

# Economic Development

**ED Update  
Council Presentation  
9.8.16**



- What has been accomplished since 6.7.16?
- Where are we going?
- Future council input and action



# Retention

- 18 Mayor's Business Visits

Sierra Vista Mall	Allsource Global Management	American Southwest Credit Union	Marriott International
ACE Hardware	Canyon Vista Medical Center	Sierra Toyota	Big O Tire
Mr. Fix It	Chiricahua Community Health Centers, Inc	Sierra Remodeling	Sulphur Springs Valley Coop
Northrop Grumman	Monty's Motors	Gateway Studios Hotel	Napa Auto Parts
ManTech International Corp.	Teleperformance		



- Shop Local Efforts
- Increased relationships & Communication
- Greater product understanding



# Business of the Month

Hoppin' Grapes	Tony's Board Shop	Landmark Cafe	Nova Home Loans
Sun 'N Spokes	M&M Cycling	Bati' Mamselle Boutique	The Bread Basket



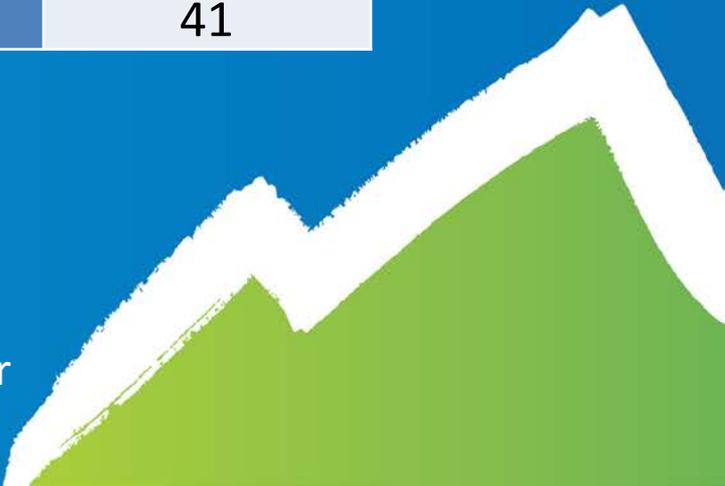
Anthony Goodnough & Family  
Tony's Board Shop



# Business Walks

## 138 Businesses

<b>Business Walk Jan-July 2016 102 Surveys</b>	<b>Areas of Needed Assistance</b>
<b>Marketing</b>	66
<b>Access to low interest loans</b>	60
<b>Grants</b>	57
<b>Infrastructure Assistance (Drainage, Roads, Parking lots)</b>	56
<b>Business Training</b>	54
<b>Labor Force Training</b>	41

- 33 out of 102 businesses indicated finding and keeping qualified employees is a problem
  - The same amount said Money is their biggest issue, specifically cash flow
  - 38 of the firms surveyed indicated they are/were hiring either at the time for the survey or in the near future.
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# Ombudsman Activities

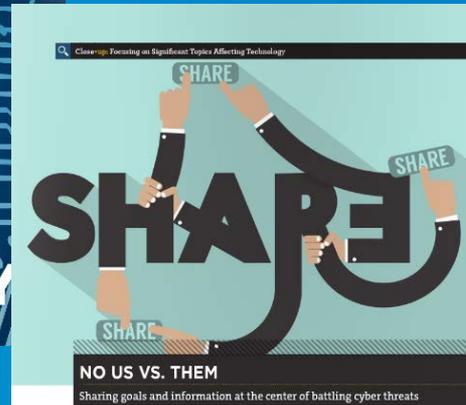
<b>July 2016 Ombudsman Activities</b>	<b>Number of Business Contacts</b>
<b>Partner Referrals</b>	29
<b>SBDC</b>	6
<b>EDF Loan Program</b>	0
<b>Chambers</b>	15
<b>ED Website</b>	8
<b>Workforce Development</b>	5
<b>Marketing / Advertising</b>	8
<b>Education</b>	2
<b>Finance / Capital</b>	0
<b>Site Selection</b>	0
<b>Ombudsman Consultations</b>	8
<b>Total</b>	52

# Initiatives

- **Cyber**
    - **Center of Academic Excellence in Cyber Operations**
    - **Defense & Security Research Institute**
    - **Mesa Cyber Range**
  - **SV Leadership Forum-ED Advisory Group**
    - **Millennial Involvement**
    - **West End**
    - **Events**
      - **Promotion**
      - **Training: High Intensity Drug Trafficking Area Program (HIDTA)** September and December
      - **Expansion**
  - **Defense Contractors**
- 

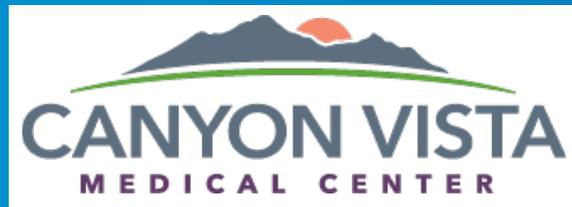
# Initiatives

- Office of Economic Adjustment Grant
- Lead Development
  - Marketing & Outreach
  - AZ Tech Council-CEO Forum
  - NAIOP



# Partnerships

- Good Morning Sierra Vista
  - October 6: Congresswoman Martha McSally
- Neighborhood Assistance Corporation of America (NACA)
- Welcome Committee



# Rapid Response Workforce Assistance

- Hastings 23 of 25 new jobs
  - Game Stop
  - Dillards
  - Payless Shoes
  - Ross

Arizona @ Work

Cochise Graham Greenlee

# Losses

- Kings Court



# Achievements

- Peacock
- Horned Toad
- Broxton's Coffee
- Lemman Academy of Excellence
  
- Council Support of Achievements



# Metrics

These are interactions in which the Economic Development Division had direct involvement and do not reflect all of the development that has occurred within the city.

Segment	Metric	FY 15/16 (as of 5/1/16)	Goal FY16/17	Current	Notes
Awareness/ Promotion	Website Visits (launched 7/7/15)	3,215 (1)	5,000	855* (7/1-8/29)	Missing some of the numbers for July due to Analytics reporting issue.
Retention/ Entrepreneurship	Mayor's Business Visits	8	24	5 (7/1-8/29)	
	Business Contacted During Business Walks	91	240	45(7/1-8/29)	
	Council Recognitions	3	12	2 (7/1-8/29)	
	Small Business Ombudsman Consultations	52	150	8 (7/1-7/30)	
	Small Business Action Items completed by ED Division (2)	23	50	18 (7/1-8/29)	
	Partner Referrals	84 (3)	160	52 (7/1-7/30)	
	Number of Businesses Directly Retained	1	3	2 (7/1-8/29)	Peacock / Broxton's

# Metrics

These are interactions in which the Economic Development Division had direct involvement and do not reflect all of the development that has occurred within the city.

Segment	Metric	FY 15/16 (as of 5/1/16)	Goal FY16/17	Current	Notes
City Involved Attraction	Number of Inquiries	10 (4)	48	5(7/1-8/29)	
	Number of Businesses Recruited	1	2	0	
City Involved Attraction & Retention	Number of FTE Jobs Created & Retained	6	25	8(7/1-8/29)	
	Capital Investment	TBD	\$500,000	\$75,000(7/1-8/29)	
(1) Preliminary 7/7/15-5/1-16					
(2) These are activities that require internal follow up.					
(3) Tracking stats began on 1/1/16					
(4) Tracking began in February 2016 – May 1, 2016					

# Future Efforts

- Consistency of efforts
- Continued identification of opportunities
- Work with partners
- Move initiatives forward

*Growth is never by mere chance; it is the result of forces working together.*

*-JC Penny*



# Tourism Marketing Update



# Visitor Economy Is...

- Outpacing the rest of the economy
  - *Visitor spending up 229% since 1980*
  - *GDP up 77% since 1980*
- Arizona's #1 industry
- A catalyst for economic development
  - *Positively impacts Quality of Life factors*
  - *Quality of life scores related to outdoor activities and a vibrant downtown influence site selector decisions*

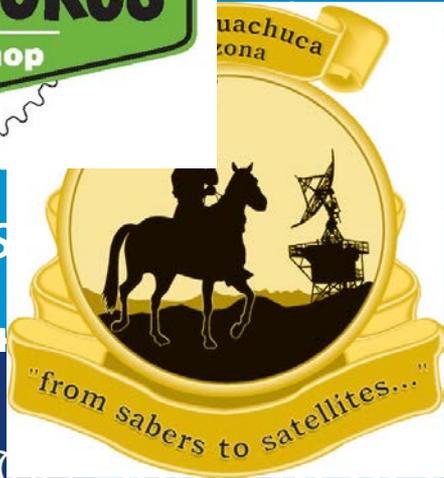


# Tourists Are...

- Potential business leads
  - *Leisure and business travel bring prospects*
  - *Strategic event planning*
  - *Cultural assets impact site selector decisions*
- Site selectors who are influenced by travel
  - *13% are influenced by leisure travel*
  - *37% are influenced by business travel*



# Effective Marketing Requires



SIERRA VISTA, ARIZONA



SOUTHEAST ARIZONA HOSPITALITY ASSOCIATION



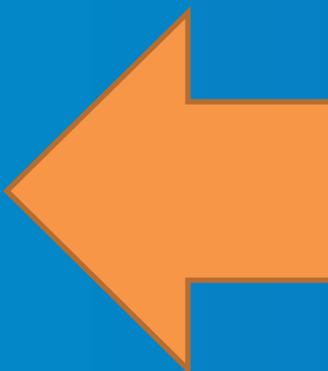
# Tourism Marketing Update

- Marketing program strategy
  - *Demographics*
  - *Market segments*
  - *Media mix*
- Metrics
  - *Awareness building/Promotion*
  - *Tax revenue*



# Demographics

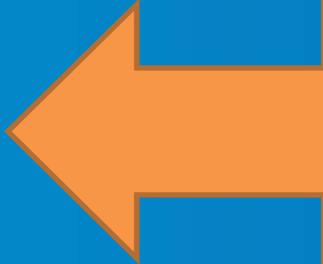
- Age – late 30s to mid-60s
- Average Household Income
  - *U.S. - \$110,000/yr*
  - *Mexico - \$50,000/yr*
- Home regions
  - *Phoenix Metro*
  - *Southern California*
  - *Pacific Northwest*
  - *Upper Midwest*
  - *Sonora, MX and Canada*



Our demographics coincide with Arizona Office of Tourism demographics, which are determined based on research at the state, and, independently, the county and local levels.

# Market Segments

- Primary target segments
  - *Bird/wildlife watching* <sup>2, 3</sup>
  - *Bicycling* <sup>1, 2, 3</sup>
  - *Hiking* <sup>1, 2, 3</sup>
  - *Culinary* <sup>1, 2, 3</sup>
  - *Winter visitors* <sup>1, 2, 3</sup>
- Secondary target segments
  - *Auto/motorcycle touring* <sup>3</sup>
  - *Sonora, Mexico (shopping)* <sup>2, 3</sup>
  - *Astronomers* <sup>2</sup>
  - *Wellness* <sup>1</sup>
  - *Heritage* <sup>1, 3</sup>

- 
1. Market segments targeted by AOT
  2. Market segments targeted by Tucson
  3. Market segments targeted by CCTC

# Media Mix

- Layered messaging saturates markets
- Reaches different and cross-over audiences



EXTRAORDINARY SKIES.  
UNCOMMON GROUND.



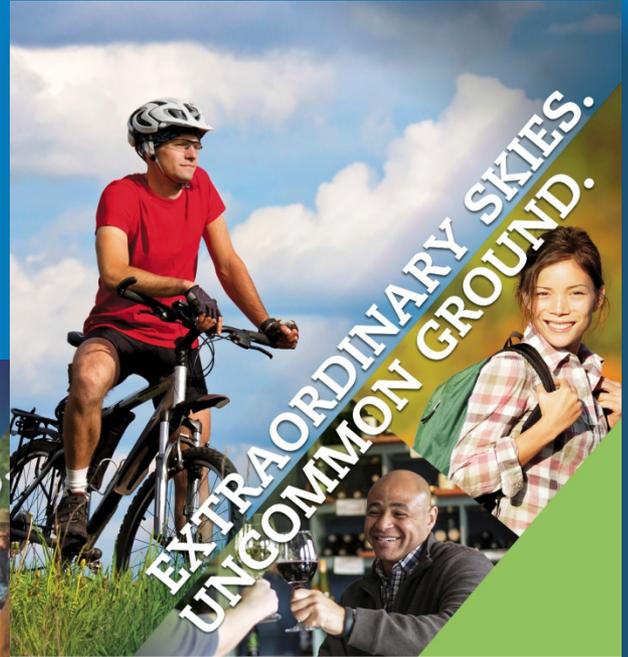
Hummingbird Capital of the U.S.



DISCOVER  
SIERRA VISTA.  
Click here to receive your  
FREE Adventure Guide!



EXTRAORDINARY SKIES.  
UNCOMMON GROUND.



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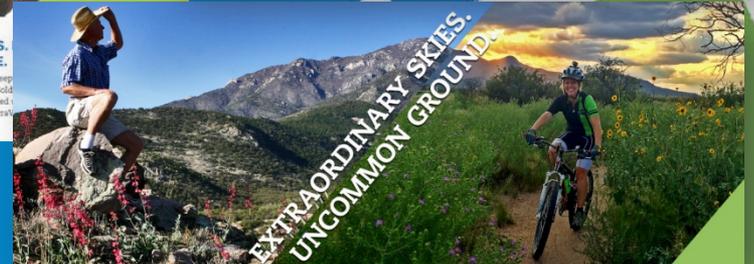


EYES ON THE SKIES.  
FEET ON THE GROUND.  
ENJOY IT ALL HERE.

Discover soaring peaks, cool temperatures, and room to roam. Extraordinary skies showing daily. Start your adventure at [VisitSierraVista.com](http://VisitSierraVista.com) or call 800-288-3861.

ON THE SKIES.  
IT ALL HERE.

country again with deep  
West, where Buffalo Soldiers  
and lawmen—thundered  
adventure at VisitSierraVista.com



EXTRAORDINARY SKIES.  
UNCOMMON GROUND.

# Media Mix Includes...

- Print (ads and collateral)
- Broadcast (Pandora)
- Online (banner ads, keyword searches)
- Social media channels (ours, CCTC, AOT)
- eNewsletter
- Out of home
- Networking and partnerships
- Public relations
  - *Attend media events*
  - *Work with travel writers*
  - *Consumer and industry trade shows*



# Metrics

- Awareness/Promotion
    - *Website visits (VisitSierraVista.com)*
    - *Facebook total reach (VisitSierraVista)*
    - *Advertising total exposure*
    - *Visitor Center contacts*
    - *Adventure Guide, total distribution*
  - Return on Investment
    - *Extended Stay (“hotel”) tax revenue*
    - *Restaurant/Bar tax revenue*
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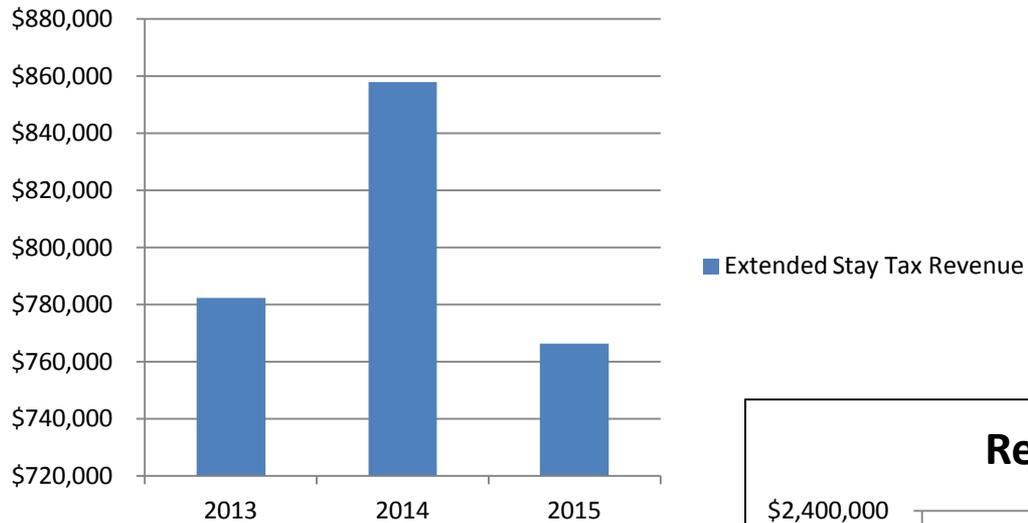
# Metrics

Metric	FY13/14	FY14/15	FY15/16
<b><i>Awareness/Promotion</i></b>			
Website visits	Data not available	672,270	813,100
Facebook, total reach	N/A	644,236	615,627
Advertising, total exposure	5,195,897	10,626,597	8,645,428
Visitor Center, total contacts	7,757	7,873	7,515
Adventure Guide distribution	N/A	35,382	24,782
<b>Total</b>	<b>5,203,654</b>	<b>11,986,358</b>	<b>10,106,452</b>
<b><i>Return on Investment</i></b>			
Hotel tax revenue	\$759,868	\$864,632	\$857,956*
Restaurant/Bar tax revenue	\$1,916,690	\$1,997,722	\$2,276,470*

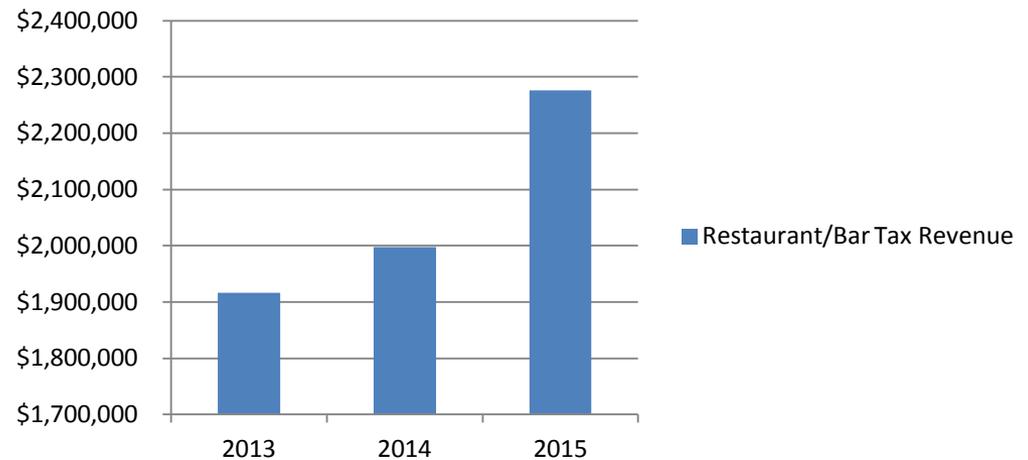
\*At old rate, Hotel tax totals \$795,341; Restaurant/Bar tax totals \$1,997,780.

# Sierra Vista Data

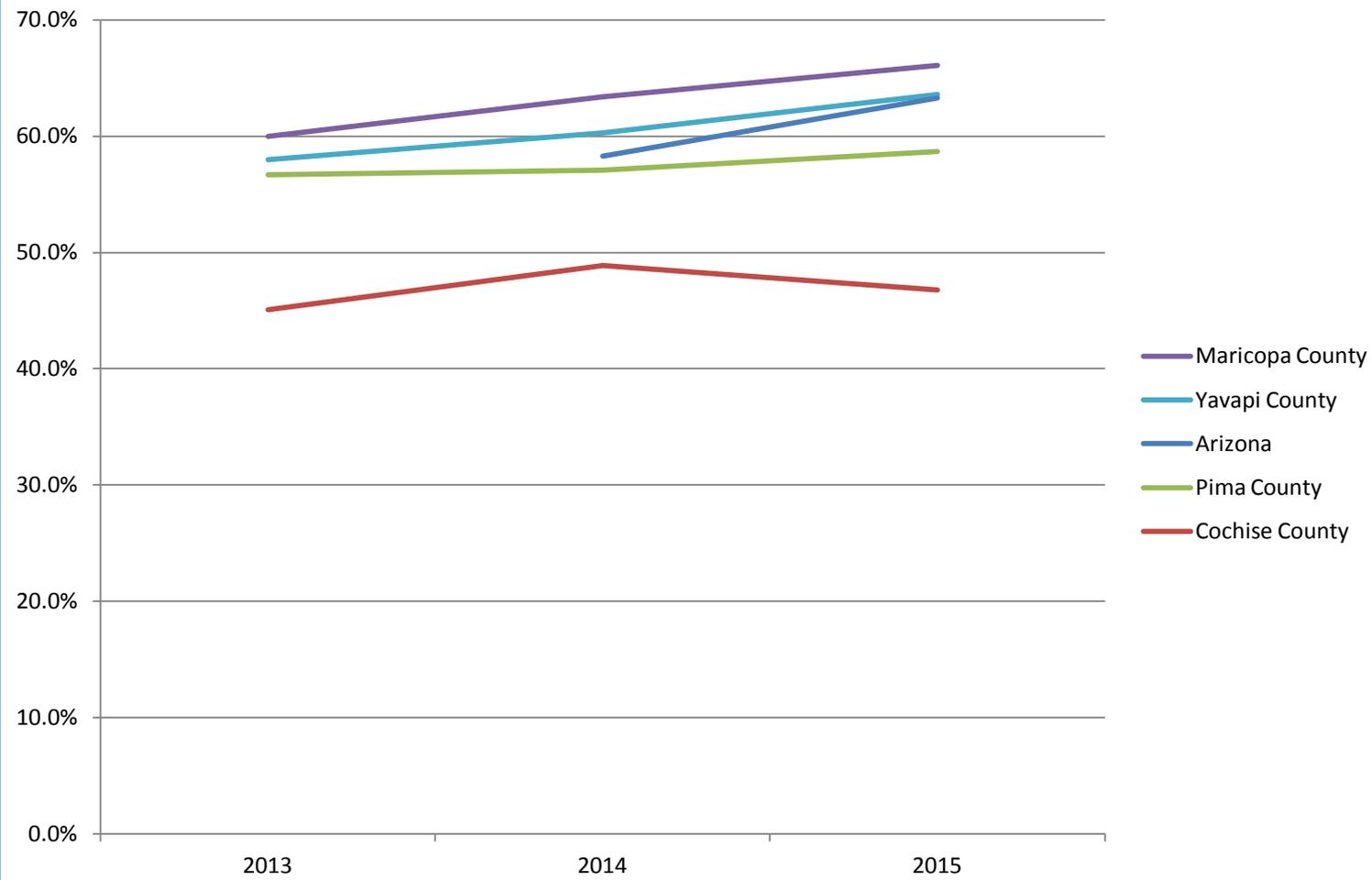
## Extended Stay Tax Revenue



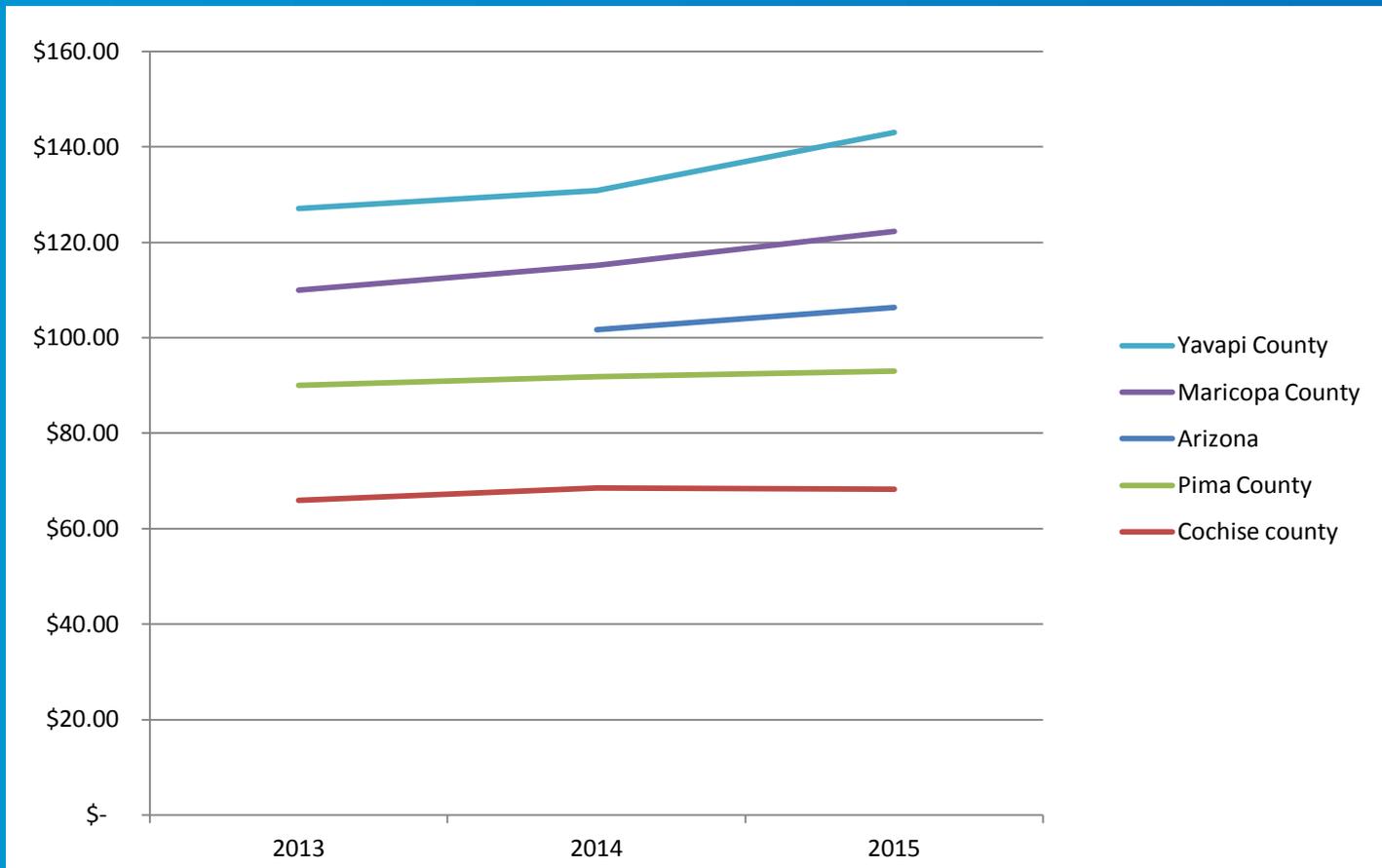
## Restaurant/Bar Tax Revenue



# Occupancy

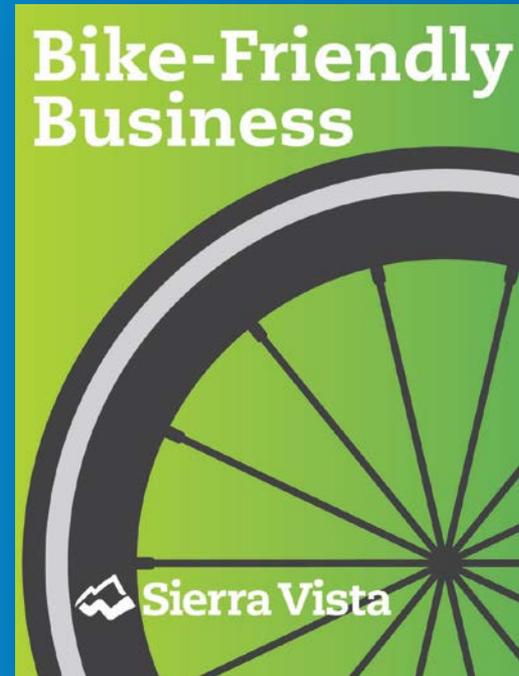


# Average Daily Rate



# Summary of Activities

- Vancouver media mission
- Launched “Bike-Friendly Business” program
- Final stages of Mountain Bike & Trails Map
- Successfully recruited the 2017 Arizona Sister Cities Conference
- Ad placements in...
  - Adventure Outdoors
  - El Imparcial
  - AAA Westways
  - Phoenix Light rail wrap
  - Phoenix Magazine
  - ... and others



# Focus for Upcoming Quarter

- Mexico Media Mission
  - “Savor Sierra Vista” marketing plan
  - Expand media focus on
    - Winter visitors
    - Promotion of upcoming local events
    - Launching ads in SW markets
  - Development of new VisitSierraVista.com site
  - Establish drip marketing process
- 