HB 2497 county attorney; county sheriff; salaries
HB 2500 real estate signs; cities; counties
HB 2518 prosecution expenses; county reimbursement; repeal*
SB 1153 fire flow requirements; rural applicability
SB 1195 mental health screening; hospitalization
SB 1404 occupational regulation; municipalities; counties
SB 1466 voting centers; board of supervisors
SB 1492 payment in lieu of taxes
SB 1516 central Arizona project; sovereign immunity

Select Bills: Favorably Amended

HB 2003 coal mining; TPT; repeal **Ch. 263**
HB 2371 mobile food vendors; state licensure **Ch. 286**
HB 2502 public safety; traumatic event counseling **Ch. 259**
SB 1140 NOW: certificates of authority; video service **Ch. 331**
SB 1274 public monies; recovery; illegal payments **Ch. 253**
SB 1503 delinquent restitution; monthly report; hearing **Ch. 226**

Bill had a strike-everything amendment, underlying bill died

2018 Summary: By the Numbers

County FY19 GF Relief — **$271K**

$89K — **New County FY 19 HURF Funding**

CSA Initiated Bills Signed — **5**

30 — **Bad Bills Defeated Or Amended**

Policy Development Process

Due : 08.13.18

Legislative Proposals

County legislative proposals should be submitted to be considered by the Board at the CSA Summit.

09.20.18

CSA Board Meeting

June/July/August – Not meeting

10.03.18 – 10.05.18

CSA Legislative Policy Summit

Hosted by Yuma County
Hilton Garden Inn, Yuma Pivot Point, Yuma

Work Session

<u>Meeting Date:</u> 06/26/2018

<u>Submitted By:</u> Jacque Sanders, Asst. County Manager/Librarian

<u>Department:</u>   Asst County Manager/Library District

<div align="center">Information</div>

<u>Request/Subject</u>

Presentation of the draft Marketing Plan and update on the Tourism and Marketing Initiative for Gila County.

<u>Background Information</u>

Gila County has begun the process of a coordinated effort to promote all of the events, activities, destination sites and opportunities that exist within Gila County.   This beginning phase includes establishing the current market situation, describing the target audience, and listing the desired marketing goals in order to develop the creative strategy. The Board of Supervisors held a work session on March 27, 2018, to begin the strategic planning process. Following that meeting, two formal stakeholder meetings along with several smaller informal sessions with various stakeholders have been held. On May 15, 2018, six brand strategies and corresponding logos were presented to the Board of Supervisors for discussion, and on June 5, 2018, the Brand Strategy "Explore the Wild- Discover Gila County" was adopted.

<u>Evaluation</u>

The draft Marketing Plan is now available for discussion and review. Following this discussion, the plan will be finalized for adoption at a future meeting, and presented to the stakeholders and the public.

<u>Conclusion</u>

N/A

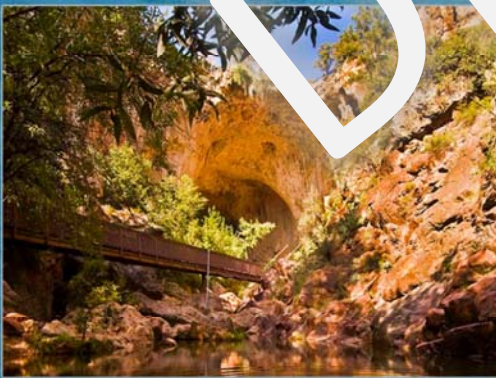<u>Recommendation</u>

N/A

<u>Suggested Motion</u>

Information/Discussion to present and review the draft Marketing Plan and provide updates on the Tourism and Marketing Initiative. **(Jacque Sanders/Cameron Davis)**
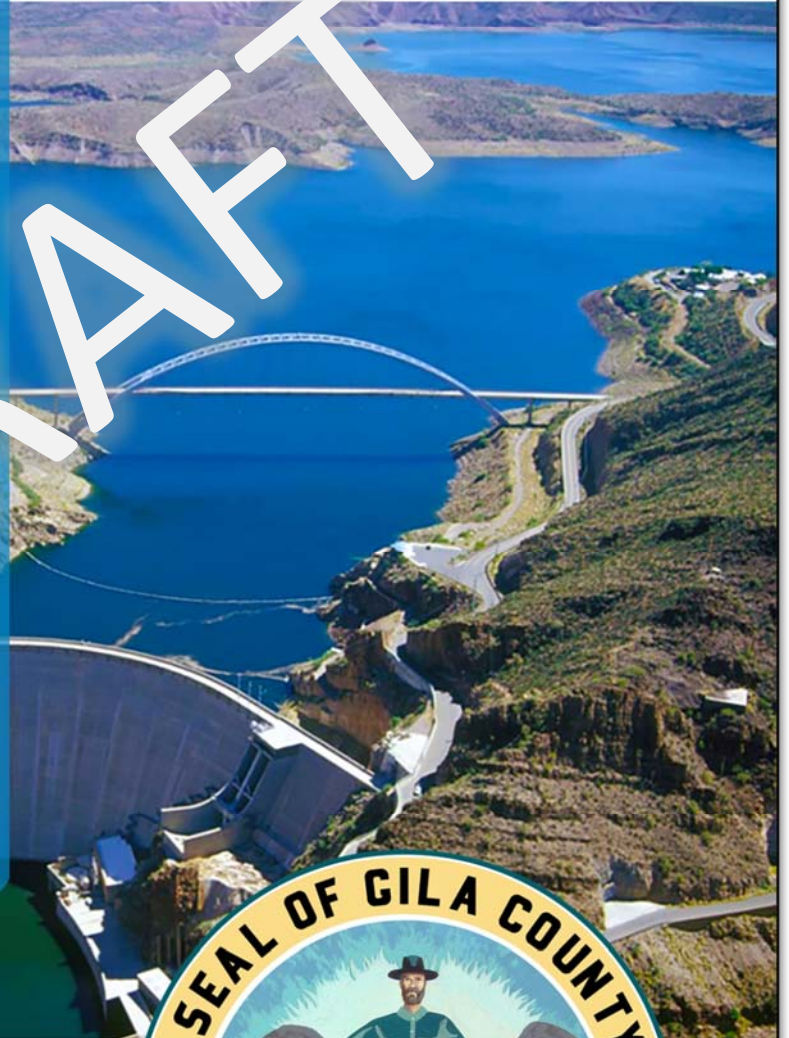

<u>Attachments</u>

<u>Marketing Plan Presentation</u>
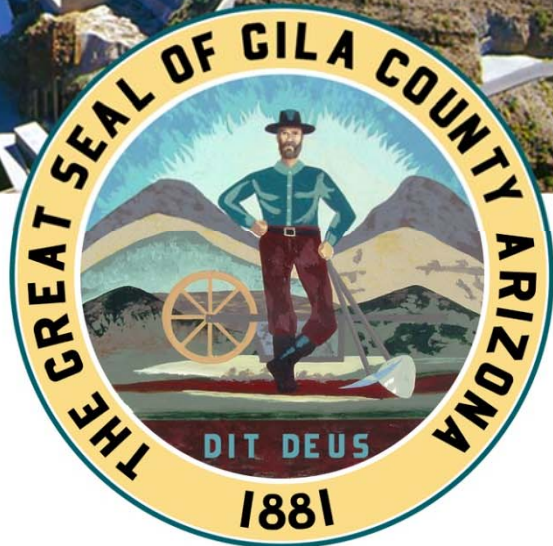
MARKETING
PLAN & STRATEGY

DRAFT

2018 - 2021
3-Year Plan

Prepared by:

THE GREAT SEAL OF GILA COUNTY ARIZONA

DIT DEUS

1881

CONTENTS

Hells Gate Wilderness

HAIGLER CREEK

ACKNOWLEDGEMENTS

A group of Gila County stakeholders from various organizations contributed their expertise, insight and time to develop this Strategic Marketing Plan, which will guide Gila County's efforts over the next three years. This set of stakeholders collaborated to help identify, define and provide feedback on four core marketing areas that will drive the County's marketing efforts from 2018 - 2021: technology, partnership, brand creation and marketing strategy. Gila County acknowledges the following Strategic Stakeholders for their insight and dedication in this process.

Stakeholders

Gila County	IDA	Payson	PINE STRAWBERRY	STAR VALLEY	Young, AZ	RIM COUNTRY
Supervisor District 1 Tommie Cline Martin	**President** Fred Barcon	**Mayor** Craig Swartwood	**Business Owner** Tamara Morkin	**Councilman** Bobby Davis	**Business Owner** James Bruzzi	**Chamber Pres.** Lance Porter
Supervisor District 2 Tim R. Humphrey	**Vice President** Mac Feezor	**Town Manager** LaRon Garrett				**Chamber Mgr.** Maia Crespin
Supervisor District 3 Woody Cline	**GCIDA Board Member** Cliff Potts	**Economic Dev. Manager** Bobby Davis				
Gila County Manager James Menlove	**GCIDA Board Member** Lisa Brazil	**Rec & Tourism Director** Courtney Spawn				
Asst. County Manager Jacque Sanders	**IDA Manager** Sandy Palmer					
Admin Services Manager Autumn Giles						

Globe·Miami	City of Globe	Town of Miami	Freeport-McMoRan Copper & Gold	Resolution Copper	Capstone	CAG
Chamber Director Ellen Kretsch	**City Manager** Paul Jepson	**Mayor** Darryl Dalley	**Social Responsibility and Community Dev. Director** Robin Bradford	**Community and Social Performance Analyst** Bryan Sepalla	**Community Specialist** Ann Petty	**Economic and Planning Dev. Manager** Brad Mecham
	Economic Dev. Director Linda Odenneto	**Town Manager** Joe Heatherly				

Tonto Apache Tribe						
Tonto Apache Tribe Tribal Council Member Farrell Hoosava						

THE PURPOSE

INCREASE TOURISM

ENRICH QUALITY OF LIFE

ENHANCE BUSINESS

The 2018–2021 Strategic Marketing Plan is a comprehensive plan developed to guide Gila County's marketing vision and direction over the next three years, aimed at boosting tourism brand awareness, visitation revenues and increasing business activity. It is strategically responsive to the "new normal" post-recession travel environment and changes in demographics, technology and consumer travel trends.

The Strategic Marketing Plan is a key component of Gila County's overall Business Plan and serves as a roadmap for creating an annual revenue stream to support tourism related activities and the promotions of key assets with in the County.

This plan will position Gila County as a destination that targets adventure seekers and showcases its valuable regional assets like: outdoor activities, special events, cultural programs, historical sites/stories, culinary tastes and art attractions as a means of enhancing the economic potential and cultural growth of the entire County.

This plan allows Gila County to be competitive with like-counties to via for over **$2.1 BILLION** in tourism dollars that the Arizona Office of Tourism says is spent annually in the State of Arizona. This equates to over **43 MILLION VISITORS** that pour in to the State looking to define their own adventure. This is in addition to the **10.4 MILLION ARIZONA RESIDENTS** that enjoy weekend trips or "staycations".

Source: 2017 Governor's Conference on Tourism Arizona Office of Tourism Report – Dean Runyan Associates, 2016p data

WELCOME

GILA COUNTY MARKETING VISION STATEMENT

"Create a marketing plan and brand strategy that promotes the unique assets of Gila County while increasing tourism, enriching the lifestyle of its residents through job creation and generating greater business activity that will enhance the overall economic vitality of the region".

MARKETING SLOGAN
"Explore The Wild.

CALL TO ACTION
Discover Gila County"

Visual Brand Strategy

This is the newly created mission statement, formed by the Gila County Board of Supervisors to guide the strategic marketing direction for the next three years from 2018 - 2021. Developed with the help of many stakeholders countywide, including the Gila County Industrial Development Authority and professional consultation from Razor Thin Media, LLC, the plan is just one part of the forward-looking initiatives undertaken by the Gila County Board of Supervisors this last fiscal year to help set the stage for countywide growth and success.

Razor Thin Media, LLC has been contracted to build the marketing plan, define the direction and identify and execute the creative strategy that will lead us there.

After considerable research and stakeholder input, "Explore the Wild. Discover Gila County" emerged as the marketing slogan that will serve as the foundation for this comprehensive marketing effort. The County leadership team is now set and poised to deliver, on its intended goals of promoting unique adventures for our guests, enriching the lifestyle for our residents, and building stability and diversity for our economy.

Throughout the entire Gila County organization, we seek to create a culture of collaboration, shared effort and our valued partners – deserve nothing less.

True to this Mission, the County will create a state-of-the-art website, social media channels, job board and centralized calendar. The County's assets will be showcased through visually stimulating graphics, stories, videos and social sharing opportunities. We'll aim to inspire as well as inform, enabling visitors to imagine, plan for and truly enjoy, the adventure of their choice while visiting Gila County.

Our commitment, of course, is to market the entire County, celebrating its rich diversity, its majestic beauty and its welcoming, creative people and businesses. Our aim is to increase visitation and visitor spending and thus contribute to enhancing the economic vitality, for the benefit of all.

We seek your support and value your input as well as your trust.

Respectfully,

Supervisor District 1 - Tommie Cline Martin   Supervisor District 2 - Tim R. Humphrey   Supervisor District 3 - Woody Cline

EXECUTIVE SUMMARY

The objective of this overall marketing plan is to better identify how to promote the geographical area known as Gila County as a consistent brand, increase the socio-economic benefits of tourism in the area and provide an enhanced visitor experience while also ensuring a greater sense of understanding of the natural attractions, history, heritage, folklore and culture of Gila County. By doing these things Gila County will start to experience an enhanced economic vitality for its business community and ultimately increase the quality of life for its citizens.

According to the 2016 Arizona Office of Tourism's Annual Report, Tourism accounted for $21.2 Billion in direct spending. This number was up about 1% from 2015. The North-Central Region of Arizona (Gila and Yavapai Counties) received $1.04 billion in 2016, which ranked last overall among other regions in the state that track tourism direct spending.

With Arizona tourism dollars rising each year it is important to note that Gila County has an opportunity to better position its many assets and take advantage of this large influx of annual spending that is coming in to the state. This plan will focus on bringing those assets, attractions and history to light by engaging modern day technology to tell those stories. It will include a social media platform that will allow adventure seekers of all types, ages and demographics to share their experiences, which in turn will create more awareness of the County.

This plan will furthermore set the foundation of building a destination that resides between 2,000 and 8,000 feet above sea level and provides its visitors with access to the following:
- Mountains, valleys, lakes, rivers, streams and rugged wilderness areas.
- Wild adventures – showcasing forests, hundreds of miles of hiking, biking and ATV trails, fishing, camping, bird watching and sight-seeing.
- Access to trophy big game hunting and other wildlife.
- A vibrant history that was instrumental in forming the wild American Western Frontier and is deeply supported by stories and culture of the Native Americans, pioneers, ranchers and miners that settled this area.
- A diverse business community offering everything from authentic Mexican cuisine to coffee and brew bubs to kayaking rentals to big game outfitters and guides.
- Special events that provide fun and invite all to join in and become part of the traditions and lifestyle that is unique to Gila County.

This marketing plan acknowledges the importance of supporting the brands and propositions of all the towns and cities involved in highlighting the connectivity, integration and synergy across the region. It also reflects how critical it is to leverage the marketing and promotional initiatives of these stakeholders to drive awareness and greater tourism activity for the entire region.

Furthermore, this marketing plan has endeavored to provide a true representative approach that all groups and businesses within Gila County can understand and be happy to support.

GOALS AND OBJECTIVES

The plan's strategic framework is built around four key goals and corresponding objectives.

Goal #1
CREATE THE PLAN

OBJECTIVES/STRATEGY

- Create marketing plan and vision
- Identify clear goals and objectives
- Build collaboration with stakeholders
  - Gila County
  - GC IDA
  - Arizona Office of Tourism
  - Cities & Towns
  - Chambers
  - EDC's
  - Businesses
- Identify countywide assets
- Build a network of resources that will help sustain and hold up this initiative for the next three years and into the future.
- Create operating budget for marketing and promotions

Goal #2
INCREASE AWARENESS & TOURISM PROMOTION

OBJECTIVES/STRATEGY

- Create new brand
  - Logo
  - Slogan
  - Positioning
- Design website
  - Over 300+ pages of content
  - Video vignettes of assets
  - Pictures of events and assets
  - Links to social platforms
  - Blog
  - Centralized calendar
- Create social media presence (Facebook, Twitter, Instagram etc.)
- Create SEO strategy
- Create stakeholder back link strategy
- Create email marketing strategy
- Create PR campaigns

Goal #3
PROVIDE ACCESS TO OPPORTUNITIES

OBJECTIVES/STRATEGY

- Create a web based centralized job board for Gila County
  - Market it as the place to find and post jobs in Gila County
  - Make it user friendly
  - Offer it to regional business to post their jobs to attract more qualified applicants
  - Provide this service, so that local citizens can find good jobs in the County and improve their quality of life and remain in Gila County

Goal #4
DRIVE TRAFFIC DELIVER PROMISE

OBJECTIVES/STRATEGY

- Drive traffic to the over all program with the intention of Increasing sales tax revenue to support this initiative and enhance the overall quality of life in Gila County.
- Deliver on our promise of "Adventure is Found in Gila County
- Stay true to our brand pillars by providing an experience that is unique and true to our visitors

SITUATIONAL ANALYSIS

STATE OF ARIZONA
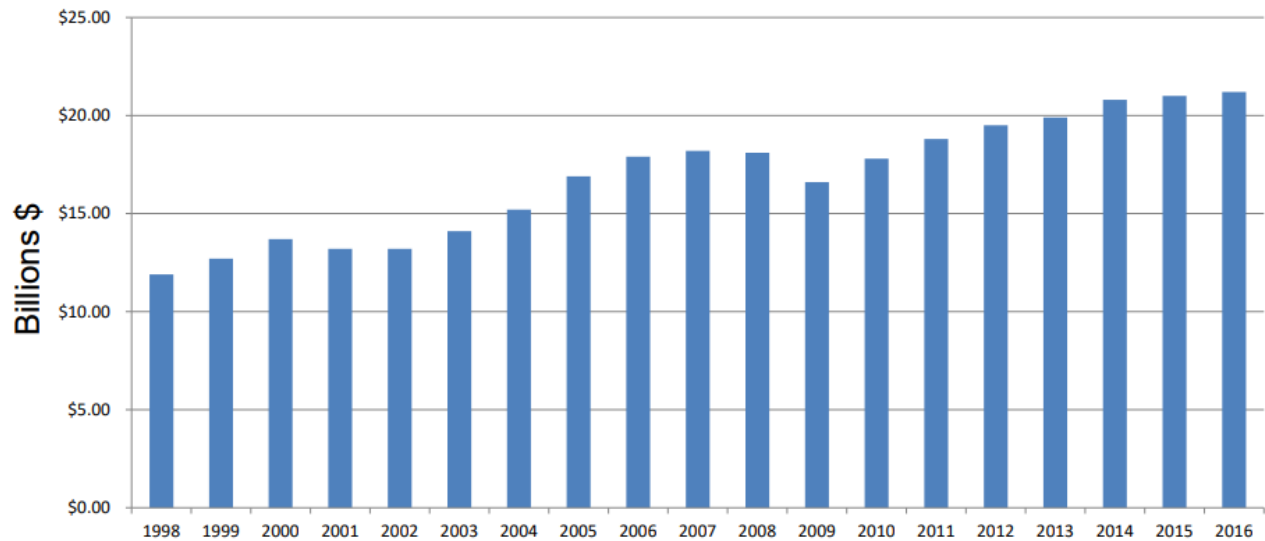
ARIZONA TRAVEL PERFORMANCE
Direct Spending

- ## $21.2 BILLION
  ### DIRECT SPENDING

  - Up 1% from 2015

  - **EMPLOYMENT**
    184,200 direct jobs
    Up 2.6% over 2015

  - **EARNINGS**
    $6.5 Billion
    Up 4.0% over 2015

  - **NON-TRANSPORTATION**
    $13.8 Billion
    Up 3.3% over 2015

  - **TRANSPORTATION**
    $4.8 Billion
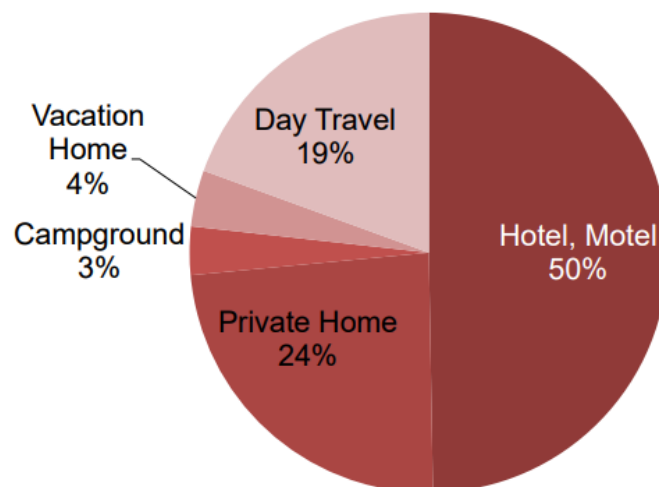   Down 5.4% over 2015

DIRECT SPENDING TREND

Source: Dean Runyan Associates. 2016p data

DIRECT SPENDING

BY ACCOMMODATION TYPE

Source: Dean Runyan Associates, 2016p data

ARIZONA TOURISM

TOTAL TAX REVENUE

$3.1 Billion

Total Tax Revenue

LOCAL

$893 Million

Up 4.3% over 2015

STATE

$859 Million

Up 2.3% over 2015

FEDERAL

$1.3 Billion

Up 2.8% over 2015

Source: Dean Runyan Associates, 2016p data

Governor's Conference on Tourism - Arizona Office of Tourism Report

$410

$2,520

$540

$750

$720

$1,160

$700

$960

$710

$380

$430

$490

$540

$1,110
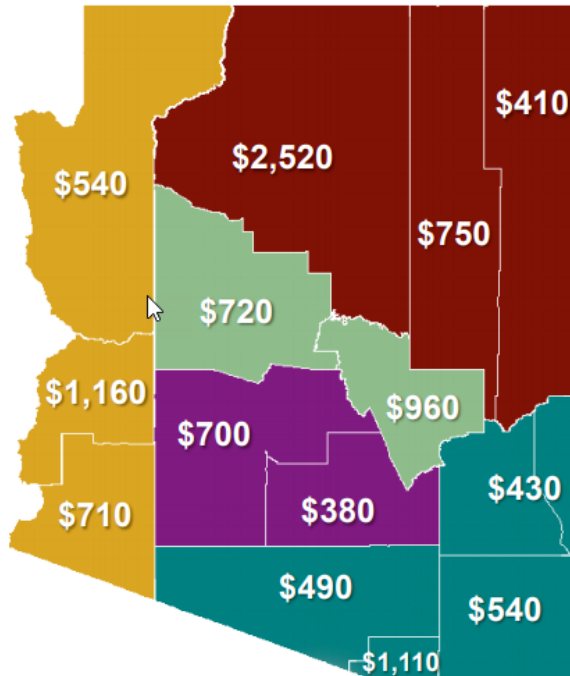
Taxes contributed by visitors save Arizona households an average of $1,186 annually.

Source: Dean Runyan Associates, 2016p data
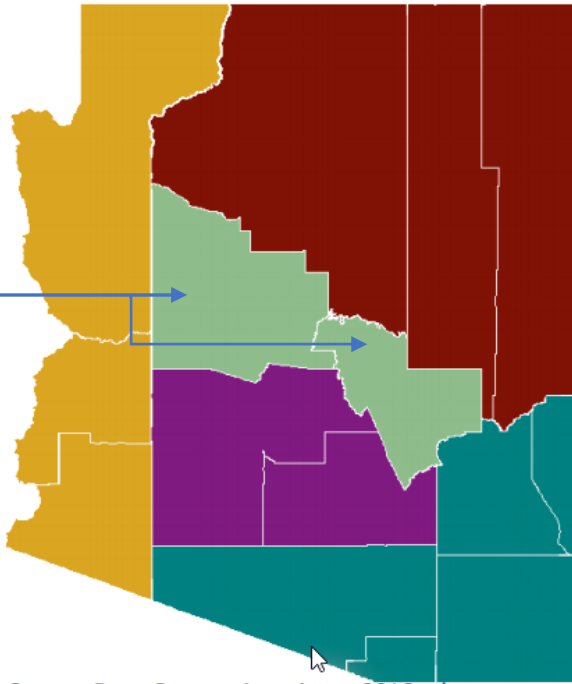
Governor's Conference on Tourism - Arizona Office of Tourism Report

REGIONAL
Direct Spending

Northern	$1.73 Billion
West Coast	$1.28 Billion
North Central	$1.04 Billion
Phoenix & Central	$13.9 Billion
Tucson & Southern	$3.31 Billion

Source: Dean Runyan Associates, 2016p data
**Governor's Conference on Tourism - Arizona Office of Tourism Report**

It is important to point out the following data highlights:

1. **North Central Region** – The data collected on this page includes Gila and Yavapai Counties.

2. This region currently ranks the lowest in direct spending in the state.

3. Due to the North Central Regions abundance of natural resources, special events and attractions, it has the greatest potential of increasing this number exponentially.

Factors that will increase these numbers

1. Increased awareness and promotion

2. Sustainable job creation and growth

3. Better use of technological advances

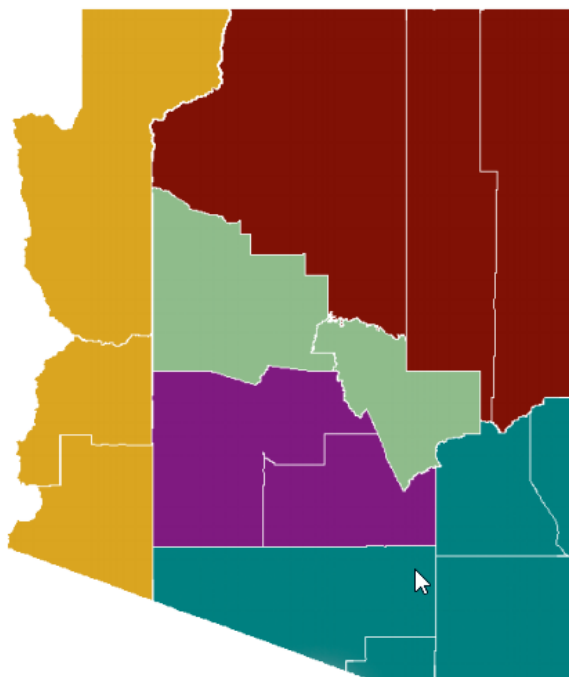4. Sustained focus on economic development and business attraction

GROWTH

POTENTIAL
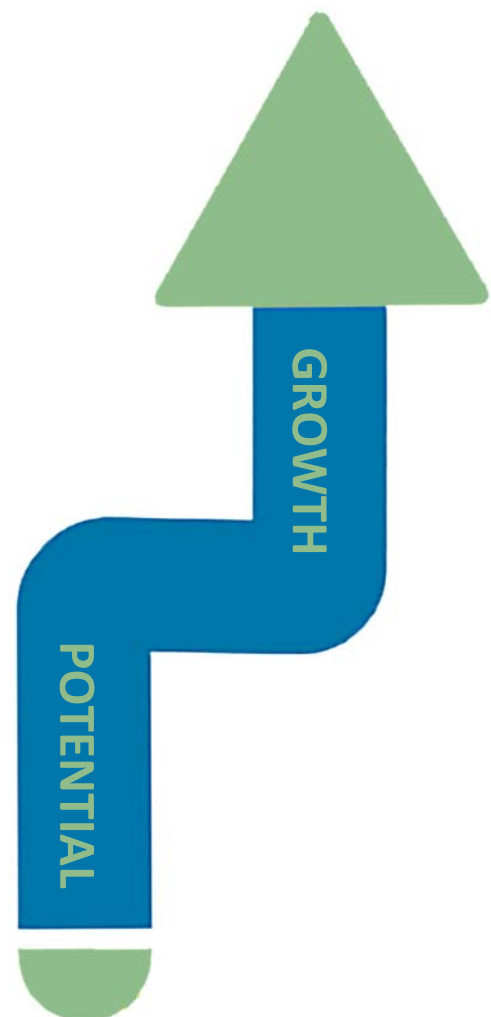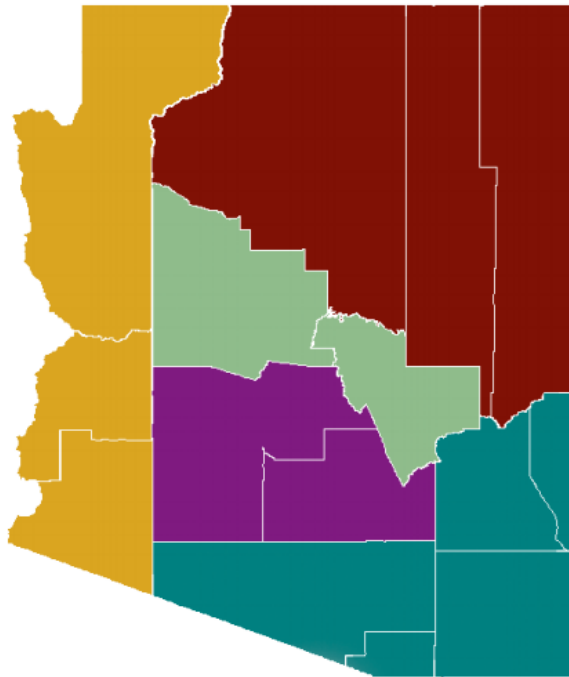
REGIONAL
Employment

Northern	18,300 jobs
West Coast	14,400 jobs
North Central	12,000 jobs
Phoenix & Central	108,000 jobs
Tucson & Southern	31,300 jobs

Source: Dean Runyan Associates, 2016p data

REGIONAL
Earnings

Northern	$500 Million
West Coast	$354 Million
North Central	$294 Million
Phoenix & Central	$4.4 Billion
Tucson & Southern	$838 Million

Source: Dean Runyan Associates, 2016p data

VISITOR VOLUME

43 Million
Total Overnight Visitors in 2016

DOMESTIC
37.4
Up 2.7% over 2015
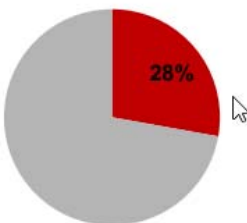
INTERNATIONAL
5.67 Million
Down -0.7% over 2015

Source: Tourism Economics, 2016 data

VISITOR VOLUME

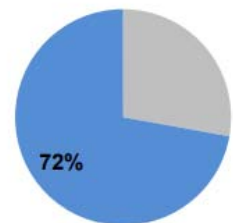## 37.4 Million
Domestic Overnight Visitors

28%
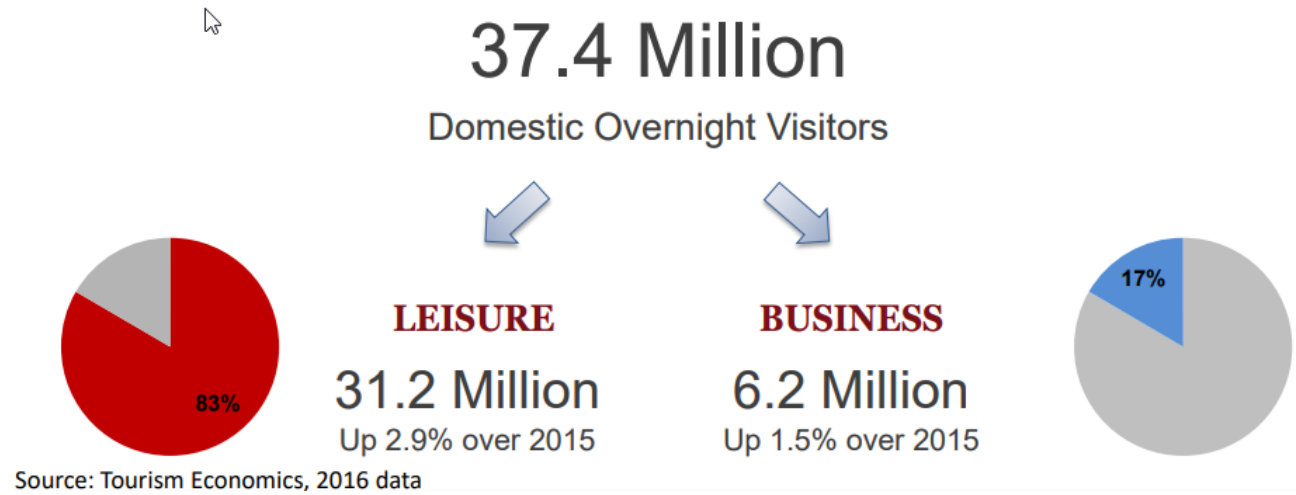
RESIDENT
10.4 Million
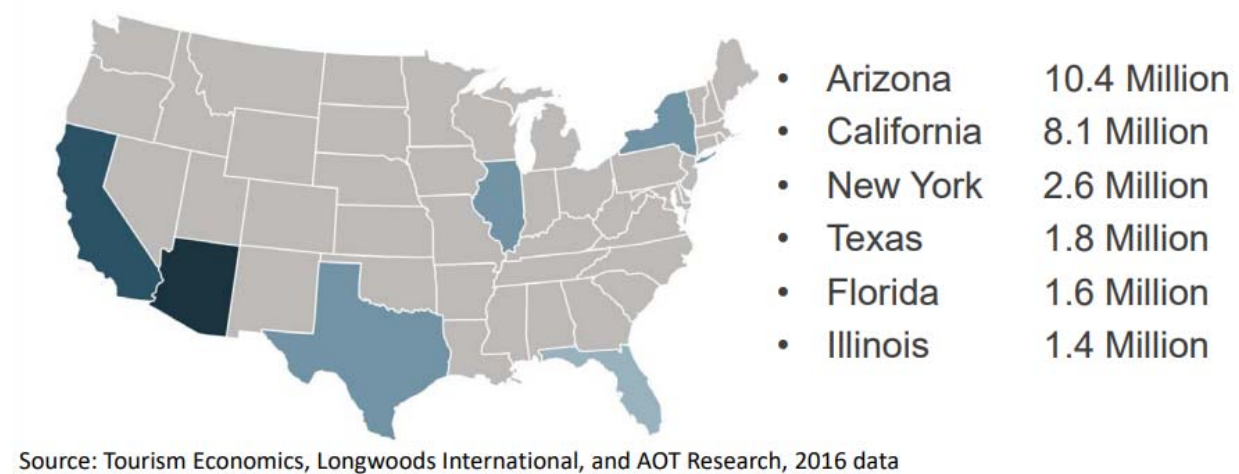Up 2.3% over 2015

NONRESIDENT
27.0 Million
Up 2.8% over 2015

72%

Source: Tourism Economics, 2016 data

VISITOR VOLUME

37.4 Million
Domestic Overnight Visitors

LEISURE	BUSINESS
31.2 Million	**6.2 Million**
Up 2.9% over 2015	Up 1.5% over 2015

83%

17%

Source: Tourism Economics, 2016 data

TOP DOMESTIC ORIGIN MARKETS

- Arizona — 10.4 Million
- California — 8.1 Million
- New York — 2.6 Million
- Texas — 1.8 Million
- Florida — 1.6 Million
- Illinois — 1.4 Million

Source: Tourism Economics, Longwoods International, and AOT Research, 2016 data
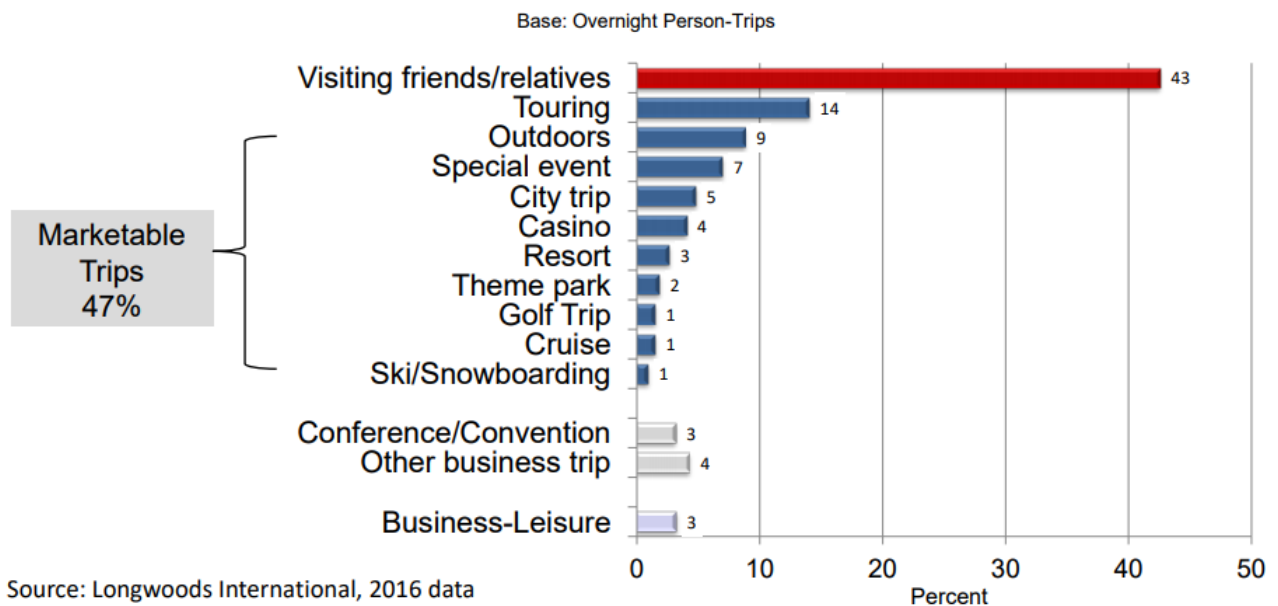
DOMESTIC OVERNIGHT VISITATION
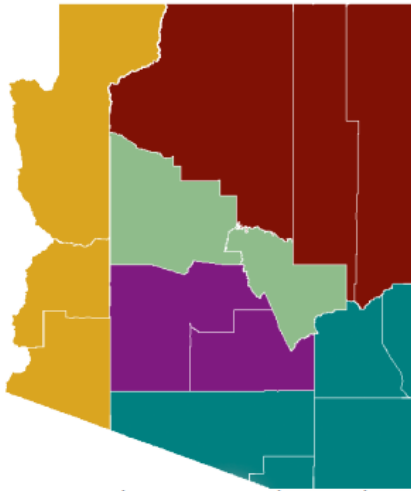
- Phoenix & Central   22.8 Million
- Tucson & Southern   6.0 Million
- Northern   8.1 Million
- North Central   6.2 Million
- West Coast   6.3 Million

Source: Longwoods International, 2016 data

MAIN PURPOSE OF TRIP

Base: Overnight Person-Trips

Purpose	Percent
Visiting friends/relatives	43
Touring	14
Outdoors	9
Special event	7
City trip	5
Casino	4
Resort	3
Theme park	2
Golf Trip	1
Cruise	1
Ski/Snowboarding	1
Conference/Convention	3
Other business trip	4
Business-Leisure	3

Marketable Trips 47%
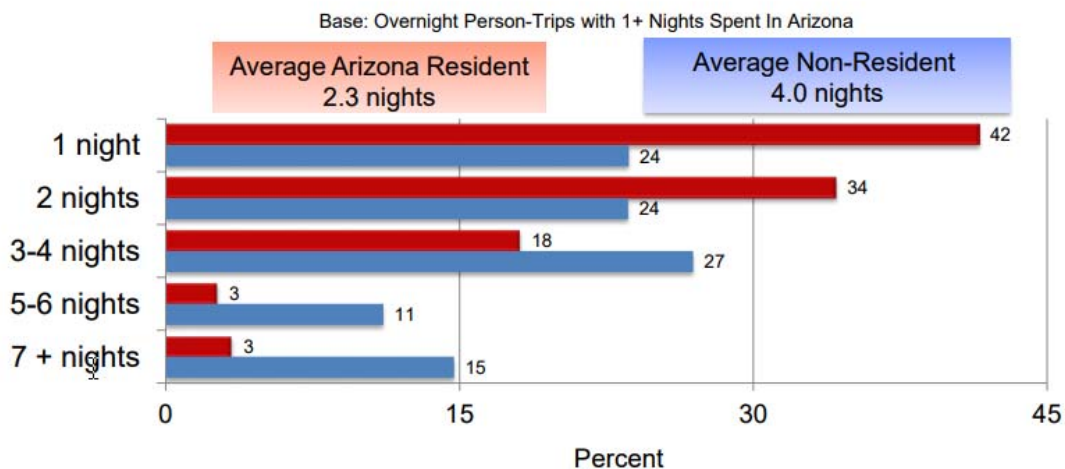
Source: Longwoods International, 2016 data

2017 YEAR TO DATE INDICATORS

- Gross Sales – YTD May
  - Lodging ⬆ 9.1%
  - Restaurant/Bar ⬆ 5.8%
  - Retail ⬆ 3.7%
  - Amusement ⬇ 5.7%
  - Total ⬆ 4.1%

- Lodging - YTD June
  - OCC 70.1% ⬆ 1.6%
  - ADR $129.22 ⬆ 5.1%
  - RevPAR $90.57 ⬆ 6.8%

- AZ State Parks - YTD May
  - 1.46 million visitors ⬆ 9.4%

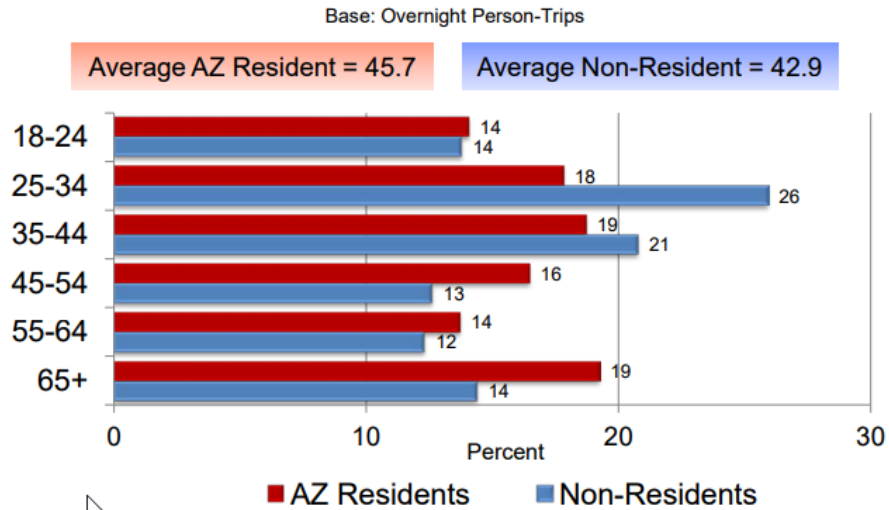- See website for latest Airport and National Park data

Source: Arizona Department of Revenue, Arizona Hospitality Research and Resource Center, Arizona State Parks, STR Inc.
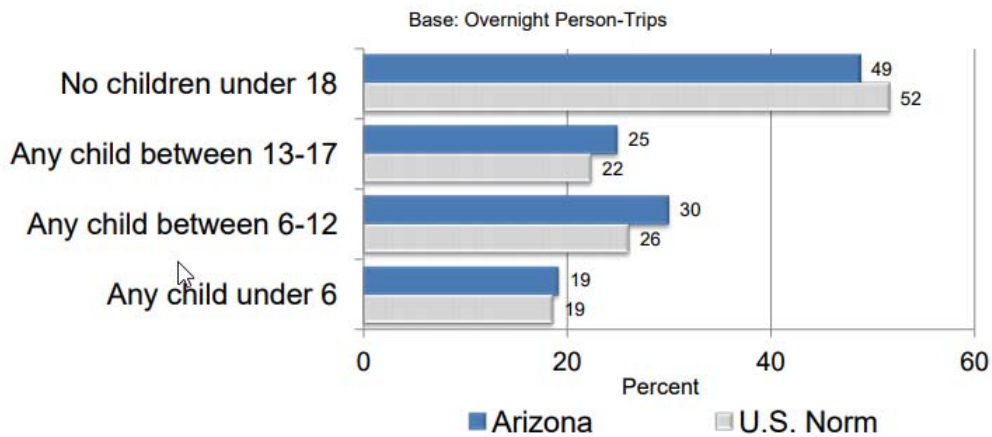
2017 NUMBER OF NIGHTS SPENT IN ARIZONA

Base: Overnight Person-Trips with 1+ Nights Spent In Arizona

Average Arizona Resident 2.3 nights	Average Non-Resident 4.0 nights

Nights	Arizona Resident	Non-Resident
1 night	42	24
2 nights	34	24
3-4 nights	18	27
5-6 nights	3	11
7 + nights	3	15

Percent

Source: Longwoods International, 2016 data

VISITOR AGE

Average AZ Resident = 45.7   Average Non-Resident = 42.9

Age	AZ Residents	Non-Residents
18-24	14	14
25-34	18	26
35-44	19	21
45-54	16	13
55-64	14	12
65+	19	14

Percent

■ AZ Residents   ■ Non-Residents

Source: Longwoods International, 2016 data

CHILDREN IN HOUSEHOLD

Base: Overnight Person-Trips

	Arizona	U.S. Norm
No children under 18	49	52
Any child between 13-17	25	22
Any child between 6-12	30	26
Any child under 6	19	19

Percent

■ Arizona   ▨ U.S. Norm

Source: Longwoods International, 2016 data

HOUSEHOLD INCOME

Base: Overnight Person-Trips

Income	Arizona	U.S. Norm
$150K+	7	6
$100-$149.9K	16	16
$75-$99.9K	19	17
$50-$74.9K	23	22
<$49.9K	35	39

Percent

■ Arizona   ▢ U.S. Norm
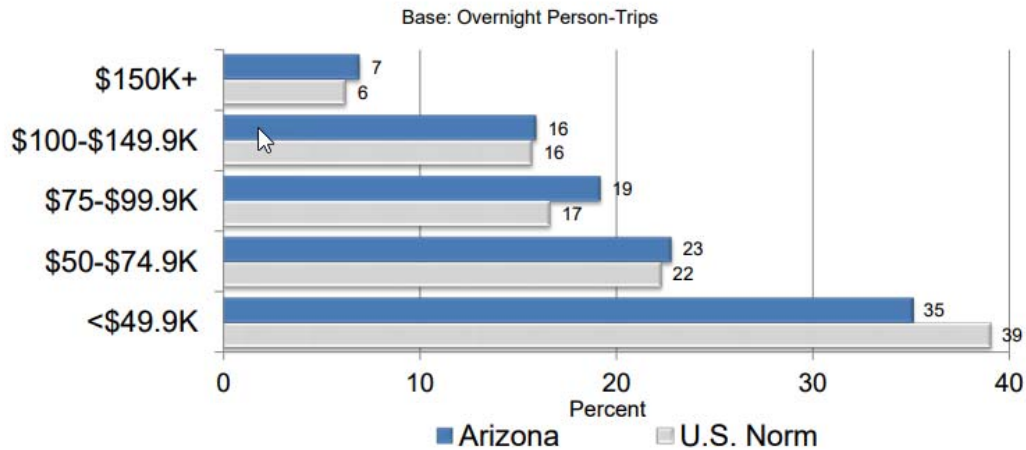
Source: Longwoods International, 2016 data

LENGTH OF TRIP PLANNING

Base: Overnight Person-Trips

	Arizona	U.S. Norm
More than 1 year in advance	6	5
6-12 months	17	14
3-5 months	21	17
2 months	16	17
1 month or less	29	34
Did not plan anything in advance	11	13

Percent

■ Arizona   ▢ U.S. Norm
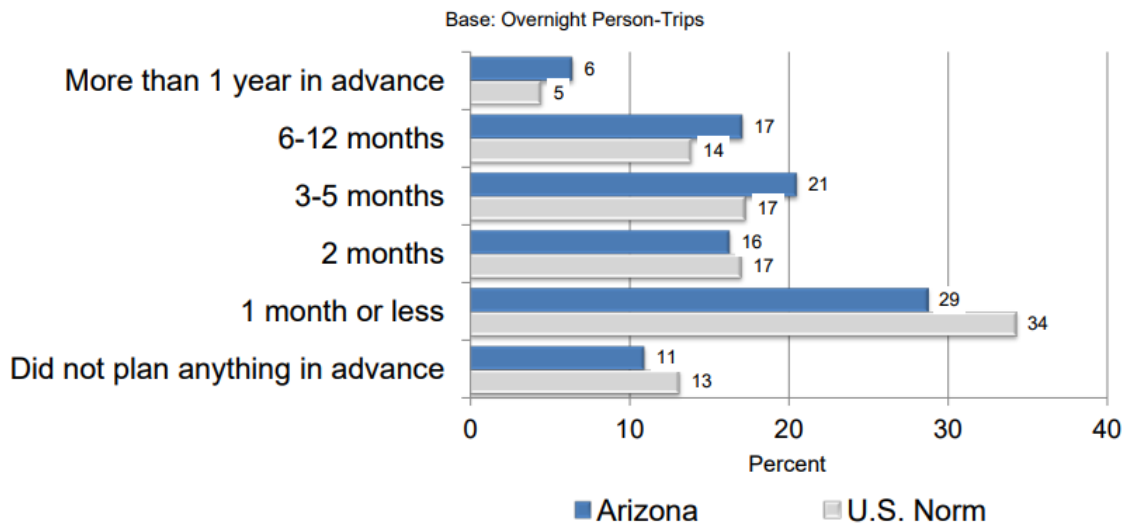
Source: Longwoods International, 2016 data

ACCOMMODATIONS
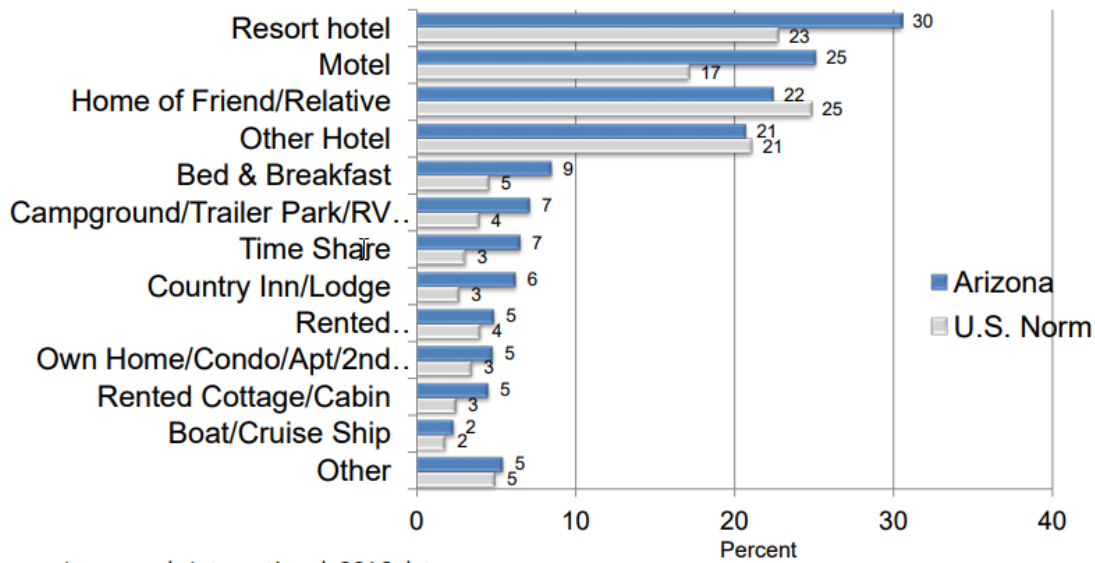
Source: Longwoods International, 2016 data

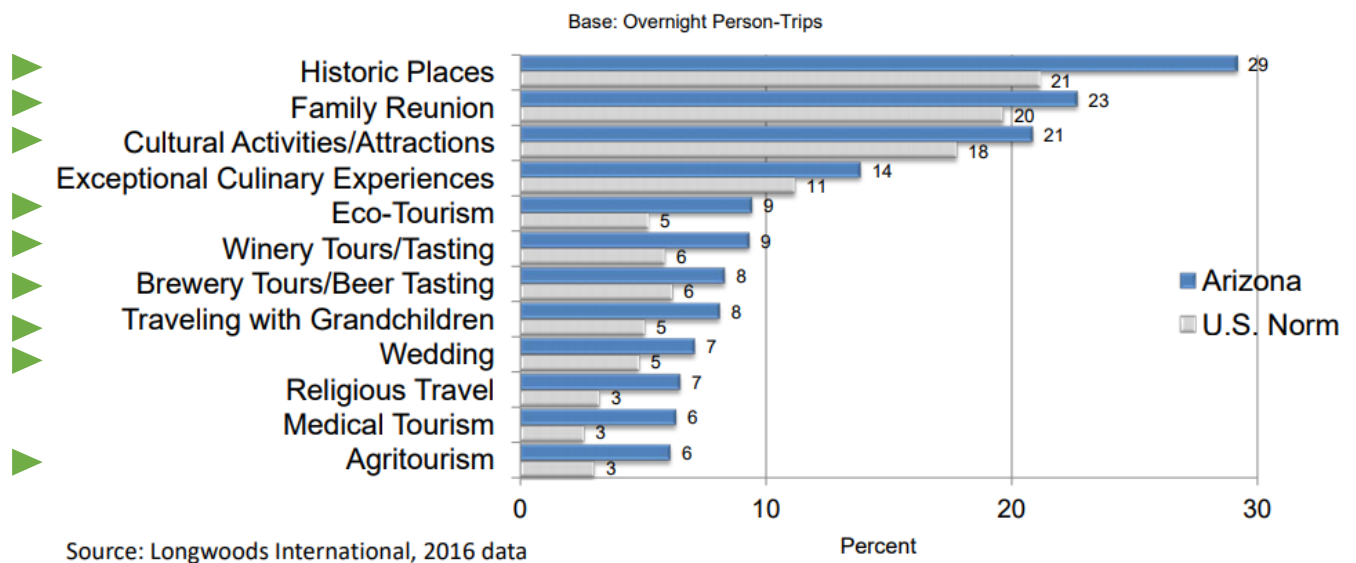# ACTIVITIES AND EXPERIENCES
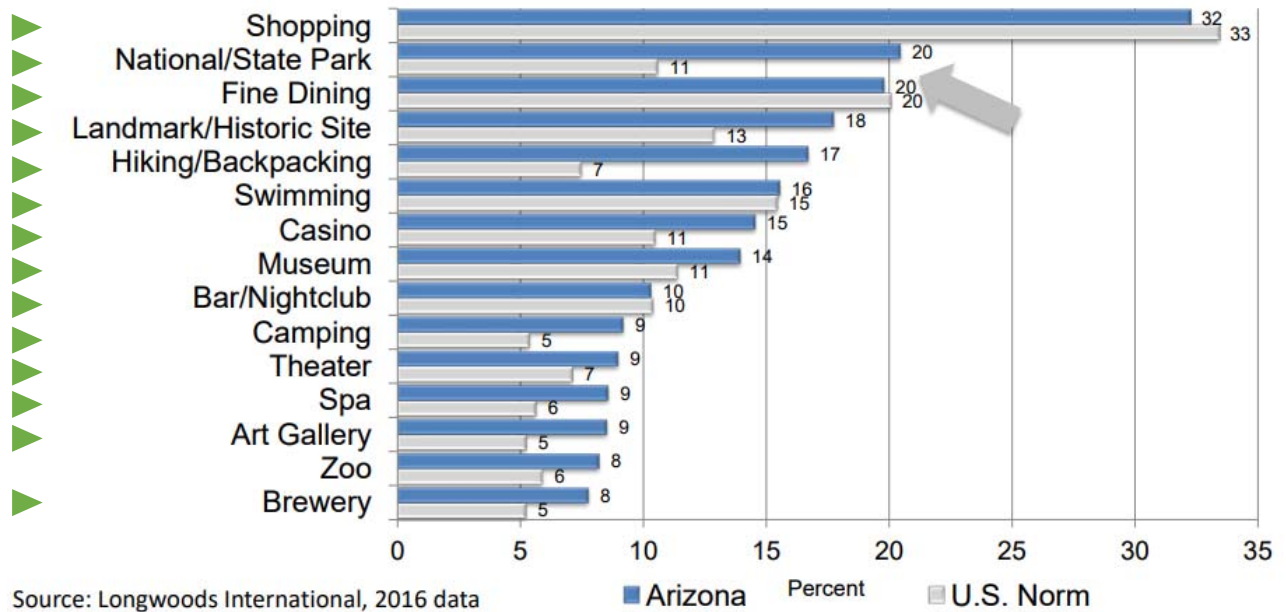
Source: Longwoods International, 2016 data

▶ Green arrow denotes all the activities that are available in Gila County.

ACTIVITIES AND EXPERIENCES (CONT.)

Activity	Arizona	U.S. Norm
▶ Golf	8	4
Theme Park	8	9
▶ Fishing	7	6
Business Meeting	7	5
Beach/Waterfront	6	14
Dance	6	5
▶ Fair/Exhibition/Festival	6	5
▶ Mountain Climbing	6	2
▶ Winery	6	4
Conference/Convention	5	4
▶ Biking	5	4
Pro/College Sports	5	3
Rock/Pop Concert	5	3
Educational Seminar	5	3
Tennis	5	2

Source: Longwoods International, 2016 data ■ Arizona ▨ U.S. Norm
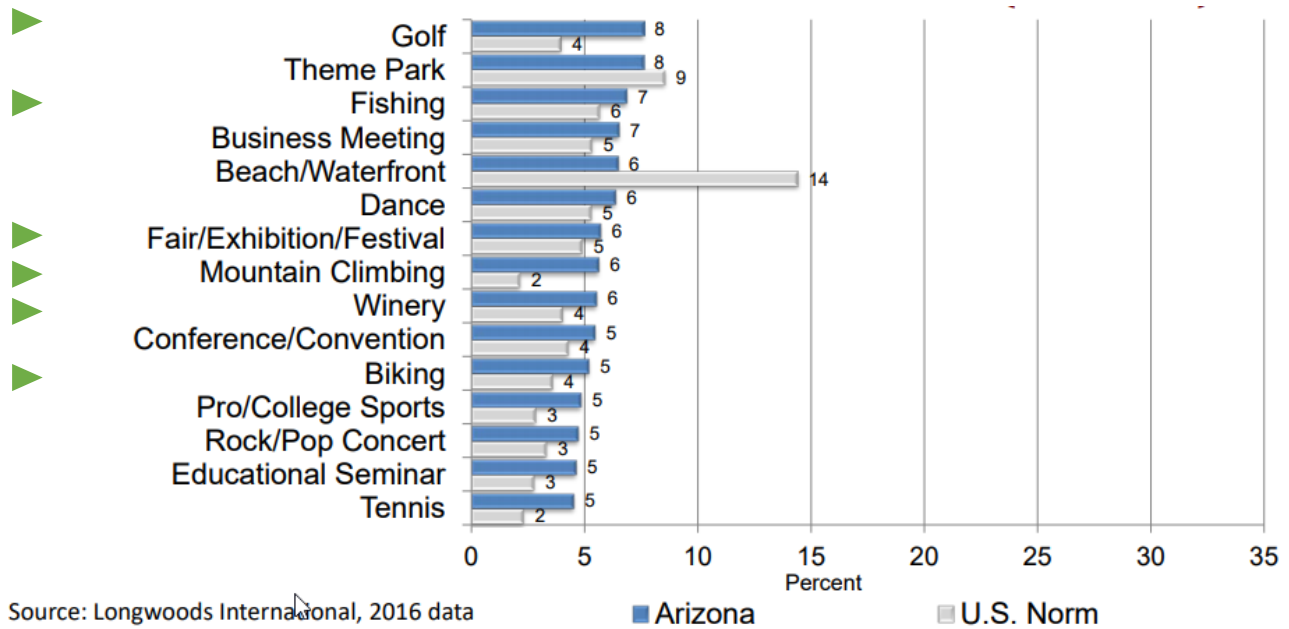
▶ Green arrow denotes all the activities that are available in Gila County.

ACTIVITIES OF SPECIAL INTEREST

Base: Overnight Person-Trips

Activity	Arizona	U.S. Norm
▶ Historic Places	29	21
▶ Family Reunion	23	20
▶ Cultural Activities/Attractions	21	18
Exceptional Culinary Experiences	14	11
▶ Eco-Tourism	9	5
▶ Winery Tours/Tasting	9	6
▶ Brewery Tours/Beer Tasting	8	6
▶ Traveling with Grandchildren	8	5
▶ Wedding	7	5
Religious Travel	7	3
Medical Tourism	6	3
▶ Agritourism	6	3

■ Arizona ▨ U.S. Norm

Source: Longwoods International, 2016 data

▶ Green arrow denotes all the activities that are available in Gila County.

ARIZONA
OFFICE OF TOURISM

2016
Arizona Domestic Overnight Visitors
Residents vs. Non-Residents

37.4 Million
Domestic Overnight Visitors to Arizona

Residents 28%
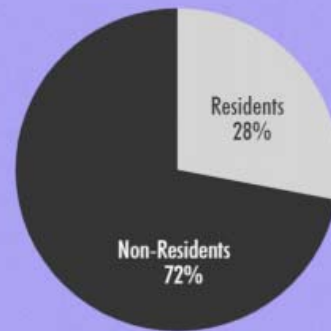
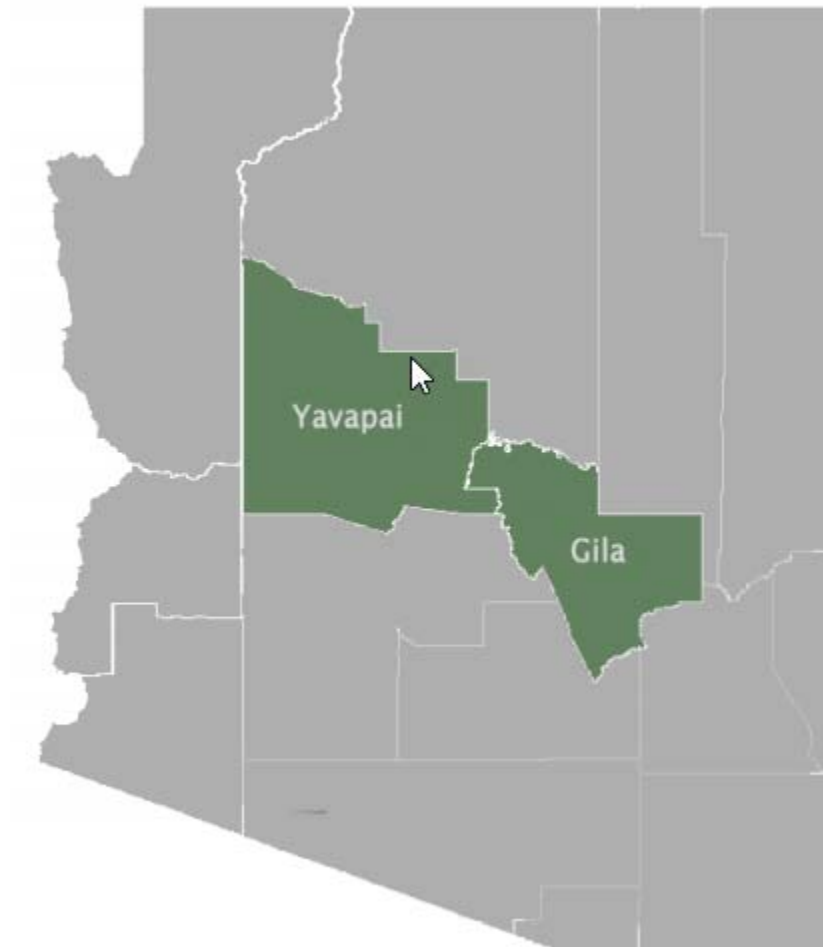Non-Residents 72%

Non-Residents		Residents
72%	share	28%
4.0	nights stayed in AZ	2.3
3.0	party size	3.0
$805	expenditures*	$435
72%	net paid accommodations	58%
$75,860	average HH income	$57,960
43 yrs	average age	46 yrs

Source: Longwoods International, Tourism Economics

* trip expenditures per party, does not include transportation to Arizona

SITUATIONAL ANALYSIS

NORTH CENTRAL ARIZONA

2016 NORTH CENTRAL REGION

Industry Performance & Direct Spending

The North Central Arizona Region is made up of Yavapai and Gila Counties. The combined data that is highlighted in this section of the plan represents an average for these two Counties.

6.2 Million
Domestic Overnight Visitors

$1.04 Billion
Direct Spending

ARIZONA
OFFICE OF TOURISM

Source: Longwoods International, Dean Runyan Associates

REGIONAL IMPACTS - 2016
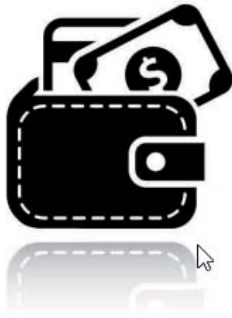
$1.04 Billion
Direct Spending

$91 Million
State and Local Taxes

11,960
Jobs

$294 Million
Earnings

Source: Dean Runyan Associates

ARIZONA
OFFICE OF TOURISM
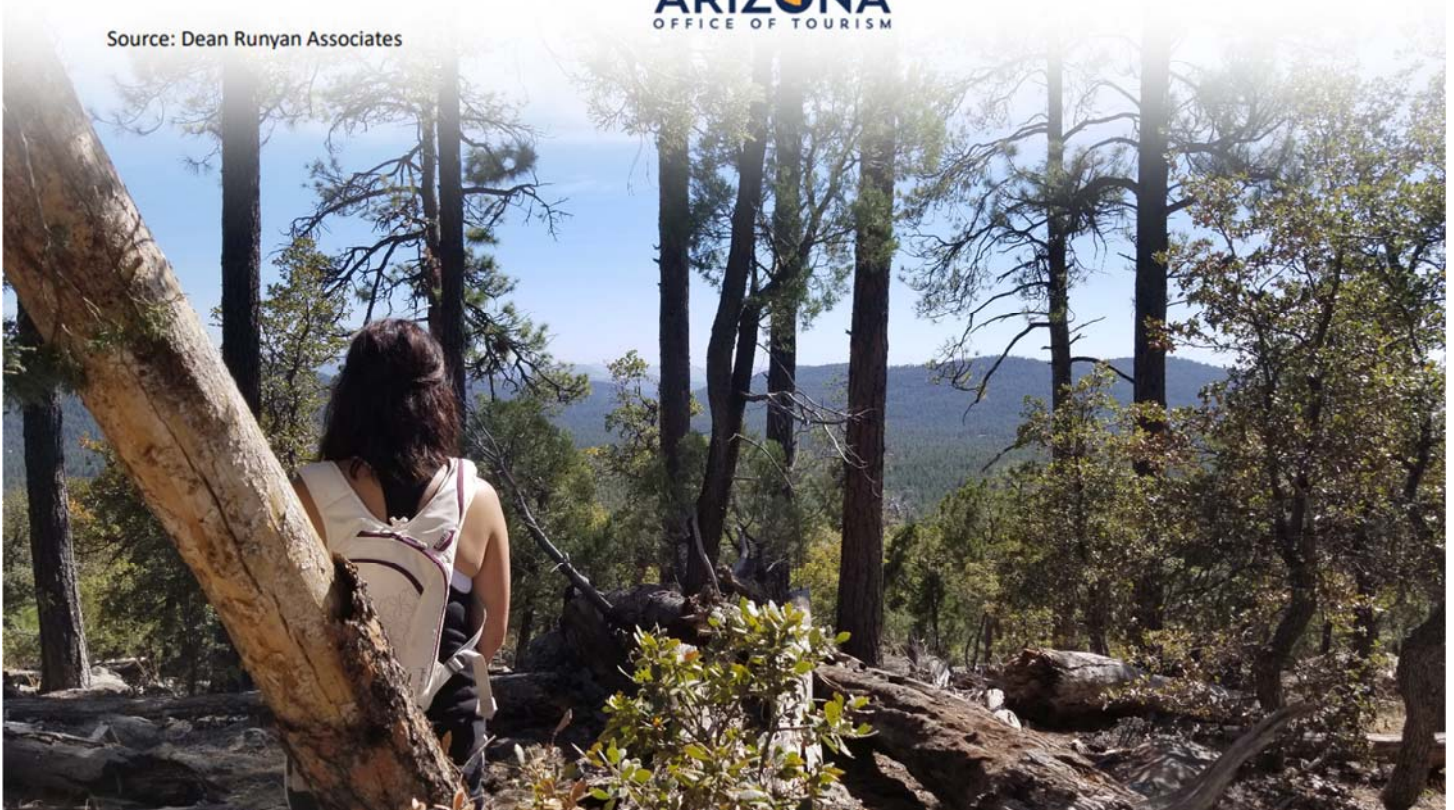
REGIONAL IMPACTS - 2016 (CONT.)

Up 1.5%
Direct Spending

Up 4.6%
State and Local Taxes

Up 3.7%
Jobs

Up 6.5%
Earnings

ARIZONA
OFFICE OF TOURISM

Source: Dean Runyan Associates

STATE PARKS VISITATION - 2016

State Parks Visitation YTD YOY
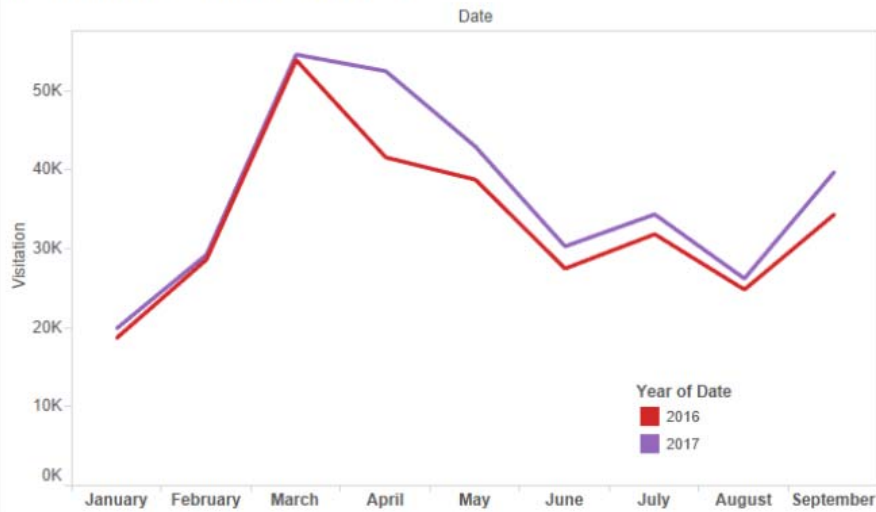
Visitor Count YTD through September

Park	Date 2017
Dead Horse Ranch SP	124,874
Tonto Natural Bridge SP	90,417
Red Rock SP	59,227
Jerome SHP	33,630
Granite Mountain Hotshots M..	14,388
Fort Verde SHP	7,178

Source: NAU

National Parks YOY YTD 2017

Date
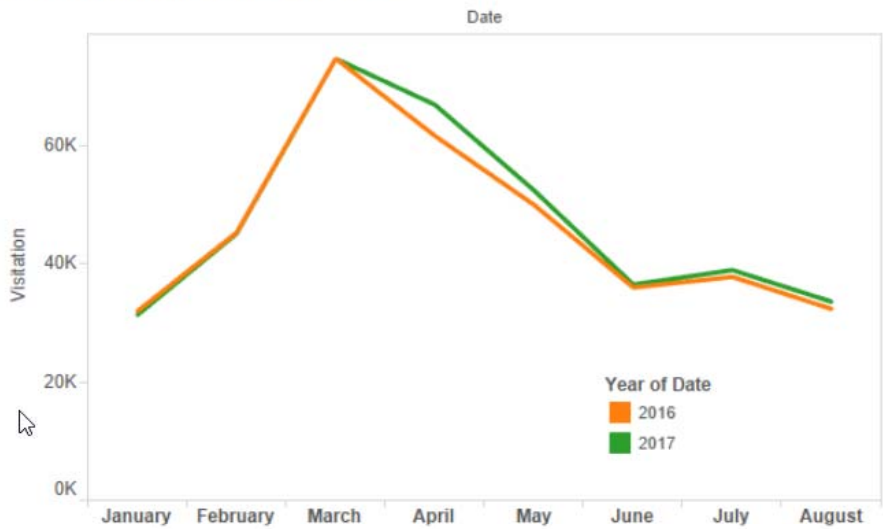
Visitation YTD through August

Park	2017
Montezuma Castle NM	275,878
Tonto NM	30,018
Tuzigoot NM	73,151

Source: NAU

AVERAGE PER PERSON & TOTAL PARTY EXPENDITURES ON DOMESTIC OVERNIGHT TRIPS
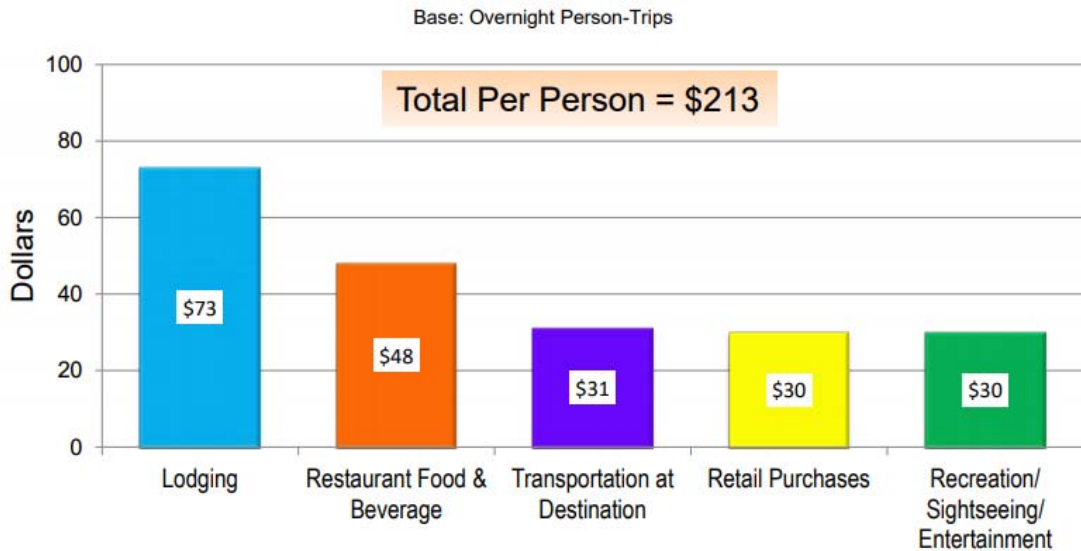
Base: Overnight Person-Trips

Total Per Person = $213

Dollars

$73 — Lodging
$48 — Restaurant Food & Beverage
$31 — Transportation at Destination
$30 — Retail Purchases
$30 — Recreation/Sightseeing/Entertainment

ARIZONA
OFFICE OF TOURISM

Source: Longwoods International

Base: Overnight Person-Trips

Total Per Party = $688

Dollars

$237 — Lodging
$156 — Restaurant Food & Beverage
$101 — Transportation at Destination
$98 — Retail Purchases
$95 — Recreation/Sightseeing/Entertainment
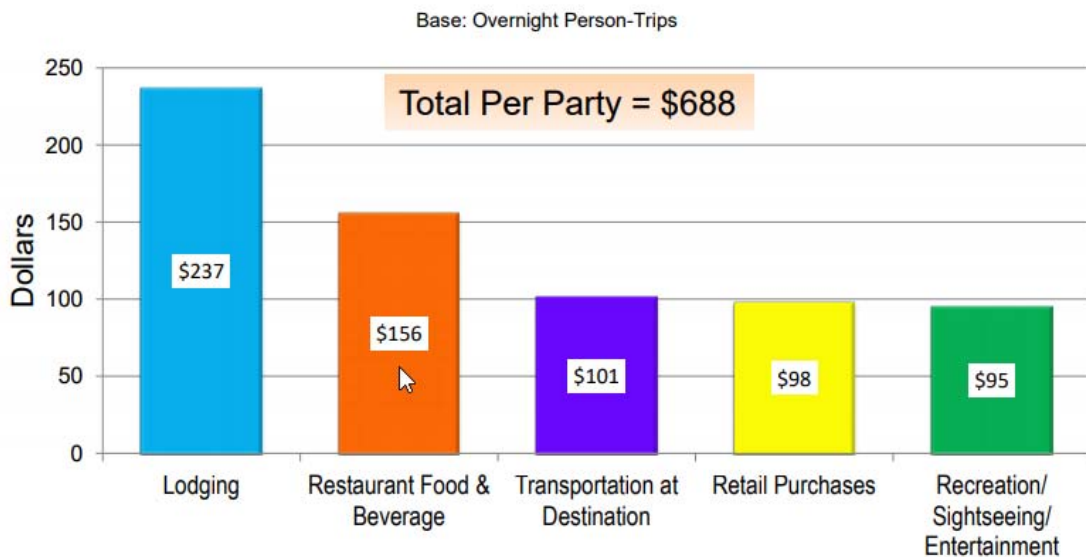
ARIZONA
OFFICE OF TOURISM

Source: Longwoods International

NUMBER OF NIGHTS SPENT IN EACH REGION

Base: Overnight Person-Trips to Arizona

Average Phoenix & Central = 4.6 Nights	Average Tucson & Southern = 4.2 Nights	Average Northern = 3.1 Nights	Average North Central = 3.3 Nights	Average West Coast = 2.8 Nights

1 night: Phoenix & Central 21, Tucson & Southern 25, Northern 29, North Central 33, West 39

2 nights: Phoenix & Central 21, Tucson & Southern 20, Northern 31, North Central 27, West 27

3-4 nights: Phoenix & Central 27, Tucson & Southern 27, Northern 22, North Central 21, West 23

5-6 nights: Phoenix & Central 14, Tucson & Southern 10, Northern 8, North Central 7, West 5

7+ nights: Phoenix & Central 17, Tucson & Southern 18, Northern 10, North Central 12, West 6

Legend: ■ Phoenix & Central ■ Tucson & Southern □ Northern ■ North Central ■ West

ARIZONA
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Source: Longwoods International

Interesting to note is when people come to the North Central Region they tend on average to spend 3.3 nights per visit. 33% of the time they only stay one night and 27% on average 2-4 nights. This tends to point out the fact that the North Central Region is a close getaway.

ACTIVITIES AND EVENTS

▶ Green arrow denotes all the activities that are available in Gila County.

Base: Overnight Person-Trips to North Central Region

Activity	Percent
Shopping	33
National/state park	29
Landmark/historic site	25
Hiking/backpacking	23
Fine dining	22
Museum	15
Swimming	12
Camping	12
Art gallery	11
Casino	10
Brewery	10
Theater	9
Bar/nightclub	9
Golf	9
Winery	8

Percent
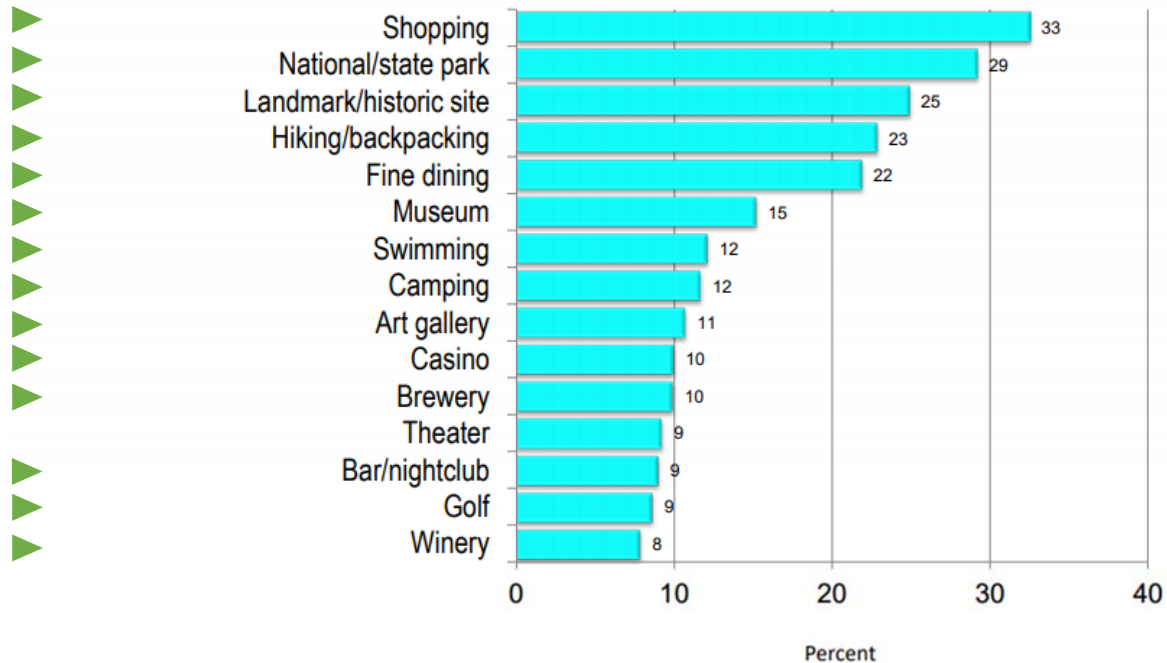
ARIZONA
OFFICE OF TOURISM

Source: Longwoods International

IDENTIFYING THE

Age:
- Median age of 50
- 46% are between the age of 18-44
- 54% are over the age of 45

Gender:
- Men - 55%
- Females - 45%

Marital Status:
- 73% of the North Central Region visitors are married

Household Size:
- 45% have a household size of 1-2 members
- 55% have between 3-5 members in their family

Note: This is the cumulative average of 3 different reports: Long Woods International Survey – Arizona Office of Tourism, Paysonrimcountry.com (tracked for 10 years via Google Analytics) and 2008/09 study by the Arizona Office of Tourism for Globe/Miami

TARGET AUDIENCE

TARGET MARKET SEGMENTATION

As one of the Arizona's best kept secrets, Gila County has thousands of people that come each year to adventure here. However, its assets and attractions seem to remain a hidden gem that many pass on their way to somewhere else. This is not because the county is less desirable, but more because of the lack of promotion that adequately describes the amazing assets that would be visitors are looking for. Understanding the current visitor profile and what they are looking for is of prime importance. Studying their demographics and psychographic behavior holds the key to creating greater awareness of all that Gila County has to offer.

Recognizing what customer segments are the "low hanging fruit" is particularly important for destinations like Gila County that possess limited marketing resources. Targeting messages to those customer segments holding the greatest potential to motivate makes clear sense. For Gila County, that means focusing on the Phoenix and Tucson metropolitan areas.

DMA Origin Of Overnight Trip

Base: Overnight Person-Trips to North Central Region

	Percent
Phoenix, AZ	26
Los Angeles, CA	10
New York, NY/NJ/PA/CT	7
Tucson (Nogales), AZ	6
San Francisco-Oakland-San Jose, CA	4
Miami-Ft. Lauderdale, FL	4
Albuquerque-Santa Fe, NM	3
Chicago, IL	2
Las Vegas, NV	2
Washington, DC	2
Minneapolis-St. Paul, MN	2
Atlanta, GA	2
Cleveland, OH	2
Denver, CO	2
Houston, TX	2

Source: Longwoods International

ARIZONA OFFICE OF TOURISM

According to Longwoods International Research Study done by the Arizona Office of Tourism for the North Central Region (Gila County and Yavapai Counties), Tucson and Phoenix generate approximately 32% of all visitation to the region. The next most significant region is the Los Angeles DMA that accounts for approximately 10% of visitors. Not only a much smaller base of prospective visitors, Los Angeles is also an expensive market for advertising and possesses extensive competition for visitor interest. According to the Arizona office of Tourism study in 2008/09 for Globe/Miami almost 67% of their visitors are from either Phoenix or Tucson and the other 33% were from out of State specifically Washington, Wisconsin and California.

AZ Residents 33%

Non-Residents 67%

Business 6%

Leisure 94%

Source: Longwoods International

ARIZONA OFFICE OF TOURISM

This in-state market holds the greatest potential to reach and motivate. It is also important to recognize that by focusing on this in-state market, Gila County has the potential to stimulate out of state visitors as well, approximately 67% of visitors that come to the region are from out of state. These visitors practically stumble on to Gila County and don't truly have a clear picture of what adventures await them.

Activities and Experiences

Base: Overnight Person-Trips to North Central Region

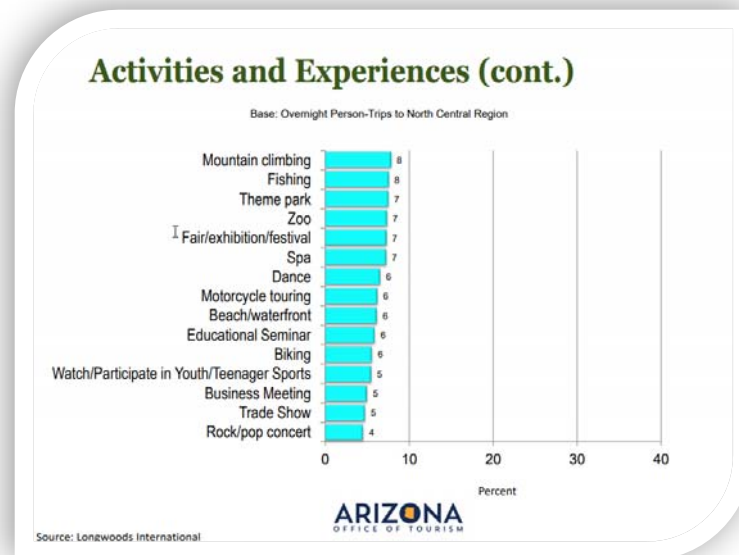|	Percent
Shopping	33
National/state park	29
Landmark/historic site	25
Hiking/backpacking	23
Fine dining	22
Museum	15
Swimming	12
Camping	12
Art gallery	11
Casino	10
Brewery	10
Theater	9
Bar/nightclub	9
Golf	9
Winery	8

ARIZONA OFFICE OF TOURISM
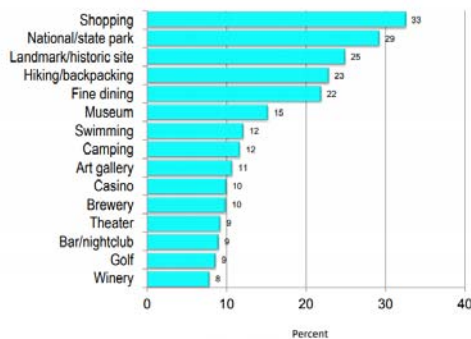
Source: Longwoods International

It is important that Gila County understands that another limiting factor has been that they have not recognized how today's travel customers desire a multi-value experience. Understanding this concept of combining a variety of experiences into one destination will help create a truly unique travel opportunity complete with various adventures. National Geographic understood this reality and coined the term "Geotourism" a number of years back. They recognized that today's travelers should not be thought of in silos, thinking of them solely as a heritage traveler, or an outdoor enthusiast. Rather, Geotourists desire an integrated experience that combine multiple
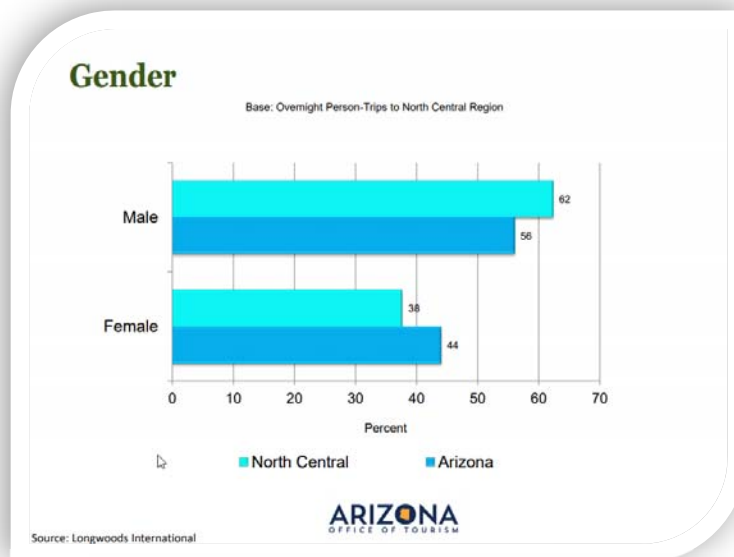
experiences. Gila County must embrace this line of thinking and proactively communicate the integrated nature of its destination, ranging from cultural, heritage, outdoor recreation, cuisine special events and other attributes.

Activities and Experiences (cont.)

Base: Overnight Person-Trips to North Central Region

Activity	Percent
Mountain climbing	8
Fishing	8
Theme park	7
Zoo	7
Fair/exhibition/festival	7
Spa	7
Dance	6
Motorcycle touring	6
Beach/waterfront	6
Educational Seminar	6
Biking	6
Watch/Participate in Youth/Teenager Sports	5
Business Meeting	5
Trade Show	5
Rock/pop concert	4

Source: Longwoods International
ARIZONA OFFICE OF TOURISM

It is also important to point out that visitors coming to the North Central Region are more likely to engage in outdoor activities like visiting a National or State Park, going hiking or camping, playing golf, mountain climbing, fishing or mountain biking. These sought-after experiences all support the "Explore The Wild" slogan. And show that our target audience is diverse in their pursuit of varying outdoor adventures. This graph is supported in the northern region of the County by the Town of Payson's tourism website (www.paysonrimcountry.com) Google Analytical data that has been tracked for the past 10 years.

It is also supported by the same 2008/09 study from the Arizona Office of Tourism for Globe/Miami. This report showed that visiting national and state parks had the highest mean score (3.8) for area visitors, with almost three- fourths (70.3%) of all respondents indicating they were either "very" or "extremely interested" in visiting them – in this case, the reference is to Boyce Thompson Arboretum State Park, the principal area attraction along with Tonto National Monument. Visiting cultural and historic sites was the second most popular interest with a mean score of 3.7 and about two-thirds of respondents (66.4%) indicating they were either "very" or "extremely interested" in visiting cultural and historic sites. These two activities – visiting the State Park and visiting cultural and historic sites – are often the top choices in Arizona tourism activities. The next highest interest was in hiking or walking trails (3.6 mean), an activity for which the Globe-Miami area presents many opportunities, followed by another prominent area recreational activity – visiting lakes and parks (3.3 mean). Birdwatching and observing wildlife (3.2) and attending a special event (3.1) were also very popular, along with shopping generally (2.7) and antique shopping specifically (2.5). Many respondents indicated that they had attended a special event in the Globe-Miami area, and the most popular of these (apart from Boyce Thompson Arboretum itself) were: the Historic Home Tour, Apache Jii Days, Car show, Tavan/Kachina reunion and the Rodeo.

Gender

Base: Overnight Person-Trips to North Central Region

Source: Longwoods International
ARIZONA OFFICE OF TOURISM

Source: www.paysonrimcountry.com Google Analytics Data for the past 10 years.

Age

Base: Overnight Person-Trips to North Central Region

Source: Longwoods International
ARIZONA OFFICE OF TOURISM

According to the Longwoods International survey which is made up of data from Gila and Yavapai Counties, skews more to the male side at 62% which is higher than the State average.

With the help of data that has been tracked for the last 10 years via Google analytics for www.paysonrimcountry.com we notice that the numbers at least for the northern part of the county seem to skew slightly more female. This allows us to better pinpoint an average gender between the two reports with men coming in at almost 55% and females at 45%. This is important to know as we develop our branding and positioning strategies.
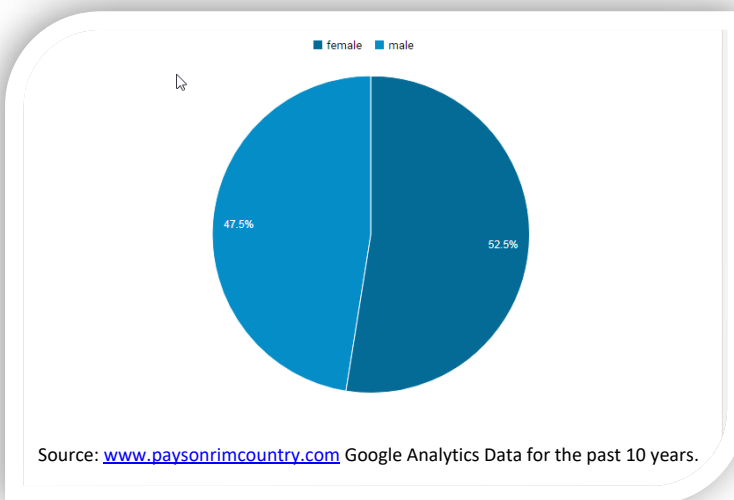
According to the Longwoods report that was done in 2016, the median age of the visitors coming to this region seems to support a younger demographic coming in at 61% between the ages of 18-44. This is compared to 39% in the 45-65+ range. Note: The Google analytics tracking of the past 10 years for www.paysonrimcontry.com (northern part of the county) supports these numbers and is with-in a couple percentage points.

Age Ranges of Globe/Miami/Superior Visitors
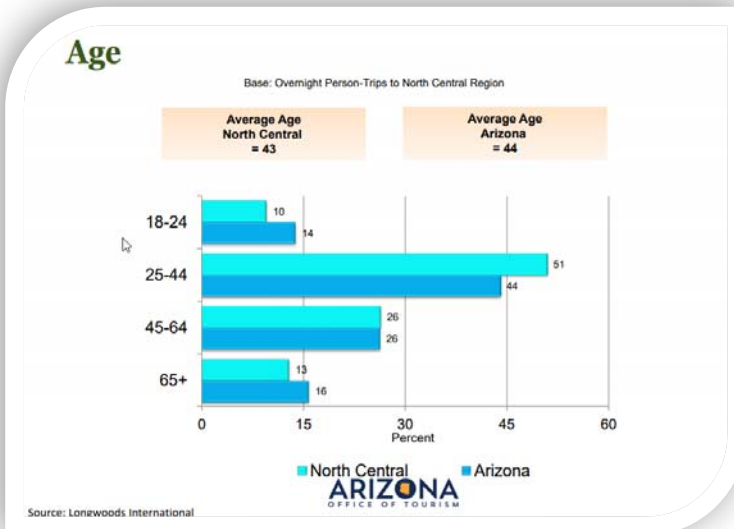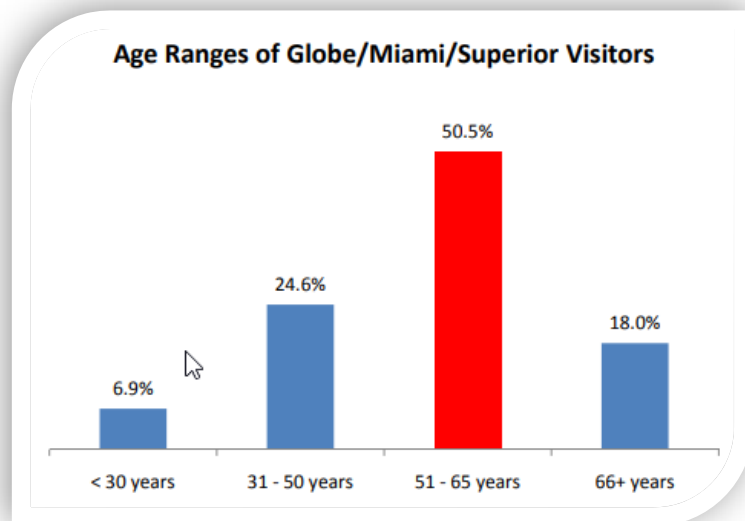
On the southern end of the county the age demographic skews more to the older side coming in at 68% and the younger group at approximately 32%

Note: The Globe/Miami data is from a study that was done by the Arizona Office of Tourism in 2008/09.

When you aggregate the data between these two reports you come up with an average age of roughly 46% are between the age of 18-44 give or take a few percentage points and 54% are over the age of 45 give or take a few percentage points. With a median age of approximately 50. This suggests that there is some age diversity depending on what part of the County visitors are drawn to and certain attractions that appeal to them. Older visitors are generally more likely to engage in activities, such as visiting cultural and historic sites, whereas younger visitors are likely to engage in more active pursuits, such as mountain biking or rock climbing; however, as with any generalization, exceptions may be present.
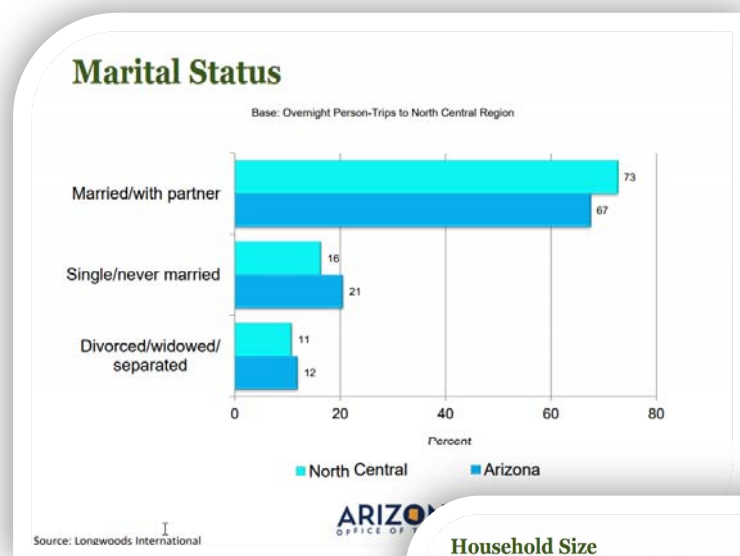
According to Longwoods report 73% of the North Central Region visitors are married.

The next slide shows that they are more apt to have additional family members, in fact 45% have a household size of 1-2 members and 55% have between 3-5 members in their family. This is also supported by the 2008/09 Globe/Miami study where it pointed out that of visitors surveyed 54.1% traveled in family groups.
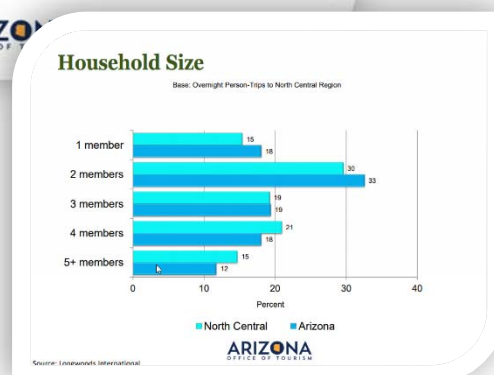
Household Income

Base: Overnight Person-Trips to North Central Region

Income	North Central	Arizona
$150K+	7	7
$100-$149.9K	17	16
$75-$99.9K	22	19
$50-$74.9K	23	23
<$49.9K	31	35

Source: Longwoods International

Education

Base: Overnight Person-Trips to North Central Region

Education	North Central	Arizona
Post-graduate	28	28
College graduate	39	38
Some college	17	19
High school or less	14	14
Other	2	1

Source: Longwoods International

Employment

Base: Overnight Person-Trips to North Central Region

Employment	North Central	Arizona
Full time/ self-employed	58	55
Part time	13	12
Not employed/retired/ other	29	33

Source: Longwoods International

Visitors to the North Central Region tend to have an average income between $75k and $149k. This is slightly lower in the southern part of the state and in the 2008/09 Globe/Maimi study it showed visitors to that part of the County had an average annual household income of $67,089.

Once again this shows diversity in the audience and that varying different income types find value in visiting this region of the state. This could be because of its access to many camping areas and outdoor attractions as well as museums with art and other entertainment.

According to Longwoods, visitors to the region are highly educated with almost 84% of them having some or more college schooling.

They are also more apt to be employed full time or own their own business.

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to better understand how Gila County can align its capabilities and resources with the competitive environment. The goal of the SWOT analysis is to uncover areas where the County can develop a competitive advantage and exploit new opportunities to attract and sustain more tourism awareness and activity. It also identifies what the perceived weaknesses and threats are that could impact this and other initiatives like it. This analysis is based on interviews with all three Gila County Supervisors, area stakeholders, staff, marketing experts, regional organizations, business owners and third-party sources.

Input for this SWOT Analysis was identified during a meeting with the Board of Supervisors on March 27th and two formal stakeholder meetings that were held in Payson, Arizona on April 27, 2018 and in Globe, Arizona on May 1, 2018.

The next several pages outline the feedback received from these meetings.

STRENGTHS

Gila County's key strengths were identified as this plan's foundation for competitive positioning going forward. When it comes to "unique selling propositions," Gila County possesses demonstrable (and believable) unique attributes, including:

- Access to wild outdoor adventures (mountains, deserts, forest, lakes, streams, hiking, mountain biking, hunting, fishing, camping, site seeing, bird watching, star gazing, four wheeling, and trails for all user types). To see a complete list of identified assets, go to page 43.
- Diverse history of the wild west (Native Americans, pioneers, cowboys, ranchers, miners, and stories of the wild west)
- Destination allure and appeal
- Seven nationally recognized wilderness areas (Four Peaks Wilderness, Hellsgate Wilderness, Mazatzal Wilderness, Pine Mountain Wilderness, Salome Wilderness, Salt River Canyon Wilderness, Sierra Ancha Wilderness)
- Cultural diversity (strong Native American and Hispanic influence)
- Elevation and access to cooler temperatures
- Sense of open spaces and quietness
- Central location and proximity to large metro areas
- Ideal climate
- Scenic and beautiful
- Safe but wild and considered by many a close and relaxing getaway
- Large number of special events countywide
- Burgeoning arts community
- Award winning winery's and breweries
- Culinary favorites abound including (Mexican, BBQ, and American small town café comfort food)
- Opportunities for the small to medium sized business
- Proximity to a major international airport
- Adequate healthcare opportunities

WEAKNESSES

Gila County is looking to identify what its greatest weaknesses are and then create ideas, processes and plans to address these weaknesses:

- Lacking financial capital, financing and outside money to address weaknesses
- Visitor perception of the area as a "Pass through" on the way to somewhere else mentality
- Possibilities of fire restrictions and closing the forest and all its amenities
- Difficulty working with Forest Service to develop reasonable recreation culture and plan for visitors
- Deteriorating infrastructure
- Schools and educational opportunities are lacking
- Unreliable Internet access, broadband capabilities and cell coverage areas
- Lack of entrepreneurial spirit and unfocused business community
- Reached a plateau and not sure what to do next
- No anchor for "downtown" business districts
- Empty buildings
- Never developed a marketing plan to help promote the area and support small businesses
- Lack of public transportation
- Lack of recreation infrastructure (i.e. Workman Creek, Fossil Creek, Forest Roads etc.)
- Underdeveloped historical sites and promotion of those sites
- Resistance to tourism in certain circles, "This place was perfect when I got here, we need to shut the door and keep everyone out" mentality.
- Seasonal lack of hotel rooms
- Brand consistency – to many competing brands that confuse the visitor
- Travel distances to local attractions from city center
- Prevalence of drugs

OPPORTUNITIES

In the stakeholder meetings these opportunities presented themselves as the low hanging fruit.

- Embrace the opportunity to work together and help each other be successful
- Create regional partnerships to reduce costs for opportunities
- Stop seeing ourselves as northern and southern Gila County and become one in purpose
- Work to make everybody's life better
- Enhance the quality of life for our citizens and business
- Make the distance between assets a benefit
- Showcase the long drives to unwind
- Leverage our proximity to desert, cities and large population nearby
- Embrace other community activities and build tourism packages for visitors across the County
- Highlight the Arizona Trail and all its regional and national attention
- Build better communication with other communities; take on the "we're all one community" mantra
- Look to increase job creation and sustainable business opportunities
- Attract and support wineries and brewers (low hanging fruit)
- Explore all marketing avenues like ghost hunting
- Increase movie making opportunities
- Capitalize on wedding industry
- Cater to car clubs and motorcycle runs
- Globe has a larger daytime population during the weekday, compared to weekend and night population. Appeal to the weekday workers to come back with their family on the weekend.

THREATS

These are perceived threats identified by the stakeholders that exist today and could derail this initiative and overall progress.

1. Politics
2. Not getting along
3. Business partner loyalty
4. Hasn't been done before and it won't work now attitude
5. Changes in leadership
6. Lacking funds for technology investment
7. Lack of patience, persistence and vision to keep moving forward with this initiative
8. Struggle for power and control
9. Threat of fire and recreation closures
10. Too late to the game mentality
11. Stiff competition
12. Limited resources
13. Aging demographic that doesn't see the significance in a tourism strategy
14. Burnout of volunteers
15. Failure to get new blood involved
16. Competing, rather than working together for everyone's increase
17. Lack of coordination among stakeholders

ASSET LIST

To fully understand the potential opportunity for Gila County, it was important that we took some time to identify its full asset list. This list features the natural, regional, outdoor, cultural and business assets that will be used to market and promote the region. It is important to say that many of these assets have been hidden treasures that have not been widely promoted in the past. Through this effort the intention will be to make information more readily available on each of these assets and push that information to the public.

NATURAL ATTRACTIONS

- ❖ Aravaipa Canyon Wilderness
- ❖ Breathtaking Sunsets
- ❖ Clear Skies (Stars)
- ❖ Devil's Canyon
- ❖ Gems
- ❖ Hells Gate Wilderness
- ❖ Ideal Climate
- ❖ Mazatzal Wilderness
- ❖ Minerals
- ❖ Mountains
- ❖ National Forest
- ❖ Natural Beauty
- ❖ Perfect Year-Round Weather
- ❖ Pinal Mountain Range
- ❖ Queen Creek Canyon
- ❖ Salome Wilderness
- ❖ Sierra Ancha Mountain Range
- ❖ Sonoran Desert
- ❖ Spring Wild Flowers
- ❖ The Four Peaks Wilderness
- ❖ Upper Salt River Canyon
- ❖ Water
- ❖ Wide Open Spaces
- ❖ Wildlife Encounters

REGIONAL ATTRACTIONS

- ❖ Apache Lake
- ❖ Besh-Ba-Gowah
- ❖ Black River
- ❖ Boyce Thompson Arboretum
- ❖ Goat Camp Indian Ruins
- ❖ Granite Dells
- ❖ Homestead Rock (Mountain Climbing)
- ❖ Mogollon Rim
- ❖ Pinal Mountains
- ❖ Point of Pines
- ❖ Roosevelt Lake
- ❖ San Carlos Lake
- ❖ Seneca Falls
- ❖ Seneca Lake
- ❖ Shoe Fly Indian Ruins
- ❖ Stuart Pocket
- ❖ Talkalai Lake
- ❖ Tonto Creek
- ❖ Tonto National Monument
- ❖ Tonto Natural Bridge
- ❖ Woods Canyon Lake

OUTDOOR ADVENTURES

- ❖ Archery Shooting
- ❖ Arizona Trail Gateway
- ❖ Big Game Guiding Expeditions
- ❖ Birding
- ❖ Boating
- ❖ Camping
- ❖ Canoeing
- ❖ Fishing
- ❖ Golfing
- ❖ Guided Rafting Tours
- ❖ Hiking Trails
- ❖ Hunting
- ❖ Jeeping
- ❖ Jet Skiing
- ❖ Kayaking
- ❖ Motor Cycling
- ❖ Mountain Lakes
- ❖ Mtn. Biking Trails
- ❖ Nature Photography
- ❖ OHV Trails
- ❖ Parks
- ❖ Rifle Shooting
- ❖ River Tubing
- ❖ Road Cycling
- ❖ Rock Climbing
- ❖ Rock Hounding
- ❖ RV Camping
- ❖ Salt River Rafting
- ❖ Scenic Highways
- ❖ Site-Seeing
- ❖ Star Gazing
- ❖ Streams
- ❖ Swimming Holes
- ❖ Water Skiing
- ❖ Ziplining

HISTORICAL, CULTURAL & BUSINESSES ASSETS

- ❖ Art (All Forms)
- ❖ Brewery's
- ❖ Dining Diversity
- ❖ History & Heritage
- ❖ Logging History
- ❖ Museums
- ❖ Native American Culture
- ❖ Ranching & Mining
- ❖ Small Businesses
- ❖ Wineries

ASSET LIST (CONT).

SPECIAL EVENTS

PAYSON
STAR VALLEY/YOUNG

- Arizona "B" State Softball Championship
- Arizona High School Rodeo Finals
- ASU Camp Tontozona
- AZ RC Fest
- Beeline Cruise-In Car Show
- Boulder Adventure Run
- Electric Light Parade
- End of Summer Madness Softball Tournament
- Gary Hardt Memorial Rodeo
- Gracie Lee Haught Softball Tournament
- Hashknife Pony Express
- JR and High School Season Opener Rodeo
- Mogollon Monster Mudda 5k
- Northern Gila County Fair
- Old Time Fiddlin' Arizona State Championships
- Payson Book Festival
- Payson Electric Light Parade
- Payson Farmers Market
- Payson Food Truck Festival
- Payson Grand Prix
- Payson Hometown 4th of July Celebration
- Southwest Indian Rodeo
- Summer Concert Series
- Swiss Village Lighting
- Tonto Community Concerts
- Turkey Trot
- Western National Softball Championship
- Wild West Bass Team Championship
- Wildlife Fair
- World's Oldest Continuous Rodeo

STRAWBERRY
PINE

- 28h Annual Pine Strawberry Festival
- 38th Pine Strawberry Arts & Crafts Guild Spring Craft Show
- 4th of July Arts & Crafts Festival
- Fire on the Rim Mountain Bike Race
- Labor Day Arts & Crafts Festival
- Memorial Day Arts & Crafts Festival
- Mogollon Monster 100
- Pine Trail Run
- Strawberry Patchers - 22nd Annual Quilt Show
- Zane Grey 50 Mile Endurance Run
- 11th Annual Fall Apple Festival and Antique Show
- Festival of Light

GLOBE
MIAMI

- Apache Jii Festival
- ATV Jamboree
- Christmas Light Parade
- Cinco de Mayo Celebration
- Copper Dust Stampede Rodeo
- First Friday Program
- Globe Summer Concert Series
- Historic Home & Building Tour
- Independence Day Parade & Fireworks
- Miami Fiesta
- Miami Loco Arts Festival
- Miami Music in the Park
- Old Dominion Days
- Paranormal Jail tours

HAYDEN/WINKELMAN
SUPERIOR/SAN CARLOS

- 4th of July Celebration
- Easter Egg Hunt
- High School Homecoming Bonfire
- PowWow—Apache Gold Casino Resort
- Apache Independence Day Celebration
- Apache Gold Casino Fireworks Show

THE STORY OF THE BRAND

Like any great idea, a great brand begins as a thought. It surrounds a unique story – the story with all its many details supporting its promise. This story is descriptive and identifies certain attributes that make it compelling and interesting to its intended audience.

Before you can create a brand, you must look at all the pieces that make and form that brand. Staying true to the brand, is telling the story as it was or is. Due to the fact that there is no history of a marketing plan for Gila County, it is important to first identify the characteristics of the new brand "Explore The Wild. Discover Gila County".

Gila County is located in the central part of the State of Arizona; often referred to by locals as the "Heart of Arizona". As of the 2010 United States Census, there were 53,597 people, 22,000 households and 14,294 families residing in the county. The population density was 11.3 inhabitants per square mile (4.4/km2). There were 32,698 housing units at an average density of 6.9 per square mile (2.7/km2). The racial makeup of the county was 76.8% white, 14.8% American Indian, 0.5% Asian, 0.4% black or African American, 0.1% Pacific islander, 5.3% from other races, and 2.0% from two or more races. Those of Hispanic or Latino origin made up 17.9% of the population. In terms of ancestry, 17.4% were German, 13.3% were English, 11.4% were Irish, and 3.4% were American. Of the 22,000 households, 25.3% had children under the age of 18 living with them, 48.6% were married couples living together, 11.1% had a female householder with no husband present,

35.0% were non-families and 29.3% of all households were made up of individuals. The average household size was 2.39 and the average family size was 2.94. The median age was 47.9 years. The median income for a household in the county was $37,580 and the median income for a family was $46,292. Males had a median income of $41,698 versus $30,023 for females. The per capita income for the county was $19,600. About 11.6% of families and 18.9% of the population were below the poverty line, including 27.4% of those under age 18 and 10.0% of those age 65 or over.

The county was formed from parts of Maricopa County and Pinal County on February 8, 1881. The boundary was then extended eastward to the San Carlos River by public petition in 1889. The original county seat was in the mining community of Globe City, now Globe, Arizona.

Popular theory says that the word Gila was derived from a Spanish contraction of Hah-quah-sa-eel, a Yuma word meaning "running water which is salty".

Gila County has a very diverse and somewhat wild makeup. The northern part of the county rises almost 8,000 feet above sea level and includes the Towns of Payson, Star Valley, Christopher Creek, Strawberry and Pine. Here you will find a tradition rich in the old west, including what some think is the birth place of the modern-day rodeo and the last strong hold of the Apache Indians in what was around the early 1800's called the Arizona Territory.   It then stretches east to include the remote community of Young and some of the most wild, untamed territory in the western United States. To the south the history and heritage of American work ethic and toughness is on display where mining for copper and other precious minerals can be found in the cities of Globe and Miami. To the east the rich Native American culture brings to light the traditions and lifestyles of the San Carlos and Apache Indian Reservations.

Gila County has long been known for its rugged almost untamable geography, people and way of life. It incorporates the Mogollon Rim that is a topographical and geological wonder cutting across the State of Arizona. It extends approximately 200 miles (320 km), starting in northern Yavapai County and running eastward, ending near the border with New Mexico. It forms the southern edge of the Colorado Plateau in Arizona. This natural geographic wonder is second to none when it comes to providing outdoor adventure to

campers, hikers, mountain bikers, hunters and anyone else that follows the call of the wild.

Its people were no less rugged. During the prohibition years "bootleg" enterprises grew. New stills sprouted in the canyons. In an *Arizona Highways* article, Vernon Haught said that 30 to 40 stills were operating in the Payson area. In the 1880s, a long range war broke out in Gila County that became the most costly feud in American history, resulting in an almost complete annihilation of the families involved. The Pleasant Valley War (also sometimes called the Tonto Basin Feud or Tonto Basin War) matched the cattle-herding Grahams against the sheep-herding Tewksburys. Once partisan feelings became tense and hostilities began, Frederick Russell Burnham, who later became a celebrated scout and the inspiration for the boy scouts, was drawn into the conflict on the losing side. Burnham shot many men in the feud and was himself nearly killed by a bounty hunter. Tom Horn, a famous assassin, was also known to have taken part as a killer for hire, but it is unknown as to which side employed him, and both sides suffered several murders to which no suspect was ever identified.

Globe is currently the County seat and truly exemplifies the culture of the once popular phrase uttered in most old western movies, the "Wild Wild West". Due to Globe's relative isolation from the rest of Arizona and its proximity to the San Carlos Apache reservation, Globe remained a frontier town until the mid 1900's. Globe's history is laced with many historic events such as murders, stagecoach robberies, outlaws, lynching's, and Apache raids. The history of Globe is often linked back to several outlaws that ran rough shod over the area in the early 1800's including; Ike Clanton from the famous Gun Fight at the OK Corral, Geronimo and the Apache Kid.

Currently Gila County is working to find its footing as a place that offers tourists and visitors a glimpse of its famous history that was certainly instrumental in forming the famous "Wild" western frontier.

It looks to position itself as the place in Arizona to "Explore the Wild", not only by showcasing its colorful historic past but also featuring its current day world class outdoor recreational opportunities and access to some of the most beautiful yet challenging landscape in North America. The creative strategy of this plan will focus on telling these stories and building awareness around this colorful past and beautiful landscape, with the goal of enticing visitors to STOP and seek out these hidden treasures.
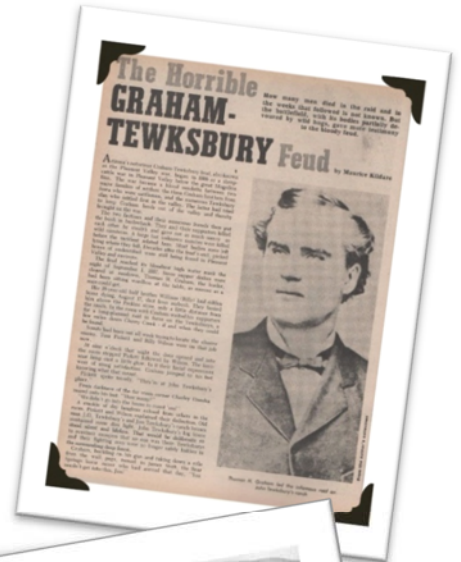
Source:
2010 United States Census, Wikipedia

BRAND STRATEGY

Positioning Statement *To visitors with an adventurous spirit, seeking "A Getaway Closer" to home that offers wild outdoor activities and a thirst for authentic culture; Gila County is the destination that inspires their imagination and captures their spirit.* Gila County offers an experience of exploring the Wild.

"Explore the Wild" implies an exciting or dangerous experience with unknown risks, it pushes for the road less traveled, it begs to be explored, describes something out of the ordinary, showcases an extreme way of life, allows for a bucket list to be checked, creates the image of something wild and untamed.

It looks to embrace the outdoor adventure lifestyle but at the same time encourage those that are looking for different types of adventure like history, culture, culinary delights etc., to define their own adventure. The brand's position appeals to all types from thrill seekers to outdoorsmen from families to couples to individual men and women.

Brand Pillars:

- One of the most wild, beautiful and stunning landscapes in North America
- A rich and wild multi-cultural heritage
- A history that dates back many centuries and includes Native Americans, cowboys, outlaws, ranchers and miners that is central to Gila County's history and character as part of the western frontier
- Access to a smorgasbord of outdoor adventure, including everything from camping on the Mogollon Rim to riding ATV's in the Pinal Mountains or fly fishing the breathtaking Black River on the Apache Indian Reservation to visiting the area where one of the bloodiest family feuds ever in western history took place.
- Cuisine that reflects the multi-cultural heritage of the County, including dishes featuring delicious Mexican food, BBQ and comfort food from small hometown diners
- Friendly and hospitable locals, intimate and authentic settings, activities and special events to suit those seeking to Explore the Wild

Our Promise - Visitors will experience the joy of living life through a variety of historical, cultural and outdoor experiences that will create memories for years to come

Mantra – Adventure Happens In Gila County

Slogan/Tag line – *"Explore the Wild"*

Call to action – *"Discover Gila County"*

VISUAL BRAND:

The brand and its corresponding graphics have been created with a wide variety of applications in mind. While flexibility has been built into the new Gila County Tourism identity, it is important to maintain consistency across usage —and those who have the right to leverage the Gila County Tourism brand assets must do so correctly. For this reason, no changes should be made to any of the official logo artwork. Instead, we recommend using the most appropriate logo artwork for each specific application of the Gila County Tourism identity.

Primary Logo:
The White logo is to be used in most applications except for on white backgrounds or when only black will work. The background is clear. The gray background here is only so it will show up.

Color Logo:
Full-color logo artwork
For use on white backgrounds

Black Logo:
Solid black logo artwork for use in one-color applications, such as newspaper advertisements, or over light backgrounds

VISUAL BRAND:
(CONT.)

How the slogan and graphics work together to create the logo

Together this combination of descriptive words creates our slogan that is supported by our brand pillars and our call to action. Everything we do will incorporate this call to action.

The logo uses visual elements that showcase what it means to "Explore the Wild". The slogan, through text brings it all to life and positions it in the minds of our target audience with the promise that they will find "Adventure in Gila County".

This call to action will serve as our website URL www.discovergilacounty.com as well as become the foundation for our social media platform, #discovergilacounty.

These words will play a huge role in our Search Engine Optimization Strategy. They are descriptive and showcase the proper name (Gila County) in the URL and Hashtags. Therefore, making our digital footprint easy to find, catalog and scrub. This will create traffic!

SLOGAN	CALL TO ACTION
"EXPLORE THE WILD"	**"DISCOVER GILA COUNTY"**

"EXPLORE"	**"WILD"**	**"DISCOVER"**	**"GILA COUNTY"**
Travel in or through an unfamiliar country or area in order to learn about or familiarize oneself with it.	Unpredictable, in its natural state, untamed, waiting to be explored. Describes not only the wildernesses but also the rugged lifestyle, its history and heritage.	To obtain sight or knowledge of for the first time. Gila County is Arizona's best kept secret and we will invite visitors to discover all it has to offer.	The location, where "Your Wild Adventure Happens", where someone can go to explore and get away from everyday life. Where memories are formed.

MARKETING STRATEGY
& CREATIVE EXECUTION

OVERVIEW

Position Gila County as a highly unique destination that provides rich, rewarding, multi-sensory experiences. Work with stakeholders to deliver the "Geotourist Package" by introducing visitors to an array of options, attractions and activities that they desire.

Strategies

- Build brand equity for Gila County through a new slogan and logo that will become the foundation for this over all initiative
- Create and adhere to the Marketing plan
- Communicate the experience of Gila County through storytelling that allows the vibrant, genuine, warm character of the "County" to shine through
- Develop messaging from the core platform of wild outdoor adventures, culture, history, natural beauty and cuisine
- Introduce the utilization of video – the most effective vehicle to share and illustrate how visitors can Explore the Wild
- Deliver customized messages to target segments based on interests
- Establish a professional, engaging and informative web presence that engages our visitors through vibrant colors, pictures, video and content
- Build and utilize the efficiency of social and digital media
- Highlight the historical and cultural past of the people of Gila County and their genuine, engaging stories in our promotional efforts, social media and on the website
- Create and deploy fresh new photography and video across multiple channels
- Fully integrate advertising, public relations, social media and digital messaging and brand presentation
- Develop and use website landing pages that amplify our message positioning
- Take full advantage of co-op and partner opportunities
- Optimize campaigns in flight, and measure, analyze and report key metrics across the elements of the integrated campaign
- Build report with local, regional and national media outlets by supplying targeted branding materials that causes the media eye to focus on what is happening in Gila County
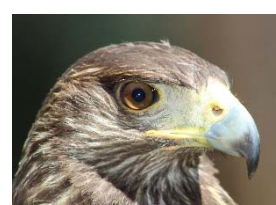
MARKETING STRATEGY
SOCIAL MEDIA

Overview

Due to our small marketing budget it will be important that we create a sustainable social media platform that will drive this initiative. We will treat efforts on Gila County social media channels as conduits for showcasing ways that our visitors can Explore the Wild. We will use these mediums to show the truly authentic opportunities that only Gila County can deliver. We will also use these mediums to drive traffic to the website where our visitors can create a tailored experience they will remember and enjoy.

Strategy

When we approach social media for Gila County we consider the audience first, the brand second, then how the two come together: *What does our audience care about? Who are we authentically? How can we deliver an extraordinary experience?*

- Bottom-up approach to content – taking a cue from the content shared by residents and visitors we will generate content that matches and augments what people are already passionately sharing
- Some posts will be focused on who we are, not what we sell – rather than talking about hotels, restaurants and special events, we will share the stories of the hoteliers, chefs and people who are participating in our events
- We will create a sense of "Look what you are missing by not being here" using breathtaking video and photography along with stories of people Exploring the Wild of Gila County, Arizona
- Focus on relevant and valuable content
- Encourage comments from fans and engage directly in conversations with them
- Develop a seasonal calendar to increase engagement and sharing
- Focus on authentic day-in-the-life Gila County content balanced with event-and-topic-focused campaigns
- Create contests that engage the visitor and cause them to act by liking, commenting and sharing content with their social networks

We will prepare and build each of the following channels:

- Trip Advisor
- Facebook
- Twitter
- YouTube
- Instagram

MARKETING STRATEGY
SOCIAL MEDIA/TRIP ADVISOR

Objective:
Create a 3rd party relationship with the largest travel ranking site in the US.

Strategies/Tactics:
- Leverage the proven power of Trip Advisor with a paid DMO (Destination Marketing Organization) Page on TripAdvisor.com
- Update content regularly
- Integrate with DiscoverGilaCounty.com travel planning tools and social media channels
- Participate in discussion forums providing valuable content to travelers and driving traffic back to DiscoverGilaCounty.com
- Leverage paid advertising placements to promote seasonal Gila County messaging
- Serve content in a timely, consistent manner, using content calendars
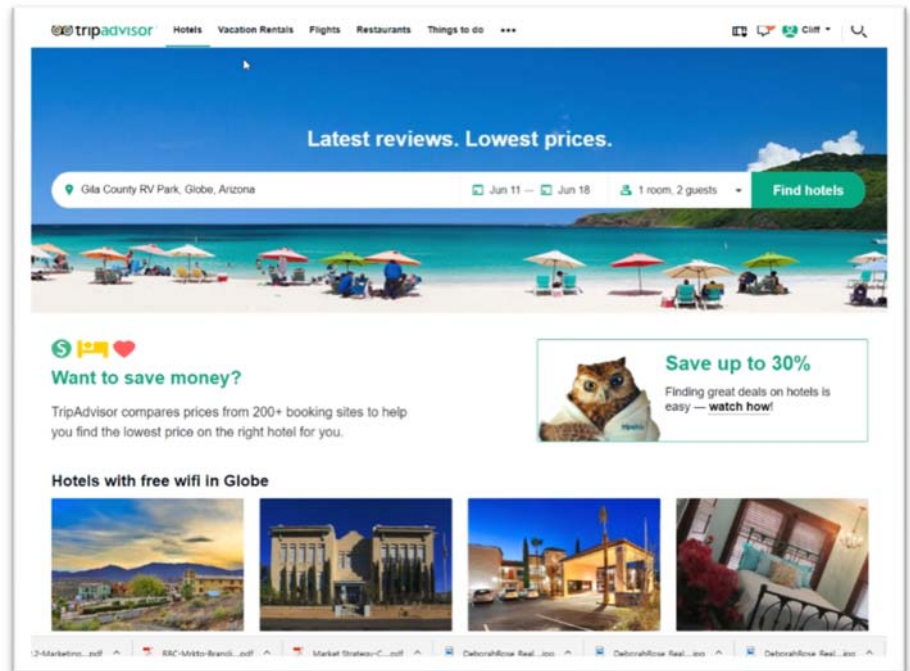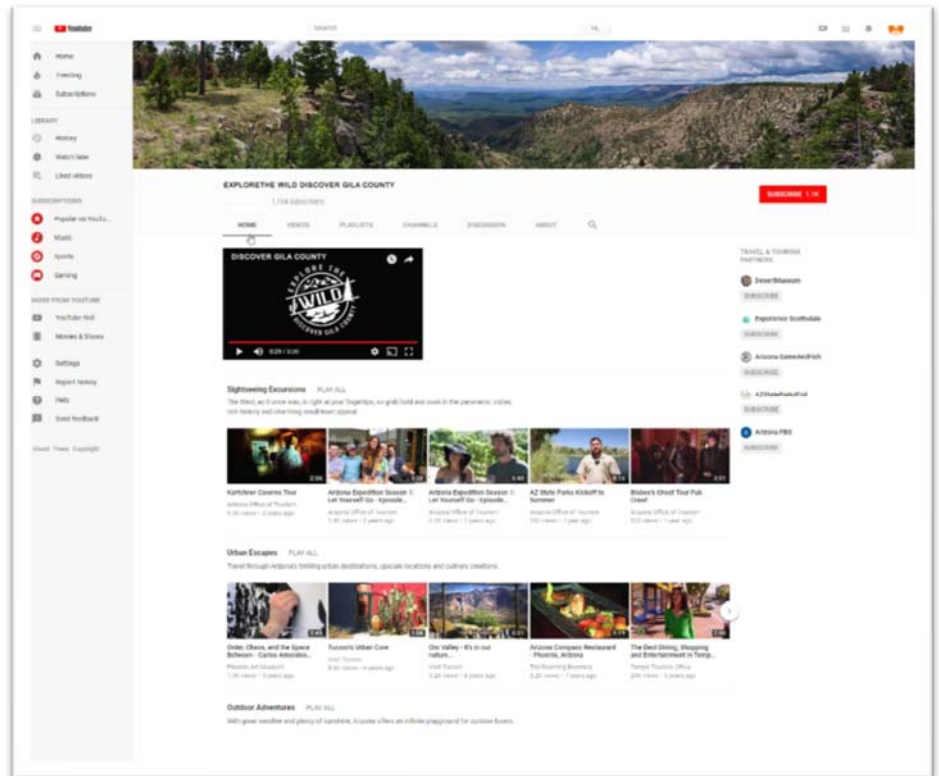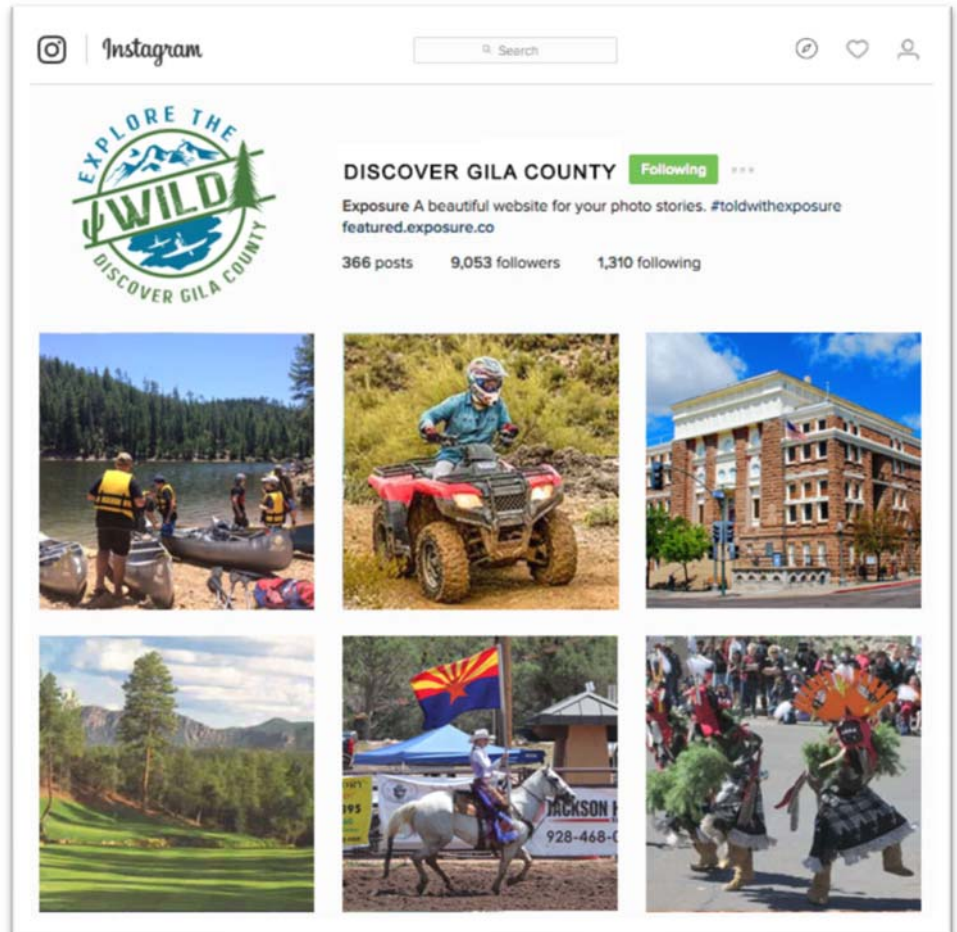
MARKETING STRATEGY
SOCIAL MEDIA/FACEBOOK

Objective:
Integrate with paid and unpaid marketing and communications activities to promote Gila County as an ideal travel destination.

Strategies/Tactics:
- Execute consistent and real-time posts that align with the brand pillars
- Engage Facebook fans through comments, photos and tags
- Serve content in a timely, consistent manner, using content calendars and advance post scheduling
- Use contest for giveaways to build audience, promote events and activities and engage fans
- Use the "boost post" feature to target specific areas of our target marketing with specific demographic and psychographic information that relates to them.
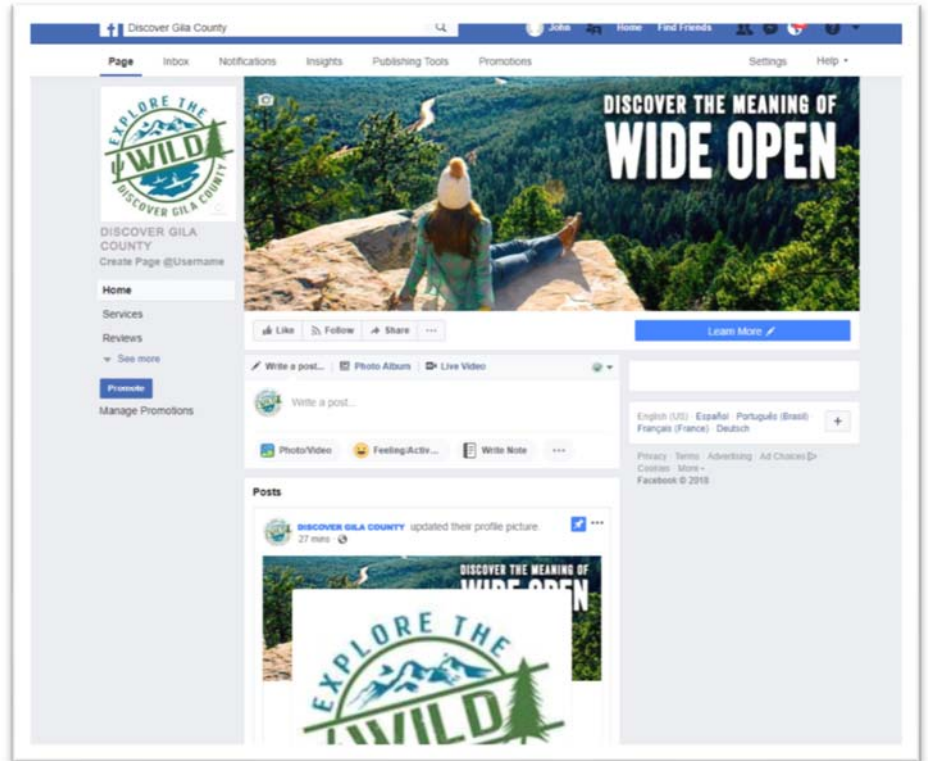
MARKETING STRATEGY
SOCIAL MEDIA/TWITTER

Objective:
Increase awareness and appeal of Gila County as a travel destination through daily outreach.

Strategies & Tactics

- Produce multiple daily tweets about Gila County events, people and topics
- Highlight positive media coverage about Gila County
- Interact with followers via retweets and searches
- Expand Twitter followers through blogger interaction, retweets and follows
- Keep current with trending hashtags and include key hashtags based on brand pillars/ promotions

- ➢ #Explorethewild
- ➢ #Discovergilacounty
- ➢ #Visitgilacounty
- ➢ #Gilacountyadventure
- ➢ #Gilacountygetawaycloser
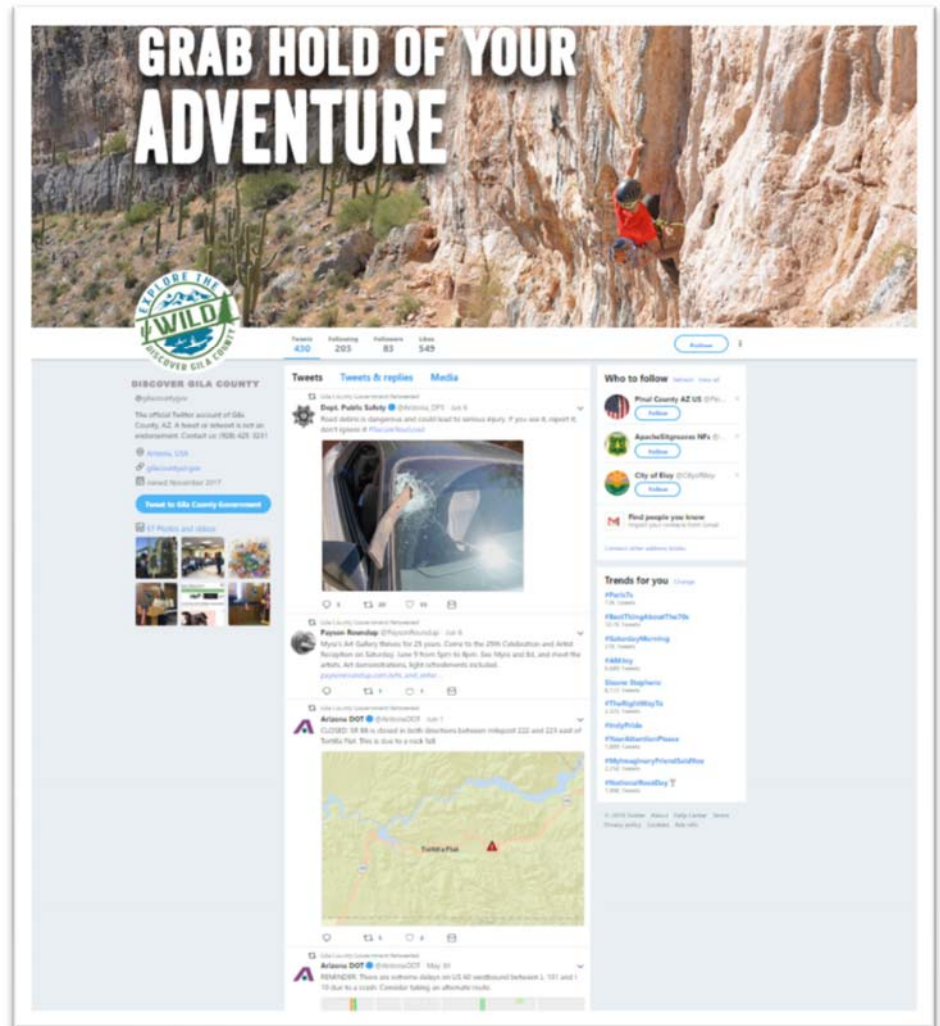
MARKETING STRATEGY
SOCIAL MEDIA/YOUTUBE

Objective:
Integrate with paid and unpaid marketing and communications activities to promote Gila County as an ideal travel destination.

Strategies/Tactics:
- Optimize channel description
- Integrate channel with links to Travel Planner & e-newsletter
- Interact with fans by sharing, adding or liking videos and commenting
- Organize playlists based on brand pillars
- Create promotions-based playlists to support campaigns such as Tune In to the Wild – this will feature a short video showcasing the wild adventure of the week or month
- Serve content in a timely, consistent manner, using content calendars and advance post scheduling

MARKETING STRATEGY
SOCIAL MEDIA/INSTAGRAM

Objective:
Integrate with paid and unpaid marketing and communications activities to promote Gila County as an ideal travel destination

Strategies/Tactics:
- Post quality, curated images
- Integrate into promotions
- Post content in a consistent and timely manner
- Circulate content in other social media channels to maximize followers
- Conduct photography contest to drive and engage followers

MARKETING STRATEGY
WEBSITE

Objective:
Create DISCOVERGILACOUNTY.COM for visitors to Explore the Wild in an online exhibition of pictures, video, descriptive text, social engagement and access to over 300 pages of information about the area.

Overview:
Work to ensure that DiscoverGilaCounty.com is fully integrated with all marketing assets and messages of Gila County, its communities, businesses and the Arizona Office of Tourism. Develop and maintain a streamlined and exciting online experience that introduces visitors to the County's award-winning cuisine, legendary outdoor adventures, performing arts, breathtaking landscapes and unprecedented history and culture.

The Facts*:
- 65% of Millennials will use a website or mobile device to plan their next vacation
- Practically all Baby boomers (99%) planned and made a trip in 2016
- Of the 99% who traveled domestically in 2016, Summer Vacations, Multi-Generational Trips, and Weekend Getaways are the primary impetus behind their plans

Top Three Motivators to Travel:
- Take a break from everyday life
- Spend time with family and friends
- Relax and rejuvenate

*Data Source:** Google – The 2016 Traveler's Road to Decision AARP – 2016 Travel Trends Adobe – Best of the Best Benchmark 2016 Silverpop – Email Marketing: Metrics Benchmark Study 2016
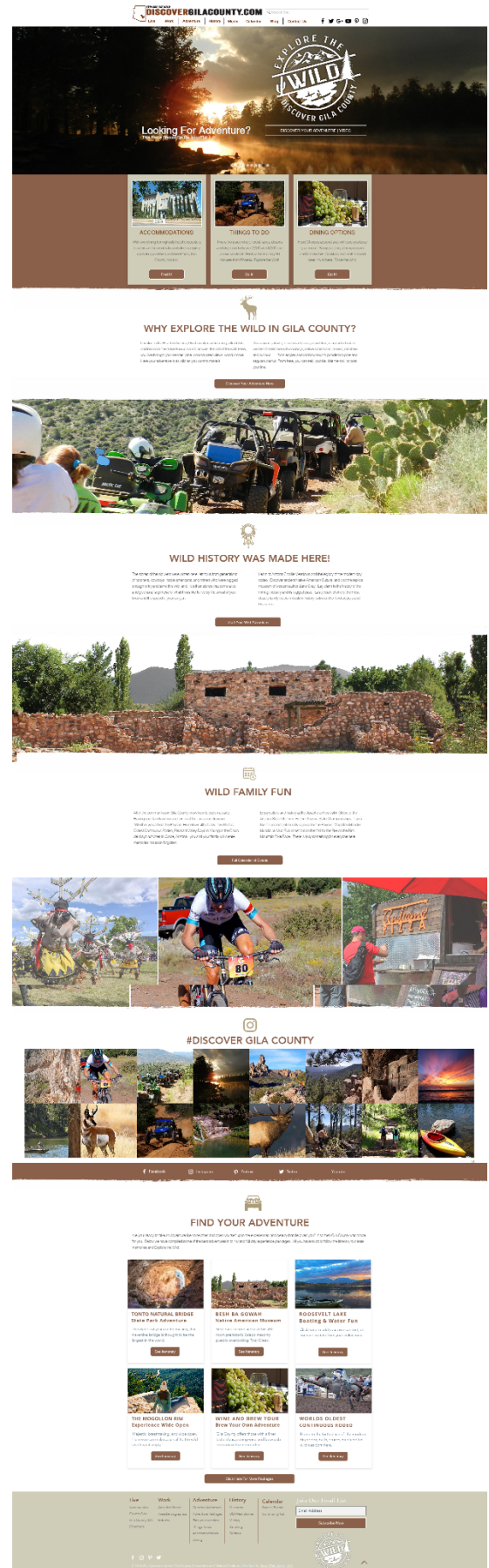
Strategies & Tactics:

- Design and develop engaging content
- Promote DiscoverGilaCounty.com as the source for tourism information in the area
- Create an online community
- Develop a special events 12-month centralized calendar
- Create engaging video vignettes of area attractions and activities
- Create a centralized Gila County Job Board
- Blog to generate search engine optimization rankings
- Continue to solicit free photography from local businesses
- Maintain and follow photo rotation schedule
- Update accolades as needed to promote Gila County as top destination
- Research and compare design features with other major markets to stay fresh
- Work with communities, business and stakeholders to create a link back strategy that will generate organic traffic
- Establish a "Join Our Email Newsletter List" for people seeking to stay in the "Know"
- Create a constant contact email list and send out a monthly newsletter titled "Explore The Wild" to drive traffic to the site

Reporting and SEO

- Adhere to Google industry requests for optimal SEO results
- Provide detailed and specific reporting to inform marketing decisions
- Maintain Google analytics dashboard and continue to add events to help monitor reports
- Analyze site speed, SEO and best practices
- Continue to utilize and strategize with data mining and schema tactics
- Gather and disperse visitor usage data from DiscoverGilaCounty.com and newsletter subscription forms
- Monitor and respond to performance matrix (page performance)
- Present quarterly statistics regarding site performance
- Links to updated articles, accolades and press releases
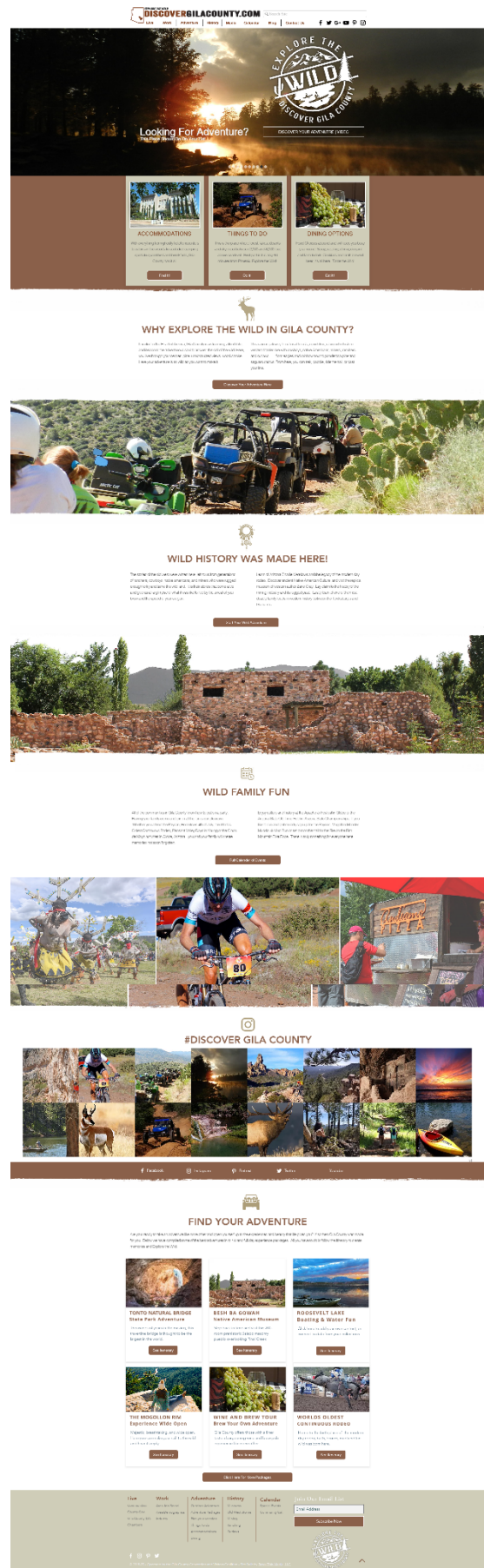
- Downloadable materials to participate in campaigns and promotions
- Reports and studies

Mobile Site
- Maintain easy navigation on DiscoverGilaCounty.com for visitors to find information on mobile devices both in and out of market.
- Keep DiscoverGilaCounty.com responsive
- Analyze and respond to industry trends
- Continue to study tablet use and Internet use behavior of visitors
- Use Litmus (software) to monitor DiscoverGilaCounty.com mobile site on new smart phones and tablets

MARKETING STRATEGY
PUBLIC RELATIONS

Objective:
Use mainstream media, new media, social media, Arizona Office of Tourism and other regional media to deliver compelling stories and information about Gila County to national and international travel markets basing content on marketing brand pillars.

Strategies & Tactics:
- Match press release brand pillar content to key publication's editorial calendars and writer beats
- Distribute bi-monthly What's New updates keeping editors up to date
- Use press release calendar for targeted pitching on monthly basis
- Leverage media placement with targeted editorial releases as possible
- Include social media links on all press releases
- Target publications through their specific editorial calendars
- Distribute quarterly, seasonal newsletter by e-blast

MARKETING STRATEGY
PRINT ADVERTISING

Objective:

In our print advertising we will showcase Gila County with bright vibrant photography that highlights the topography and the outdoor lifestyle as well as the historical and cultural experiences that exist. We also want to show people in motion, show them "Exploring the wild".

Strategies & Tactics

- Schedule photo shoots to get these types of descriptive shots
- Work with local and regional photographers and give them credit to be in our print collateral
- Look for inexpensive ways to integrate into paid advertising with the largest ROI
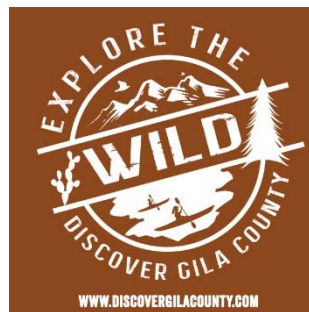
MARKETING STRATEGY

ONLINE ADVERTISING

Objective:
Influence the online world to Explore the Wild and Discover Gila County? Reinforce our brand pillars and use our sub brands to drive traffic to the website and social platforms.

Strategies & Tactics
- Advertise on websites that have viewer profiles that match the demographic and psychographic characteristics of our target market
- Design digital campaigns that are easily sharable via social media
- Aim to increase online interest and drive traffic through these digital advertisements to Gila County's offerings.
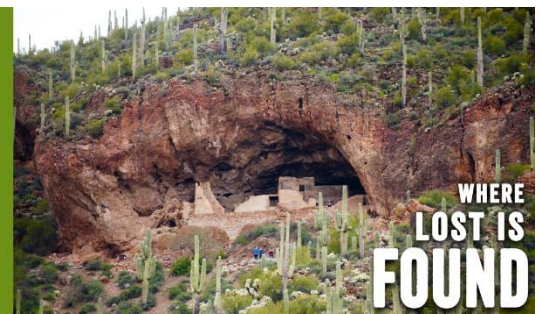
MARKETING STRATEGY

BRANDING SAMPLES

T-shirts

Objective:

Search out opportunities for brand recognition through out the State of Arizona by using branding collateral that builds brand image and messaging.

Strategies and Tactics:

- Create apparel giveaways on social media and other channels to generate excitement and introduce the brand to our target audience
- Create bumper stickers to be used as brand recognition. Employ the help of local business, citizens and other organizations to "Become part of the Wild Movement". Encourage them to put them on their vehicles and kick start the branding campaign.
- Have 1000 bumper stickers made and hand them out at events like:
  - ❖ Countywide campaign launch
  - ❖ Introduction meetings to stakeholders
  - ❖ Supply the chambers and other tourism locations

Ball Caps

WORK PLAN

SCHEDULE & BENCHMARKS

Below is the projected work schedule for the first and second 12-month periods of this multi-year project. Notice it intensifies as we ramp up.

This exhibit is to give you a tangible timeline that we will follow to roll out the marketing plan. Please bear in mind these benchmarks could change depending on the direction of the Board and their desires. This timeline is very realistic and doable. Also, please consider, all of this information will need to be "Created" from scratch. You can't simply copy and paste information from other resources because it doesn't exist. You can use those resources as your baseline, but you must build all of your own content, videos, pictures, blogs, job boards, real estate channel, etc. This is an estimate of time and should be used as more of an outline rather than a hardline.

FIRST 12 MONTHS

Month 1	Months 2 thru 4	Month 5 thru 10	Month 11 - 12
Research, exploration meetings, planning, direction and program oversight, program approvals and begin to gather information for marketing plan development	Marketing plan and branding development, conceptual web architecture layout, navigation, graphics, email marketing set up and blog creation.	Website programming and area specific content creation (estimated to be over 300 pages), video capture and production, calendar population, job board creation, and other channel specific content development. Set up photo shoots and video shoots to build library of imagery, social media strategy implemented (Twitter, Facebook, YouTube, Instagram etc.) Presentation to stake holders, approvals and preparation for GO LIVE!	Website at this point should be properly developed with the first round of content. In Month 10 or 11 it is proposed that we do a "Grand Launch" and will promote it to the region. If possible, we would use the movie theaters in both Payson and Globe to bring the stakeholders together and show them everything. In month 12 our full-blown marketing plan is rolled out and goes in to affect. Continue to develop area specific content and start to build affiliate networks for back links. Social Media kicks in to high gear. Benchmarks and reporting are setup for quality control. User studies will be done to gauge people's perception and what is missing.

## GOALS FOR THE FIRST 12 MONTHS:

1. Engage stakeholders who will support and help launch this program
2. Create a sustainable 3-year marketing plan to follow
3. Build a recognizable brand and marketing strategy that cultivates and promotes the brand
4. Develop a state-of-the art cutting edge website that showcases all of Gila County's assets
5. Design and launch a social media platform that will engage visitors to come and Explore the Wild
6. Write articles and content that supports our brand pillars
7. Develop a job board for the promotion of jobs in the area for all businesses to use
8. Conduct video and photo shoots to build a visually stimulating promotional library
9. Set up reporting and user feedback questioners and online surveys

WORK SCHEDULE FOR MONTHS 13-24

Month 13	Months 14 thru 16	Month 17 thru 19	Month 20 - 24
Gather new calendar information for population of 2019 Calendar; ramp content articles for submission; start to work networks like the Arizona Office of Tourism and Chambers for additional support and resources; blogging strategy public relations strategies are implemented	Full SEO Strategies are now in place and much time is spent on submitting, adapting, assessing and resubmitting to Google to climb the rankings ladder; a lot of time will need to be spent on building networks that will drive more traffic; create strategic alliances that will supply content and drive traffic; promotional activities are now put in place	Social Media has been in full effect since month 9; now we start to increase our Facebook and Twitter followers by offering contests, raffles and other engagement opportunities that will drive traffic to the site; video content of each asset is now starting to roll out; video promotions will be used to promote Gila County on all of its social media channels; Instagram contests are now in full swing and social media engagement, social sharing and blog content is of the highest priority	At this point the marketing plan is in place and everything is fully functional; it is a living breathing network full of rich content, thousands of Facebook and social media followers, thousands of visitors will come to the site for valuable information; the job board will boast of many Gila County Companies that are using it to find reliable employees and citizens of the area; time will be spent promoting this feature and building those networks with companies to deliver on the Gila County branding pillars and driving more people to the Region who want to LIVE, WORK or ADVENTURE in the Area; during this time, we will assess much of what has been built, its effectiveness, what needs to be enhanced, what are we missing and what changes need to be made; we will then start to work on the new marketing plan that will go in to effect in January of 2021

GOALS FOR MONTHS 13-24:

1. Launch full 2019 Calendar of Events for Summer tourist season
2. Build strategic partner relationships with chambers, Arizona office of Tourism, Cities and Town's
3. Launch full scale PR Campaign
4. Employ SEO strategies to increase the natural search rank on Google.com
5. Launch Facebook, Google, Twitter and other paid for marketing campaigns aimed at driving traffic
6. Engage potential visitors with a robust Social sharing campaign complete with giveaways, sweepstakes and contests
7. Produce 10 blog posts a week to help increase the social and Google content rating
8. Build job board partnerships
9. Establish reporting guidelines and install quality control
10. Follow the Plan-Do-Check-Act (PDCA) Cycle
11. Set plans for the next 3-year marketing campaign with new goals and objectives
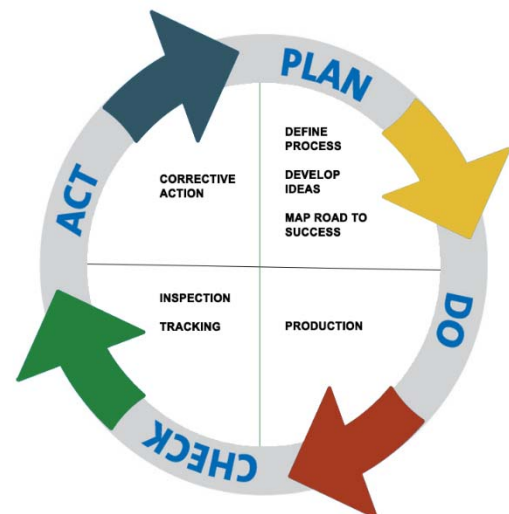
MARKETING BUDGET

OVERALL MARKETING PROGRAM BUDGET

Below is the suggested marketing budget for each of the first 2 years or 24 months.

PROJECT EXPENSES	Costs												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
Website Hosting and Infastructure	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 40.00	$ 480.00
URL Purchase	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 120.00
SSL Certificate	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 10.00	$ 120.00
Tockify Calendar Softwar Installation	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 8.00	$ 96.00
Job Board Software Plugin	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 3,000.00
Printing & Binding	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 1,200.00
Facebook promotion & other social media	$ 500.00	$1,000.00	$1,000.00	$ 1,500.00	$ 1,500.00	$ 2,000.00	$ 2,500.00	$ 3,000.00	$ 3,500.00	$ 3,500.00	$ 3,500.00	$ 4,500.00	$ 28,000.00
Constant Contact (Email Marketing	$ -	$ -	$ -	$ 80.00	$ 80.00	$ 80.00	$ 80.00	$ 80.00	$ 80.00	$ 80.00	$ 80.00	$ 80.00	$ 720.00
Content Promition via Google Adwords	$ -	$ -	$ -	$ 500.00	$ 600.00	$ 600.00	$ 750.00	$ 750.00	$ 750.00	$ 750.00	$ 750.00	$ 1,000.00	$ 6,450.00
Affiliate and SEO marketing (Backlinks)	$ -	$ -	$ -	$ 150.00	$ 150.00	$ 300.00	$ 400.00	$ 500.00	$ 500.00	$ 500.00	$ 600.00	$ 800.00	$ 3,900.00
Other marketing related expenses	$ -	$ -	$ -	$ 288.00	$ 400.00	$ 500.00	$ 600.00	$ 650.00	$ 750.00	$ 800.00	$ 900.00	$ 1,026.00	$ 5,914.00
Promotional Budget Total	$ 918.00	$1,418.00	$1,418.00	$ 2,936.00	$ 3,148.00	$ 3,898.00	$ 4,748.00	$ 5,398.00	$ 5,998.00	$ 6,048.00	$ 6,248.00	$ 7,824.00	$ 50,000.00
Project Contractor	$7,500.00	$7,500.00	$7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 7,500.00	$ 90,000.00
Marketing Project Total Costs	$8,418.00	$8,918.00	$8,918.00	$10,436.00	$10,648.00	$11,398.00	$12,248.00	$12,898.00	$ 13,498.00	$13,548.00	$13,748.00	$ 15,324.00	$140,000.00

► This expense line would be what is used to market and drive traffic to the program. This includes web-based tools, plug-ins, advertising, promotions, promotional related travel and mileage, email marketing, social media promotion, chamber memberships, traditional advertisements, etc.

► This is the fee for a 40+ hour a week dedicated and trained resource to plan, oversee, build, market and produce everything as it is described in this marketing plan.

CONCLUSION
& RECOMMENDATIONS

By developing this plan, Gila County has started the process of understanding what benefits people truly seek from their adventure trips, so it can deliver successfully on those desires. In addition to the benefits sought, however, adventure travelers seem to have in their minds a vision of what an "adventure travel" experience should look like. Over the next several years Gila County will need to focus on its core brand pillars and create opportunities for outdoor exploration, learning, cultural interaction and content that tells the story of this amazing place in Arizona.

Based on this study, it is recommended that Gila County should execute the following steps:

1. Position and differentiate its brand based upon dominant personality or psychographic characteristics of the target market that are supported by the various studies and data as outlined in this study.

2. Constantly scan the environment for shifts in the dominant cultural values of the target market.

3. Stay up to date on market research to identify the personality, self-concept and psychographic characteristics that distinguish the target market.

4. Develop cutting edge promotional tools that are consistent with dominant personality characteristics of the target market—create products that fulfill the motivational needs of the adventure traveler and do its best to deliver an experience that is truly unique.

5. Create messaging and delivery methods that present information to the identified target market where they live, using: Cell Phones, Mobile Devices, Web, Social Media, Blog, Newspaper articles etc.

6. Use personality and psychographics to identify segments of consumers to target, such as culturally focused adventures for interest in cultural experiences or outdoor packages that include various adventures all wrapped into one. The results of this will allow Gila County to optimize the effectiveness and efficiency of its marketing activities.

7. Further, an understanding of the benefits sought from the adventure traveler experience provides valuable information that can be used to shape the County's messaging, guiding consumers to certain offerings, which have been designed to meet the goals and objectives as outlined in this study.

   A. Create a plan and roadmap that identifies how Gila County will promote itself in the future
   B. Increase awareness and tourism promotion using technology
   C. Create opportunities for everyone that lives in Gila County by boosting sales tax revenues, identifying good paying jobs and improving the quality of life over all
   D. Through targeted promotional tools drive traffic to the website and deliver a truly unique experience where the target audience feels they have "Explored the Wild".

EXPLORE THE WILD

DISCOVER GILA COUNTY

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PRESENTED ON

6-26-2018

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