



Sierra Vista City Council

Work Session Agenda May 5, 2015

1. Call to order – 4:00 p.m. in the City Hall, Council Chambers, 1011 N. Coronado Drive, Sierra Vista, Arizona.
2. Northstar Presentation on the initial findings and branding platform
3. Adjourn

City Council work sessions are informal meetings of the elected body designed to allow the Mayor and Council Members to prepare for upcoming regular meetings, have staff briefings on issues, and provide an opportunity for more detailed discussions amongst themselves. The meetings are limited by City ordinance to 90 minutes, and in accordance with the State Open Meeting Law, no discussion can take place on issues/topics that have not been posted on the agenda at least 24 hours in advance. The public is welcome to observe the meetings in person or on Cox Channel 12, but time is not reserved on work session agendas for public comment. The public may, however, address the City Council at their regular twice-monthly meetings or share written views through the City's website, www.SierraVistaAZ.gov.

Work Session Minutes
May 5, 2015

1. Mayor Mueller called the work session to order at 4:00 p.m. in the Council Chambers, 1011 N. Coronado Drive, Sierra Vista, Arizona.

Present:

Mayor Rick Mueller – present
Mayor Pro Tem Bob Blanchard – present
Council Member Alesia Ash – present
Council Member Gwen Calhoun – present
Council Member Rachel Gray – present
Council Member Hank Huisking – present
Council Member Craig Mount – present

Others present:

Chuck Potucek, City Manager
Mary Jacobs, Assistant City Manager
Ron York, Fire Chief
Tom Alinen, Police Chief
Adam Thrasher, Deputy Police Chief
Scott Dooley, Public Works Director
Jill Adams, City Clerk
Judy Hector, PIO
Simone McFarland, Economic Development Manager
Pamela Weir, Management Analyst and Budget Officer
Victoria Yarbrough, Library and Leisure Services Director
Jill Adams, City Clerk
Kelley Brackett, Community Brand Supervisor, North Star Destination Strategies

2. North Star Presentation on the initial findings and branding platform

Ms. Jacobs stated that the City retained the services of North Star Strategies in November and they have been working on the brand since that time. In January they were out here and did a significant amount of research. There have been a couple of surveys and the purpose of the work session is to review the findings of research which important so that Council can get the perspective on what the community is stating as well as those other areas that were researched.

Ms. Jacobs explained that the brand platform statement is basically the essence of the City's future brand.

Ms. Brackett stated that the purpose of the presentation is to walk Council through the research, reveal the insights (or the story) that North Star Strategies gleaned from this research that is going to be used to tell what that essence is, and from that go into the brand platform statement and provide rationale for all of the words used in that statement. The presentation will end with a case study from another North Star client to show how the brand platform statement fits into the broader picture.

The purpose of this initiative is not for a logo or tagline, it is to understand what community members or consumers and also the competitors are saying about Sierra Vista as a place to live, visit or conduct business. Based on that research, effective strategies will be developed

and attract new businesses and recruit potential residents and also visitors. Ultimately, North Star wants to make sure that the marketing dollars that are spent in Sierra Vista are spent wisely to generate the best return on investment.

North Star will provide the City with several methods of evaluating the success of the project. Several of the surveys conducted have ways to evaluate the success and Council can re-measure them in years to come and see changes.

Ms. Brackett presented a slide of an hourglass figure which represents North Star's process, method of evaluating what is distinct about Sierra Vista. The City is at the narrow point of the hourglass; North Star has taken a look at Sierra Vista from those perspectives, the community, consumer and the competition.

- How have we learned about Sierra Vista

Ms. Brackett stated that she was in Sierra Vista with two of her colleagues on a in-market trip in January and had a great familiarization tour of the area, did one on one interviews, under cover interviews and focus groups. Also conducted stakeholder interviews which many council members were a part of and used a mix methodology of quantitative and qualitative survey, and an online community survey.

Ms. Brackett congratulated Council on being the most responsive ever in North Star's history. The community that the City beat out was Aurora, Illinois, the second largest city in Illinois. It states that there are a lot of powerful brand ambassadors out in the City that can be leveraged as the City moves forward.

North Star did some tapestry profiling and all of that information will be used moving forward as recommendations are made about the consumers and residents. North Star also looked at the online brand for Sierra Vista on how people are talking about it on social media and analyzed the competitors through every piece to understand how the City is distinct. The conducted was a consumer awareness study which was conducted in Tucson and Phoenix to cross tabulate their responses based on the market.

North Star also did a qualitative perception study where they were reaching out to economic development and tourism professionals across the state and at the regional level and neighboring communities, i.e., chambers of commerce to get their perspective as an outside on Sierra Vista.

A top business prospects report will be delivered which will be used for economic development purposes to give Council a list of potential business that could be targeted.

- Describing Sierra Vista

Ms. Brackett presented a word cloud from the stakeholders' standpoint, vision survey. The words most often mentioned were mountains, beautiful weather, Fort Huachuca, and the military used to describe Sierra Vista in one word.

Council Member Calhoun asked if the largest words on the slide the most often used. Ms. Brackett indicated that yes they are and it is an easier way to see it.

Ms. Brackett presented the following slides:

- Resident perceptions chart from the community's survey

There are a total of 1,900 responses. Residents stated that Sierra Vista has a great year-round temperate climate and is known for Fort Huachuca. There is consistency.

- Community leader perceptions

Community leaders feel like outsiders would describe Sierra Vista as boring and small but naturally scenic. One voice from research said, "Gorgeous Mountains, perfect weather and a friendly small town."

- Consumer perceptions

Outsiders, consumers from Tucson and Phoenix, associate Sierra Vista with Fort Huachuca and as a small town.

- Community strengths

Stakeholders view the City's key assets as the City's connection to the Fort, beautiful weather and the City's sense of community. On the flip side, community leaders feel that your natural beauty and outdoor activities are underappreciated along with the city's opportunity for future development.

- Resident perceptions

The community as a whole feels that the City's greatest assets are its temperate climate and scenery; but when asked to rate the City's civic affairs on a scale of 1 – 10, 10 being excellent, safety and support for community efforts was rated highest.

On a list of community offerings, outdoor recreational opportunities, the City's great location and the multi-use paths were rated highest. While activities for youth and shopping fell to the bottom of the list.

With outdoor recreational opportunities in mind, North Star wanted to find out what impact the City's natural environment had on the life style of the community members. North Star heard that residents enjoy the diversity of outdoor activities, star gazing and the year round climate. One person shared that he hikes all the time and loves dark skies and that he would not live in Sierra Vista if not for the outdoor opportunities available.

From the perspective of consumers in Tucson and Phoenix, they agreed that the City's nature experience rated highest on a list of attributes, followed by the City's accessibility to nearby destinations.

Related to your nature experience, Sierra Vista rated second highest among competitors as the best place for bird watching.

- Community opportunities

The community members feel that the City's temperate climate, outdoor recreation offerings and your scenic views have the most potential to attract outsiders. But if they could add one thing to improve the city it would be dining and entertainment as well as a town center and those two go hand in hand.

Ms. Brackett stated that in this question North Star wanted to identify what's most important and have the ability to differentiate Sierra Vista? They heard Fort Huachuca and the City's year-round temperate climate were distinguishing assets.

- Business opportunities

From an economic development perspective, community leaders would like to see the city recruit new business, promote tourism and seek more government and military work. One person shared to take advantage of the restricted air space and bring in more unmanned aircraft industry.

When asked what specific industries or businesses to target, we heard: Entertainment, government and defense, along with tech companies.

On a larger scale, the community feels the greatest opportunity for growth in Sierra Vista would be attracting new businesses and increasing entertainment.

Ms. Brackett stated that she wanted to include this information because it provides support for the city to pursue additional dining, retail and entertainment options. The majority of Tucson and Phoenix visitors stopped to eat in Sierra Vista, while nearly 30% went shopping.

- Understanding consumers

Tucson and Phoenix visitors indicated their primary purpose of visiting Sierra Vista was to visit family and friends. This is support for developing community ambassadors. In the Final Report, several ideas around an ambassador program will be provided.

- Consumer perceptions

North Star was delighted to find that after visiting those that had a change in perception, indicated their perception changed in an overwhelmingly positive way. When asked what changed that perception, North Star heard things i.e., climate and the beautiful scenery. One person shared that they thought Sierra Vista was a blip in the radar, but it's a net southern town, very friendly, positive vibes and the climate, scenery, the variety of things to see and visit and it is very beautiful and favorable climate.

North Star asked the residents what was most important in differentiating Sierra Vista and the consumers agreed with consumers that Fort Huachuca is most important followed by the city's scenery and climate.

When asked why, North Star heard that Fort Huachuca supports the economy; but in response to beautiful scenery, one person shared, "The natural beauty of the Sky Islands is the first thing that hits you, and what you remember the most."

- Insights

North Star conducts all of this research just reviewed to uncover Sierra Vista's true essence, that competitive advantage for the community. It has to be honest, authentic, and rooted in history with an eye towards the future. North Star is looking for that aspect that is the most distinct and lets the City articulate its advantages to targeted audience.

Ms. Brackett stated that throughout her in-market trip, she found herself looking up skywards, up to:

- Beautiful mountain ranges that tower from every angle around Sierra Vista;
- Border Patrol's Surveillance Balloon;
- Ramsey Canyon to learn about the many species of humming birds;
- River to the last major free-flowing waterway in the southwest and a critical migratory flyway;
- Learn about the City's pristine electromagnetic spectrum;
- View a perfectly blue sky and restricted airspace that is the reason Libby Army Airfield is the 5th busiest Army airfield;
- Take in the fact that Fort Huachuca is home to the Army's only Unmanned Aircraft Systems training center; and
- Through High-powered telescopes to stare at the sky in wonder at the University of Arizona South's Patterson Observatory.

As the City's name suggests, it seems that the elevation grants the City an advantage over other communities in southern Arizona. Throughout research heard comments related to this idea like:

- The great elevation of 4,600+ feet gives Sierra Vista the best of everything in the dry southwest;
- Sierra Vista is perfectly positioned to play a big part in private use UAV development;
- Sierra Vista and Alice Springs, Australia, are the only two places in the world that have the pristine environment needed for electronics testing; and
- Sierra Vista is a scenic haven surrounded by mountains and big sky.

But as North Star was looking up, they were struck with more than just foreign objects like an occasional UAV; they were also struck with a concept that was foreign to them as an outsider. The term Sky Islands. Sky Islands are among the most diverse ecosystems in the world.

-Why is that significant?

It means that in the City's backyard, the City harbors over half the bird species in North America, over 3,000 species of plants, and 104 species of mammals – a diversity exceeding anywhere else in the United States.

As part of the research, North Star did a perception study and spoke to tourism and economic development organizations at the state and regional level. From those conversations, North Star overwhelmingly heard that there is a major opportunity for a city in southern Arizona to begin leveraging this term. In fact one voice from research said, "Personally, I think there is huge potential in promoting the diversity of the sky islands and their uniqueness."

Because Sierra Vista's Plan for Prosperity provided a clearly articulated framework and action plan for the city's economic outlook, she thought it would be helpful if North Star took a look at how the City's elevation and location within the Sky Islands Region could be applied to the City's main pillars of focus: Eds, Meds, Feds and Beds.

- EDs

It applies to the City's education sector because the City has diversity in learning opportunities:

- Sierra Vista is home to five higher education institutions that allow students to reach new heights academically;

- Embry-Riddle is the world's largest and most respected university specializing in aviation and aerospace and it provides the first unmanned and autonomous systems engineering program in the nation;
- The Cochise College Small Business Development Center is in an incubator providing resources to aid entrepreneurs; and
- The University of Arizona South is home to the Patterson Observatory and Huachuca Astronomy Club of Southeastern Arizona.
- MEDS

It applies to the medical sector because the City has:

- A new hospital that will leverage your natural environment in its new name – Canyon Vista Medical Center;
- The pristine environment makes Sierra Vista an ideal place to receive healthcare or recover from a procedure;
- Access to nature and beautiful year-round climate encourages healthy behavior;
- Multi-use paths allow citizens to run, cycle or walk dogs; and
- Sierra Vista is a retirement destination for many; naturally, the area must meet the health needs of an aging population.
- FEDS

It applies to federal government because Border Patrol uses surveillance balloons to monitor activity and the City is home to the Sierra Vista Regional Airport / Libby Army Airfield, the UAV Industry, and Fort Huachuca's Electronic Proving Ground.

- BEDS

It applies to your tourism industry because Sierra Vista is a haven for snowbirds and although the Sky Islands Region expands beyond Sierra Vista, it gives the City a chance to promote the City as a hub and spoke destination.

The elevation is great for hiking, canyon exploring, bird watching, mountain biking, watching sunsets, taking a break from the summer heat, etc., and it allows the City to keep leveraging the fact that it is the hummingbird capital of the world, but also gives the City a chance to talk about the science behind that claim.

In conclusion, focusing on the City's elevation, upward advantages and the diversity of the Sky Islands Region has great legs moving forward because it is a literal reminder of the City's goal with the branding initiative, to elevate the reputation of Sierra Vista.

As research has shown, the City does not get enough credit within the region or the state. It also gives the City a means to talk about Fort Huachuca's presence without having all the Intel on their missions. The City can talk more broadly about the Fort's position as the home of the Army's only UAV training facility.

It is memorable because it addresses the translation of the City's community name; but most importantly, it is a holistic approach to establishing a brand identity for the City. It pulls the economic development, the City and tourism's efforts under one umbrella.

Creatively, the topography of the sky islands could be used graphically to address a range of topics from the City's economic development advantages to levels of hiking difficulty on trails through the City to the prime times of the year for birding.

- Brand Platform

Ms. Brackett stated that she would show how North Star articulated those insights into one succinct sentence and pointed out that this is not for public consumption, it is not a tag line and it is not anything creative. It is a foundational statement that will be used moving forward. It can be seen as filter and it has four different parts:

- Target audience for those that Sierra Vista has the most appeal;
- Frame of reference, a geographic identifier for someone not familiar with the area;
- Point of difference is what is most relevant and distinct about the City; and
- Benefit, what is in it for the residents, visitors and businesses.

North Star articulated that into a brand platform or a strategy for the City:

For those seeking an ideal climate and dynamic opportunity, the high desert City of Sierra Vista enjoys the unmatched ecological diversity and topographic complexity of the Sky Islands and adds the richness of a commercial hub to a pristine and distinguished natural environment allowing nature, business and culture, hummingbirds, unmanned birds and snowbirds, to thrive.

Ms. Brackett explained that these will be broken down piece by piece so that Council can understand why certain words were chosen for each part of the statement:

- Platform rationale
 - o For those seeking an ideal climate and dynamic opportunity

The target audience, those who will find Sierra Vista most appealing. Uncovers a characteristic of a type of person that will find Sierra Vista attractive:

- Sierra Vista has a modern four season climate and 300 days annually of clear skies creating an ideal environment for residents and visitors.
- Dynamic opportunity refers to transient members of the military that are stationed at Fort Huachuca. The different ethnicities, cultures and cuisine that have found their home in Sierra Vista because of Fort Huachuca. It addresses Sierra Vista's goal of becoming more economically diverse and this idea references Sierra Vista's constant progress and opportunity with Mexico, as the city continues to strengthen relationships along the border.
 - o The high desert City of Sierra Vista enjoys the unmatched ecological diversity and topographic complexity of the Sky Islands

The frame of reference, a simplistic geographic identifier for the community. Often is includes regional interest and assets to establish geography:

- High desert of the Huachuca Mountains begins to provide a visual image of the City's location at 4,623 feet surrounded by mountain peaks reaching 10,000 feet. It is also a point the City will want to continue to promote in marketing materials to remind outsiders that Sierra Vista provides cooler summer temperatures than Phoenix and Tucson;
- Sky Islands Region is a unique concept that is not being leveraged by any other city or destination in the United States. This allows the city to talk about the science behind why the City is the hummingbird capital of the United States; and

- The term Sky Islands is intriguing and it can serve as a hook to get the attention of economic development prospects and potential residents as well as visitors.
 - o and adds the richness of a commercial hub to a pristine and distinguished natural environment

Point of difference, what is the most relevant and distinct about the Sierra Vista community, what sets the City apart in the marketplace:

- Sierra Vista is strategically located in Cochise County serving as the commercial hub, providing services and amenities to 129,000+ people;
- Also a nod to the hub and spoke concept. Sierra Vista is an ideal destination “hub” for those that want to experience all that Southern Arizona has to offer, the artsy town of Bisbee, the western town of Tombstone the vineyards and wineries in Sonora and even further south into Mexico; and
- Pristine environment:
 - o Fort Huachuca’s Electronic Proving Ground – 2,500 square miles of pristine electromagnetic spectrum;
 - o Nearly 1,000 square miles of open, geographically diverse airspace and more than 300 days annually of clear skies; and
 - o Fort Huachuca and Sierra Vista share the Army’s 5th busiest airfield.
 - o allowing nature, business and culture, hummingbirds, unmanned birds and snowbirds, to thrive

Benefit – what is in it for a resident visitor or business;

- Works to peak the interests of the target markets, i.e., eco-tourism, hikers, birders, and etc, UAV industry, aerospace and defense, astronomers, retirees and higher education;
- The Sky Islands are a unique meeting point of several major desert and forest biological provinces. Sierra Vista is also a unique meeting point where diverse groups of people and industries can flourish as if the sky is the limit; and
- This is an all inclusive approach to establishing a brand identity for the City unites economic development the City and tourism’s efforts under one umbrella.

Council Member Mount stated that this is very impressive; but with such an emphasis on Fort Huachuca, is critical and to queue in UAS capability and that alone, he believes is strategically maybe not a benefit to do. Council needs to look at the whole thing holistically partly because the Army has dictated that, although, the training facility is in Sierra Vista, the City is not the home of the UAS. That is Fort Rucker. It is not really an intel thing but Fort Huachuca is synonymous with US Army intel and everything else that goes with it that is being outlined, i.e., the mountains that make up that bowl for electromagnetic environment that allows EG and JITC and all of these other organizations that represent the much larger contingent of Fort Huachuca’s workforce to be present and available.

He also stated that he does not know how to get the City there; but if there is some way to make it much more inclusive for everything that is going on in the Fort because he thinks that it is where they will have to focus in order to further the economy.

Mayor Mueller brought up the term unrestricted air space and stated that he believes that there is some confusion. The unrestricted air space is unrestricted for the military and it is not necessarily unrestricted for civilian UAV aviation. In fact, one of the reasons why the economic development foundation is working on this in the Douglas area is because there is already too

much going on in the airspace that the military did not want civilian use of unmanned aerial systems in their airspace.

Mayor Mueller stated that he agrees with Council Member Mount, hanging everything on UAS is probably not the thing. It is ok to say home of the Army's Intel center, home of the Army's network enterprise, technology command.

Ms. Brackett stated that the bigger picture is that North Star wants to make sure that the platform statement resonates with Council and they will make sure that all of the language is changed.

Council Member Huisking stated that she appreciates the emphasis on Sky Islands because she thinks that it could certainly give enterpeanuers coming to the ara a different focus and how to title their companies, their names and the Sky Islands are amazing and it is something that the City does not know how to market well. However, she is also hoping that the City does not have an air service that flies all over and scares everything away.

Council Member Mount stated that he really like the idea; but it has to be more than the physical thing that is a Sky Island as far as the ecosystem. It is a clever way to point that there is a lot of upward mobility, opportunity, the sky is the limit and there is a place to land out there.

Ms. Brackett stated that they are trying to leverage all of the City's strengths and they feel that the Sky Islands has the most potential because it does pull in the reason why the Army is here.

Council Member Calhoun stated that she likes it but is concerned.

Ms. Brackett stated that North Staff talked to the State of Arizona and it is difficult; but they will continue to get some of that information. There will be a lot of opportunities to finesse it.

- Tehachapi, California, Case Study

Ms. Brackett presented the creative work with North Star's client Tehachapi, California to illustrate the creative process and stated that the reason why they chose Tehachapi, California is because their brand platform also had a lot to do with elevation.

The town is located outside of LA County and is just under 4,000 feet elevation. Their Brand Barometer revealed that their 14,000 citizens are some of the most positive and passionate city residents in the nation. But infrequent and inconsistent marketing efforts weren't effectively channeling their advocacy.

Research revealed that many of the assets and benefits Tehachapi enjoys are the result of their mountain setting. But the city is technically not "in the mountains", but rather is a mountain valley. So there was some debate how to best claim their "mountain town" status. The conclusion; regardless of mountain or mountain valley, there is only one direction the population base of Southern California can go to reach Tehachapi – and that's up.

Tehachapi, California's brand platform stated that for those seeking a fresh alternative, the Greater Tehachapi area, where the central valley meets Southern California, is a charming, invigorating mountain setting that energizes and elevates your quality of life.

They chose a written concept, which is the big idea which starts to set an emotional tone for the brand identity. The line that they chose was to live up but it is also a nod to the elevation and the mountain setting and flexible.

Once they established a concept, they moved on to looks, logos, and color. North Star likes to show the look in the form of an ad because it allows for headlines and photography that works together.

Council Member Mount inquired who was the "they" within the City. Ms. Brackett explained that it was a creative committee responsible for making all of the decisions.

Ms. Jacobs stated that Sierra Vista has a creative committee that has been developed based on the direction provided by North Star. These are people that have experience and background in the field. The creative committee consists of both internal people and external people for the community perspective. Internally, Judy Hector, Barry Midgorden, Simone McFarland and herself are serving as the City representatives. The external people are Amanda Baillie representing the marketing side of the business community and Ed Roukoski, market manager for U of A South. It will be the committee's job much like it is Ms. Hector and her team's job to develop the creative that goes with it and Council's job is to review the brand platform statement and to make sure that the foundation just like foundation policy is what it needs to be. The committee's job will be to put all that into action and to work with the creative team and North Star to come up with something. They will be ready to unveil it privately to Council probably the week before the Spot Light Breakfast. This is a process that works that North Star consistently uses in all of their engagements.

Ms. Brackett explained that once the look is established, North Star moves to the graphic standards guide and presented a slide of what it will look like. It is a document that includes all of the narrative and all of the language around the color choices. It is to maintain the integrity of the brand moving forward.

- Creative deliverables

North Star will ask Council what creative deliverables they would like to see for the new brand look.

Ms. Brackett provided a few examples from Tehachapi and stated that the last time she was in Sierra Vista for an education presentation, Council was particularly interested in the ROI of a project like this, so she wanted to share what Tehachapi has been up to since they wrapped up in late 2011. Tehachapi designed a new city web site, they took over the domain LiveUpTehachapi.com and created a website portal, created an e-newsletter called "Talk it Up," a tourism website that invites residents to Come Up to Tehachapi and organizes activities based on the line, Eat Up, Stay Up and Play Up.

Tehachapi also created a tourism video, the Chamber developed a business referral guide that reflects the brand, printed ads and finally, the Economic Development Council has created materials structured around brand messaging. According to the recent California Retail Survey, Tehachapi is the 10th fastest growing retail market in the state of CA. Their population continues to grow year after year, since 2009 they've seen nearly a 13% growth in population.

Ms. Brackett stated that the City still has work to do. North star has an awesome strategy, grounded in research that will resonate with your residents and consumers. But our one-sentence strategy needs to be transformed creatively to give you all the tools you'll need to

stand out in a crowded marketplace. In the next stage, your strategy is transformed into tangible creative products that embody your brand – a logo, a tagline, a color palette, a narrative, targeted marketing messages and specific creative deliverables and action ideas.

Council Member Ash thanked Ms. Brackett and made the comment that there is a lot of attention paid to retirees; but she wonders if young professionals would be overshadowed, especially since the City is trying to diversify the economy in addition to the Fort and tourism.

Ms. Brackett stated that the research will be taken into consideration and she will see what could drive in terms of growing the young professionals. The platform cannot be all things to all people and when North Star moves forward they will provide tactics which will include ideas.

Council Member Ash stated that the research is telling.

Council Member Mount asked that updates be provided provided leading up to the final unveiling.

Ms. Jacobs stated that absolutely and noted that Nort Star strongly recommends that the discussions of North Star and the Creative Group stay with the Creative Group. The goal is to continue to reflect on the brand platform and Council will be updated on the process.

Council Member Mount talked about transparency with regard to the Creative Group's process.

Council Member Huisking asked what changed for Tehachapi. Ms. Brackett stated that the opportunities to use that freedom and they created a place to where they can live. The demographics was a mix.

Council Member Huisking stated that she hopes that the City also has a mix.

Council Member Gray thanked Ms. Brackett and voiced her concerns for young families and people in transition as she would like to capture those.

Ms. Brackett sated that going forward she will write a brief and massage the rationale so that it is accurate.

Council Member Mount stated that two of those three may need some work.

Mayor Mueller stated that the general statement is fine but that some tweaking might be required.

3. Adjourn

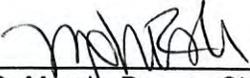
Mayor Mueller adjourned the work session at 4:54 p.m.



Mayor Frederick W. Mueller

Minutes prepared by:

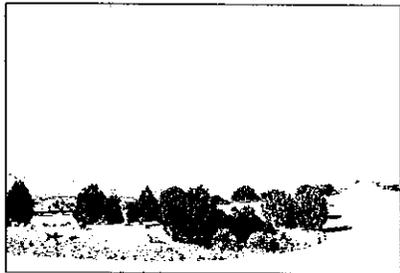
Attest:



Maria G. Marsh, Deputy City Clerk

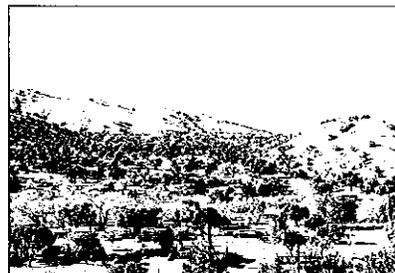


Jill Adams, City Clerk



Sierra Vista, AZ

Research Findings Presentation | May 5, 2015



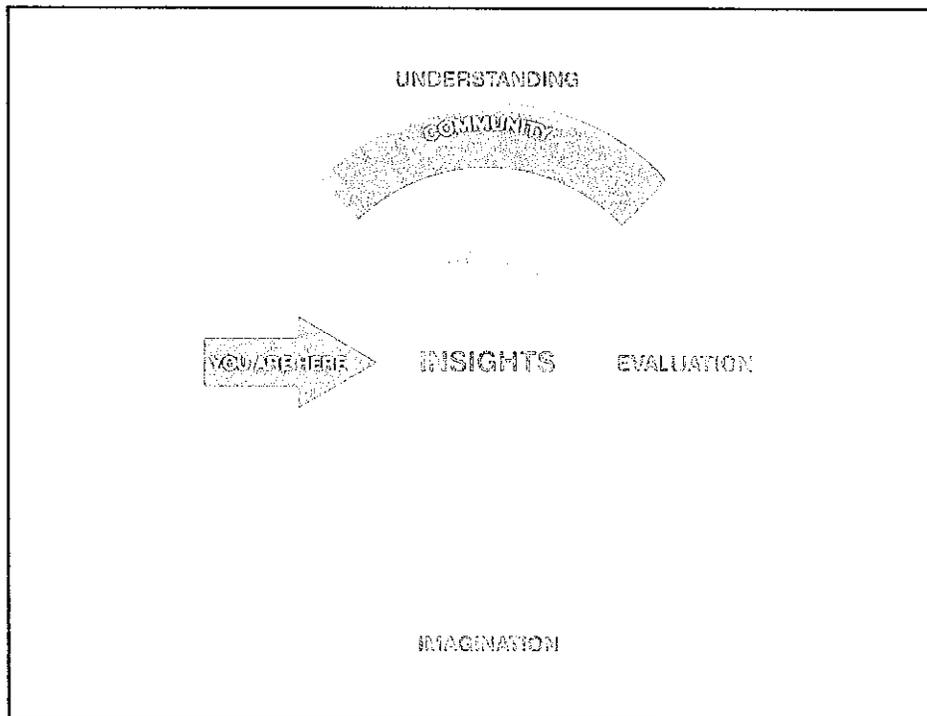
Brand Purpose



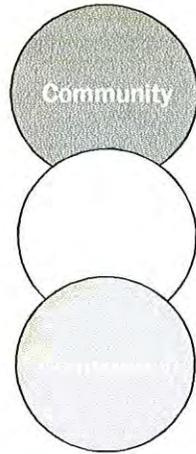
Branding is the strategic orchestration of all that we do to affect what our community members, consumers and competitors are saying about Sierra Vista as a place to live, visit or conduct business.

Why Pursue Research and Branding?

1. Conduct research to understand existing perceptions of Sierra Vista as a place to live, visit or conduct business.
2. Based on research, develop effective strategies to attract new business and recruit potential residents.
3. Ultimately, the branding effort will ensure that the marketing dollars spent in Sierra Vista will generate the best possible return on investment for the community.



How have we learned about Sierra Vista?



- 4 Situation Analysis
- 4 Research & Materials Audit
- 4 In-Market Trip
 - FAM Tour
 - Intercept Interviews
 - Stakeholder Interviews
 - Community Focus Groups
- 4 Stakeholder Vision Survey
- 4 Online Community Survey
- 4 Tapestry Profiling
- 4 Online Brand Monitoring
- Competitive Reviews
- Consumer Awareness Study
- Qualitative Perception Study
- Top Business Prospects

Describing Sierra Vista

Community Leader Perceptions

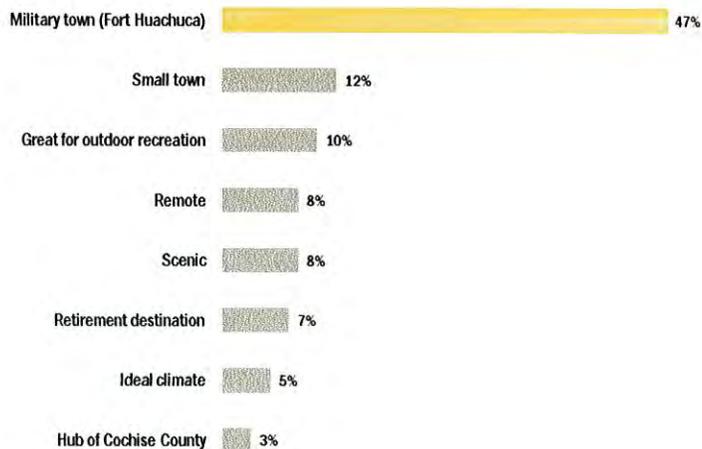
DESCRIBE SIERRA VISTA

How would visitors describe Sierra Vista?

- Boring/Nothing To Do
 - "It's cute and the mountains are pretty, but what is there to do here, especially for families?"
- Small
 - "Small, off the beaten path, beautiful area, and a great retirement community."
- Naturally Scenic/Beautiful
 - "Gorgeous mountains, perfect weather, friendly small town."

Consumer Perceptions

Which of the following most closely fits your perception of Sierra Vista in southern Arizona?



Community Strengths

Community Leader Perceptions

SIERRA VISTA ASSETS

What is Sierra Vista's single greatest asset?

- Connection to Fort Huachuca
- Beautiful weather
- The people and sense of community

Community Leader Perceptions

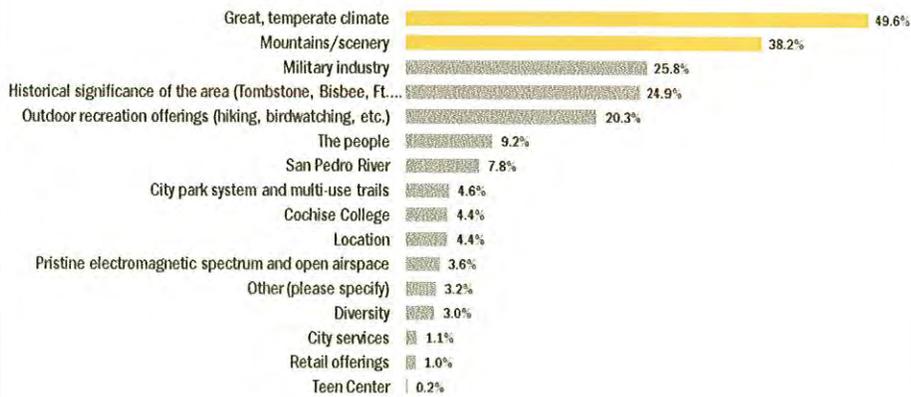
SIERRA VISTA ASSETS

What is Sierra Vista's most underutilized or underappreciated asset or advantage?

- Its natural beauty
- The opportunity for further development
- The outdoor activities

Resident Perceptions

*In your opinion, what are Sierra Vista's two greatest assets?
Choose two answers.*



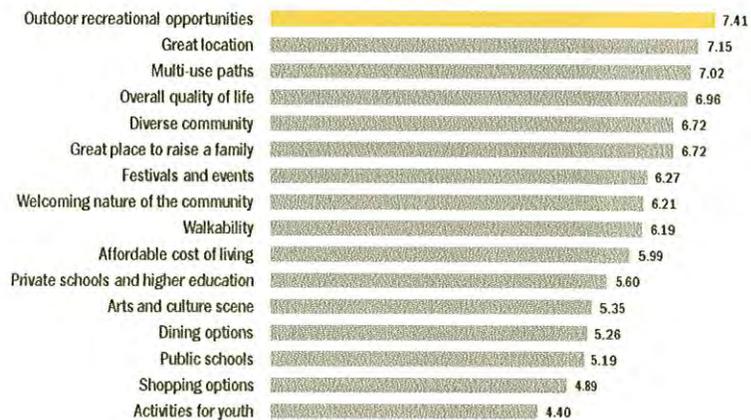
Resident Perceptions

CIVIC AFFAIRS: In your opinion, please rate the following Sierra Vista attributes on a scale from 1-10, where 1 is "Poor" and 10 is "Excellent."



Resident Perceptions

COMMUNITY OFFERINGS: In your opinion, please rate the following Sierra Vista attributes on a scale of 1-10, where 1 is "Poor" and 10 is "Excellent."



Community Leader Perceptions

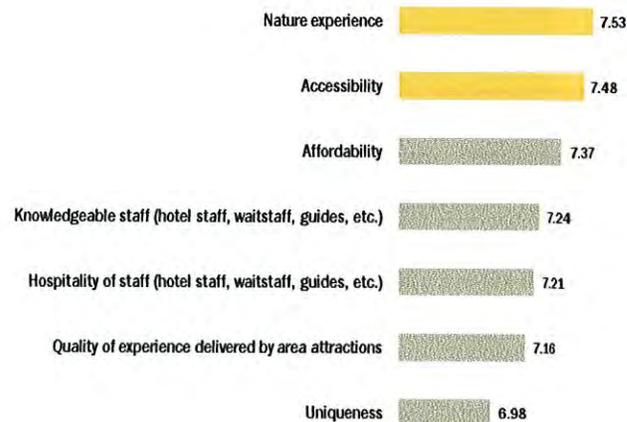
DESCRIBING SIERRA VISTA

What impact does Sierra Vista's natural environment have on your lifestyle?

- Outdoor activities such as hiking, biking, birding, and camping
 - *"I hike all of the time and love dark skies. I would not live here were it not for the outdoor opportunities available."*
- Star gazing and enjoying the night sky
 - *"I love the darkness here. Stars are brighter and its more natural. It gives the place a calm feeling."*
- Enjoying the weather year round
 - *"Its fantastic weather here that allows much of the year to be enjoyed outside."*

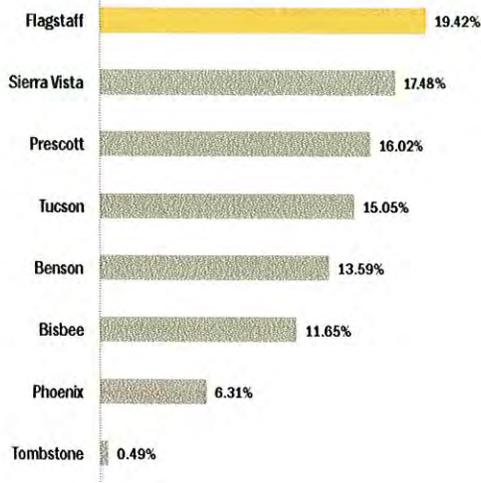
Consumer Perceptions

EXPERIENCE RATING: Based on your past experiences, how would you rate the following experiences in the Sierra Vista using a scale of 1 to 10 with one indicating "poor" and 10 indicating "excellent"?



Consumer Perceptions

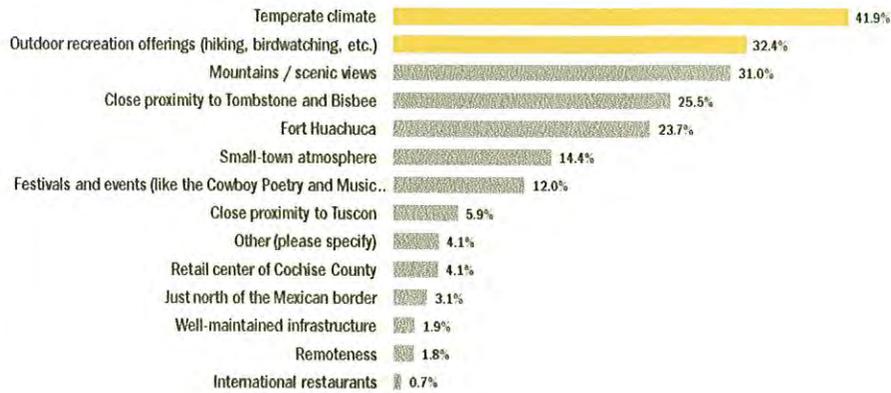
Select the destination from the list below that you feel is best for bird watching.



Community Opportunities

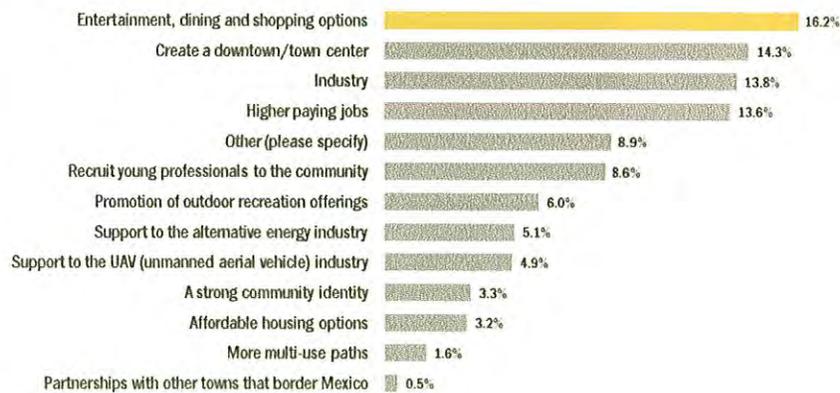
Resident Perceptions

In your opinion, which attributes of Sierra Vista have the potential to attract the most visitors from outside the city? Choose two answers.



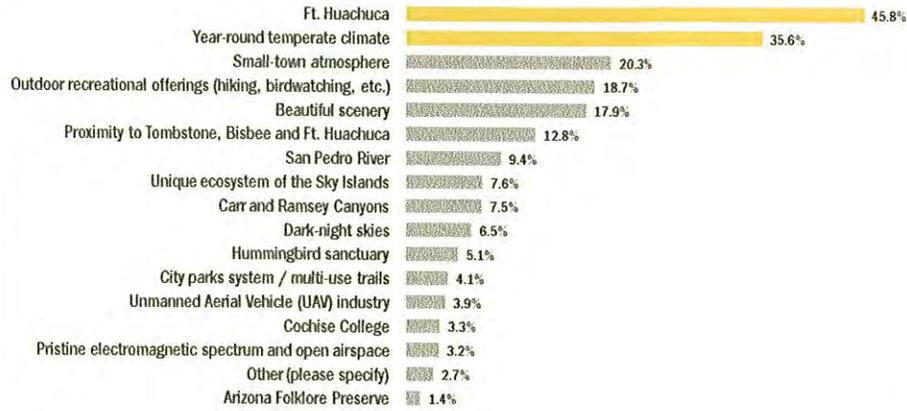
Resident Perceptions

If you could add ONE thing to the Sierra Vista community that would improve its future, what would it be?



Resident Perceptions

*In your opinion, what two things are most important to Sierra Vista's identity as a community?
Without these Sierra Vista loses its essence. Choose two answers.*



Business Opportunities

Community Leader Perceptions

SIERRA VISTA ECONOMIC GROWTH

What are Sierra Vista's greatest opportunities for economic growth?

- Bring in new business
 - *"This city needs industry. Something to sustain long term growth. All we have is the base and that's not enough to sustain a city forever."*
- Promote tourism
 - *"Outdoor opportunities with cooler temperatures - biking, hiking, camping, etc. to bring tourists here. Bed and breakfasts. Market the town as up and coming, not a retirement community."*
- More government/military work
 - *"Take advantage of the restricted air space and bring in more unmanned aircraft industry."*

Community Leader Perceptions

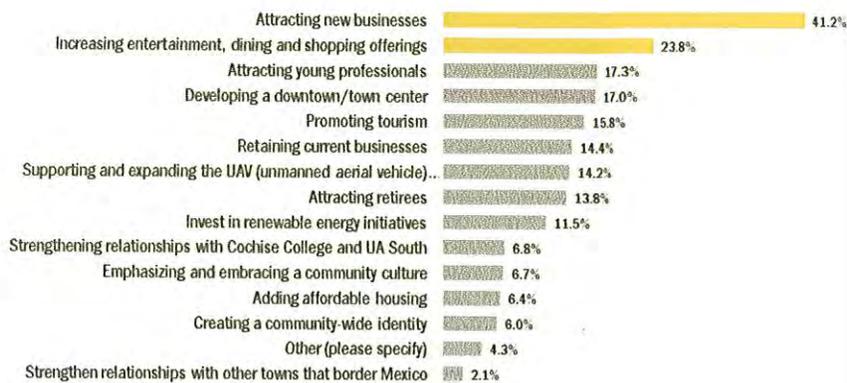
SIERRA VISTA INDUSTRY

What businesses/industries are best suited for Sierra Vista? Why?

- Entertainment/Dining
- Government, Defense, and Military Support
 - *"Defense contractors, because of the pool of retired military who have the experience in the field."*
- Tech
 - *"Technical, cyber... the environment is unique to this trade and we have restricted air space (UAS)."*

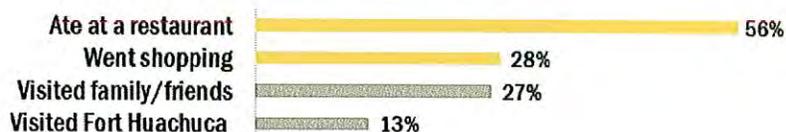
Resident Perceptions

*In your opinion, what are Sierra Vista's two greatest opportunities for growth?
Choose two answers.*



Consumer Perceptions

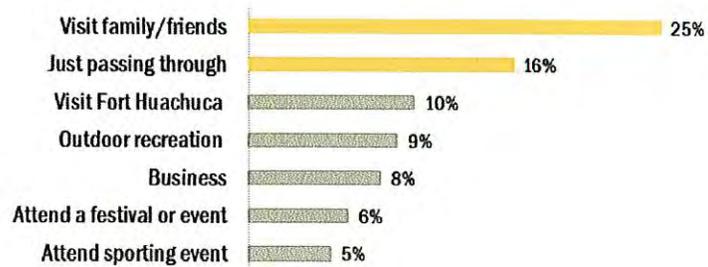
While you were visiting Sierra Vista, which of the following did you do in addition to your primary purpose? Choose all that apply.



Understanding Consumers

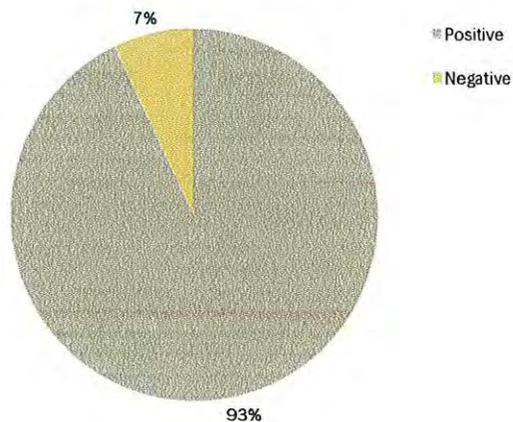
Consumer Perceptions

What was the primary purpose of your most recent trip?



Consumer Perceptions

Did you perception change in a positive or negative way?



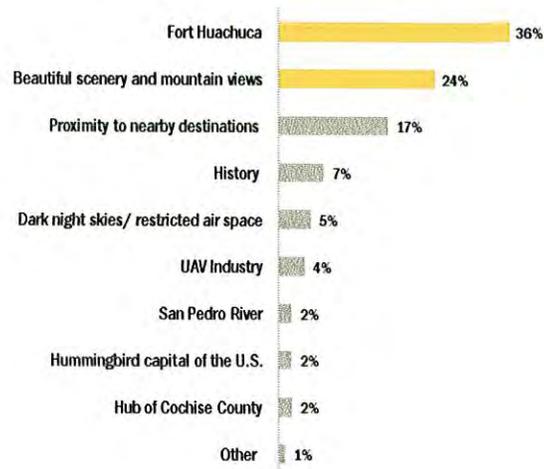
Consumer Perceptions

What changed your perception?

- "I thought it was a blip in the radar, but it's a neat southern town."
- "Very friendly, positive vibes and the climate, scenery."
- "The variety of things to see and visit."
- "Very beautiful and favorable climate."

Consumer Perceptions

Which of the following is most important to Sierra Vista's identity?



Consumer Perceptions

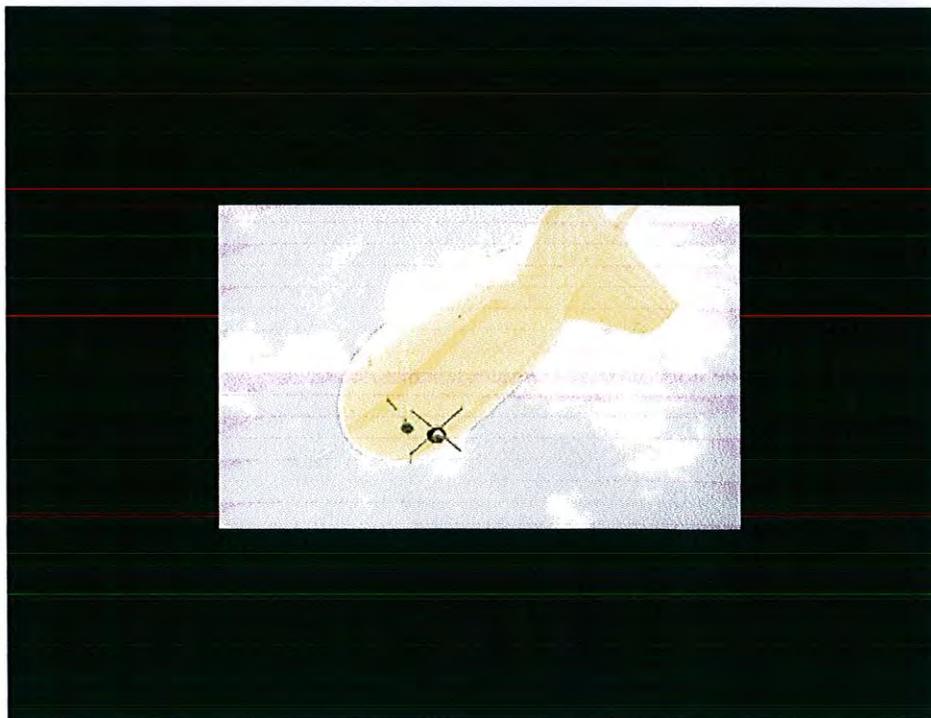
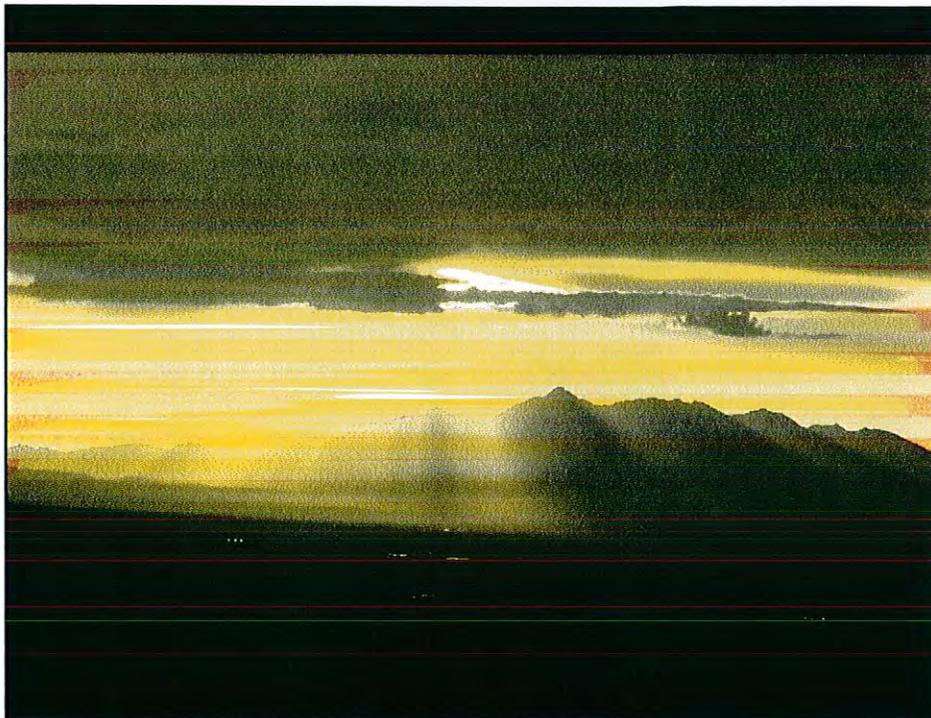
Which of the following is most important to Sierra Vista's identity? Why?

- Fort Huachuca
 - *"Fort Huachuca is most important to Sierra Vista because it supports the economy there. I don't think that business in Sierra Vista will be able to thrive without the help from the Army base."*
- Beautiful scenery and mountain views
 - *"The natural beauty of the Sky Islands is the first thing that hits you, and what you remember the most."*

Insights

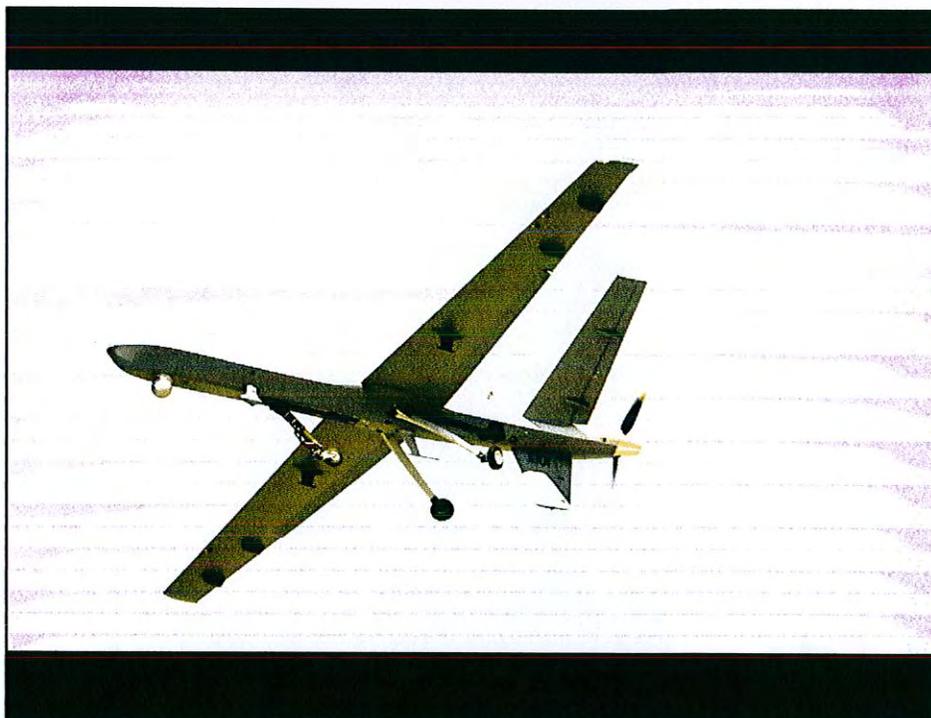
Conclusions based on research

**Throughout our In-Market Trip, we found ourselves
looking skyward...**







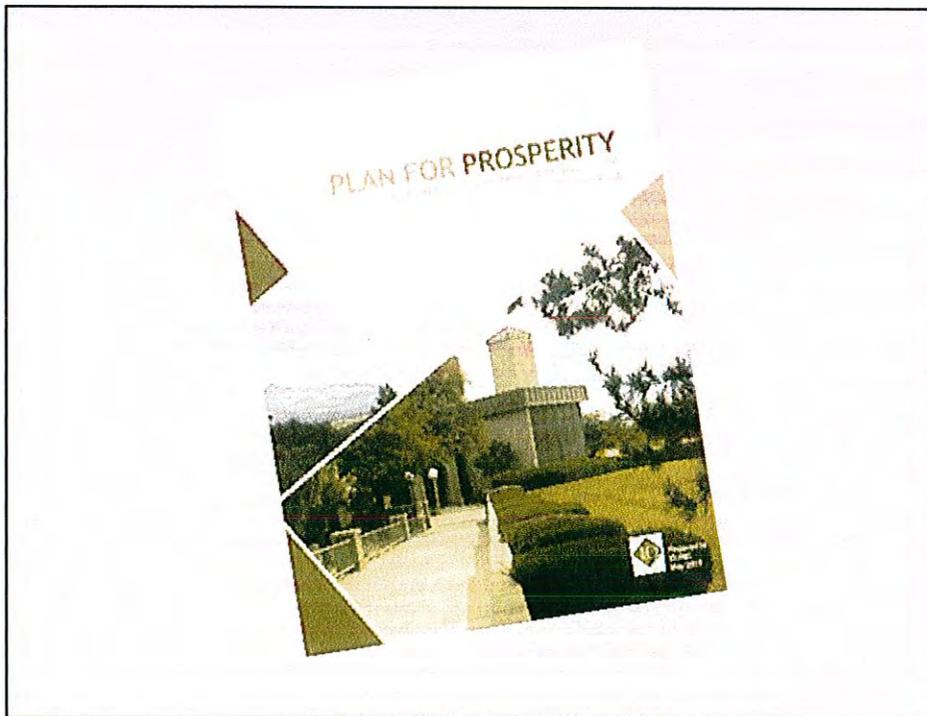


- **“The great elevation of 4,600+ feet gives Sierra Vista the best of everything in the dry southwest.”**
- **“Sierra Vista is perfectly positioned to play a big part in private use UAV development.”**
- **“Sierra Vista and Alice Springs, Australia, are the only two places in the world that have the pristine environment needed for electronics testing.”**
- **“Sierra Vista is a scenic haven surrounded by mountains and big sky.”**



These mountain "islands," forested ranges separated by vast expanses of desert and grassland plains, are among the most diverse ecosystems in the world because of their great topographic complexity and unique location at the meeting point of several major desert and forest biological provinces.

- Sky Islands Alliance



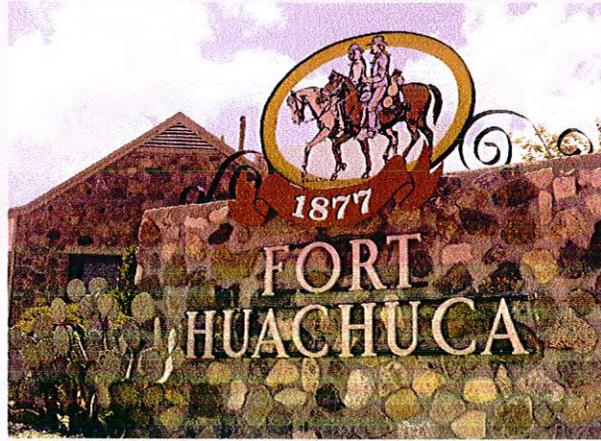
— EDs —



— MEDs —



— FEDs —



— BEDs —



- It's a literal reminder of your goal with this branding initiative: to elevate the reputation of Sierra Vista. As research has shown, the city does not get enough credit within the region or the state.
- It gives you a means to talk about Fort Huachuca's presence without having all the intel on their missions. The City can talk more broadly about the Fort's position as the home of the Army's only UAV training facility.
- It's memorable because it addresses the translation of your community name: Mountain View.
- Importantly, it's a holistic approach to establishing a brand identity for the City of Sierra Vista. It pulls the economic development, the city, and tourism's efforts under one umbrella.
- Finally, creatively, the topography of the sky islands could be used graphically to address a range of topics from the city's economic development advantages to levels of hiking difficulty on trails throughout the City to the prime times of the year for birding.

Sierra Vista, AZ Brand Platform

Sierra Vista Brand Platform

Strategic Direction, informed by the research
Internal statement, meant for stakeholders
Not an emotional or creative statement
Narrows all findings into a succinct statement

**Foundational statement used as we move into
the creative process**

Brand Platform Definition

Target Audience: Drill down to those for whom your community has the most appeal

Frame-of-Reference: Simplistic reference and identifier for someone who knows nothing about your community

Point-of-Difference: What is most relevant and distinct about you

Benefit: What is in it for the residents, visitors and businesses

Sierra Vista, AZ Brand Platform

Target Audience:	For those seeking an ideal climate and dynamic opportunity,
Frame-of-Reference:	the high desert City of Sierra Vista enjoys the unmatched ecological diversity and topographic complexity of the Sky Islands,
Point-of-Difference:	and adds the richness of a commercial hub to a pristine and distinguished natural environment
Benefit:	allowing nature, business and culture (hummingbirds, unmanned birds and snowbirds) to thrive.

Platform Rationale

- 4 **For those seeking an ideal climate and dynamic opportunity,**
 - **Target Audience:** Those who will find Sierra Vista most appealing. Uncovers a characteristic of a type of person that will find Sierra Vista attractive.
 - Sierra Vista has a modern four season climate and 300 days annually of clear skies creating an ideal environment for residents and visitors.
 - **Dynamic opportunity refers to:**
 - Transient members of the military that are stationed at Fort Huachuca.
 - The different ethnicities, cultures and cuisine that have found their home in Sierra Vista because of Fort Huachuca.
 - It addresses Sierra Vista's goal of becoming more economically diverse.
 - This idea references Sierra Vista's constant progress and opportunity with Mexico, as the city continues to strengthen relationships along the border.

Platform Rationale

the high desert City of Sierra Vista enjoys the unmatched ecological diversity and topographic complexity of the Sky Islands,

- **Frame-of-Reference:** A simplistic geographic identifier for the community. Often is includes regional interests and assets to establish geography.
- **High desert of the Huachuca Mountains** begins to provide a visual image of the city's location at 4,623 feet surrounded by mountain peaks reaching 10,000 feet. It's also a point the city will want to continue to promote in marketing materials to remind outsiders that Sierra Vista provides cooler summer temperatures than Phoenix and Tucson.
- **Sky Islands Region** is a unique concept that is not being leveraged by any other city or destination in the United States. Allows you to talk about the science behind why you are the Hummingbird Capital of the U.S.
- **The term Sky Islands** is intriguing; it can serve as a hook to get the attention of economic development prospects and potential residents as well as visitors.

Platform Rationale

and adds the richness of a commercial hub to a pristine and distinguished natural environment

- **Point of Difference:** What's most relevant and distinct about the Sierra Vista community. What sets you all apart in the marketplace.
- **Sierra Vista** is strategically located in Cochise County serving as the commercial hub, providing services and amenities to 129,000+ people.
- **Also a nod to the hub and spoke concept.** Sierra Vista is an ideal destination "hub" for those that want to experience all that Southern Arizona has to offer: the artsy town of Bisbee, the western town of Tombstone, the vineyards and wineries in Sonoita, and even further south into Mexico.
- **Pristine environment** refers to:
 - **Fort Huachuca's Electronic Proving Ground** - 2,500 square miles of pristine electromagnetic spectrum
 - **Nearly 1,000 square miles** of open, geographically diverse airspace and more than 300 days annually of clear skies
 - **Fort and Sierra Vista** share the Army's 5th busiest airfield

Platform Rationale

- 4 **allowing nature, business and culture (hummingbirds, unmanned birds and snowbirds) to thrive.**
 - **Benefit: What's in it for a resident, visitor, or business.**
 - **Works to peak the interests of your target markets: eco-tourism (hikers, birders, etc.), UAV industry, aerospace and defense, astronomers, retirees, and higher education institutions.**
 - **The Sky Islands are a unique meeting point of several major desert and forest biological provinces. Sierra Vista is also a unique meeting point where diverse groups of people and industries can flourish as if the sky is the limit.**
 - **Again, this is an all-inclusive approach to establishing a brand identity for the City of Sierra Vista. Uniting economic development, the city, and tourism's efforts under one umbrella.**

Sierra Vista, AZ Brand Platform

Target Audience:	For those seeking an ideal climate and dynamic opportunity,
Frame-of-Reference:	the high desert City of Sierra Vista enjoys the unmatched ecological diversity and topographic complexity of the Sky Islands,
Point-of-Difference:	and adds the richness of a commercial hub to a pristine and distinguished natural environment
Benefit:	allowing nature, business and culture (hummingbirds, unmanned birds and snowbirds) to thrive.

Tehachapi, California Case Study

NO. 1 STATE DESTINATION STRATEGIES

Tehachapi, California Brand Platform

For those seeking a fresh alternative, the Greater Tehachapi Area, where the Central Valley meets Southern California, is a charming, invigorating mountain setting that energizes and elevates your quality of life.

NO. 1 STATE DESTINATION STRATEGIES

Written Concept

- Living up is a reference to the city's elevation and mountain setting.
- Nod to the optimistic attitude of residents.
- Living up refers to reaching new heights professionally and personally, as well as mentally and physically
- The line is incredibly flexible and can be customized depending on the audience: Work Up (economic development), Play Up (tourism) and Grow Up (quality of life)
- On a deeper level, living up is a reference to a sense of freedom that is present in Tehachapi

Tehachapi. Live Up.

NORTH STAR DESTINATION STRATEGIES

Step 1: Written Concepts

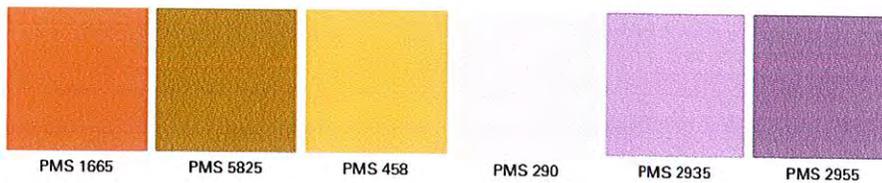
Step 2: Looks, Logos, Color

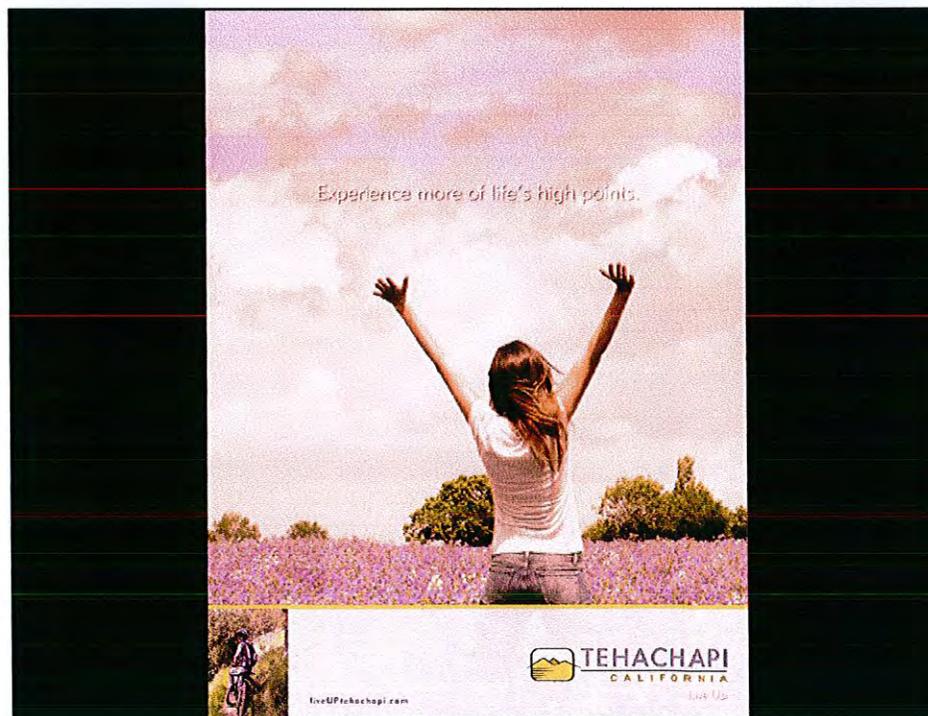
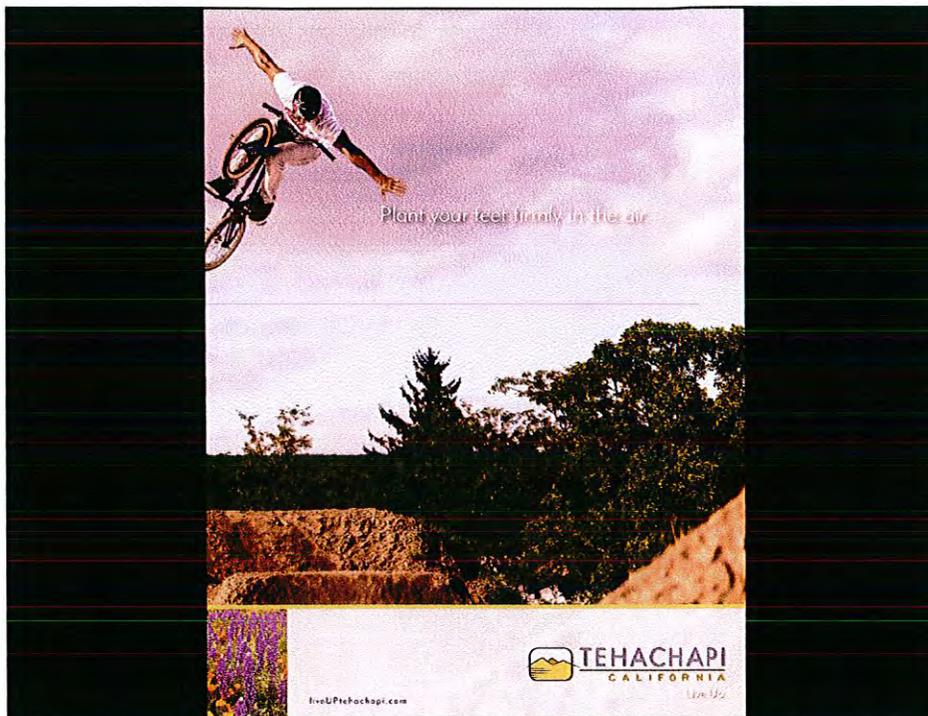
NORTH STAR DESTINATION STRATEGIES



Live Up.

Tehachapi Color Palette





Pursue your higher calling.



 liveUpTehachapi.com

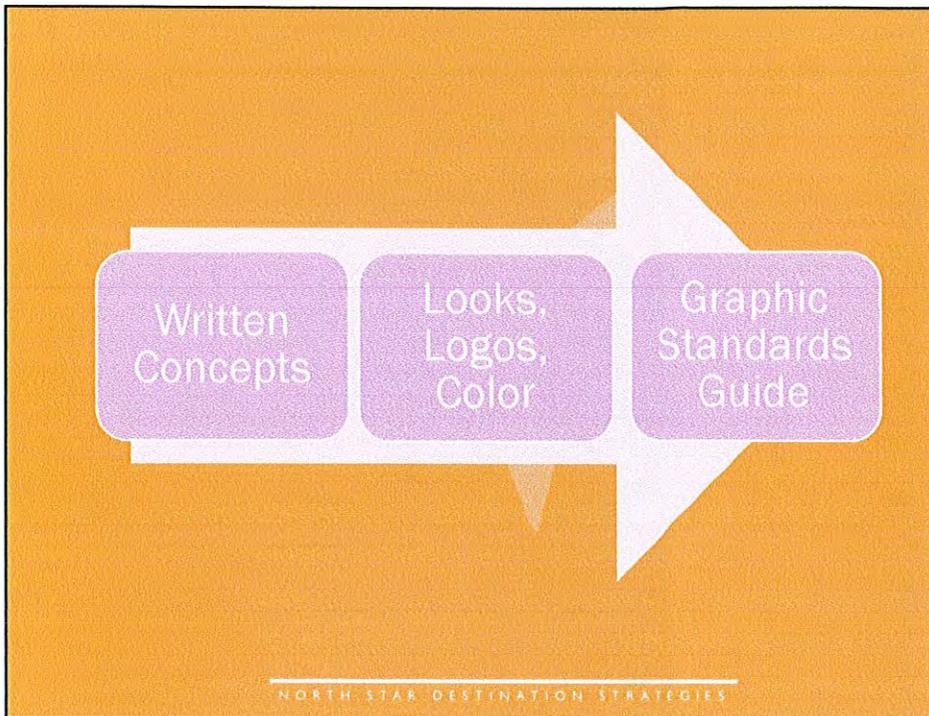
 **TEHACHAPI**
CALIFORNIA Live Up

Breathe Deep. Dream Free.



 liveUpTehachapi.com

 **TEHACHAPI**
CALIFORNIA Live Up



GRAPHIC STANDARDS GUIDE

Tehachapi Logo Usage
The following guidelines illustrate the proper use of the Tehachapi logo.

Full color logo
The logo may be reproduced in full color using either spot color or 4-color process printing techniques.



One color logo
The logo may be reproduced in a single color using PMS 485, PMS 1465, PMS 2665, PMS 2635, PMS 3005 or Black. Another spot color or 4-color process printing technique may also be reproduced with or without products.



Reversed logo
The logo may be rendered out of its dark background but should be printed or white whenever possible.



Logo elements
The elements of the logo may be used separately from the logo when appropriate following the above color guidelines.



NORTH STAR DESTINATION STRATEGIES

TEHACHAPI CALIFORNIA

Click to find out What's Up

CITY | MAIN STREET | TOURISM | EDC | CHAMBER | SCHOOLS | AIRPORT | GLIDER PORT

CONTACT US

GROWN UP

Play Up.
Work Up.
Move Up.
Live Up.
Start Up.
Build Up.

Talk Up.
Post your own video

Upstarts
Join today

Evening of wine tasting at Tehachapi Train Depot

Tickets on sale for Star Light Ball Dinner Dance

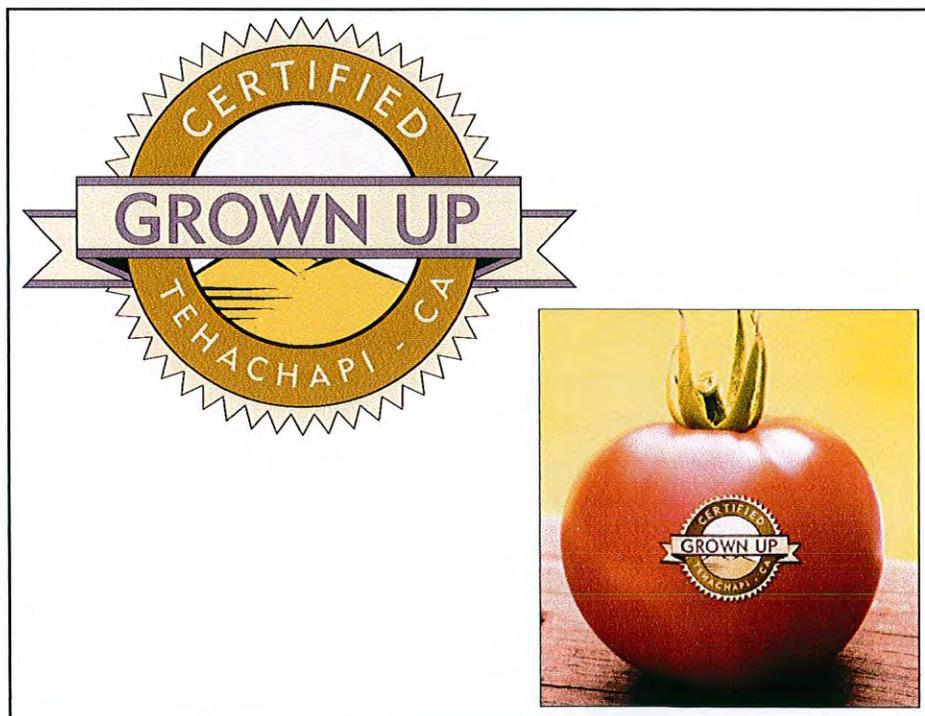
Happy Te-'haunt'-chapi! Trunk-or-Treat is back

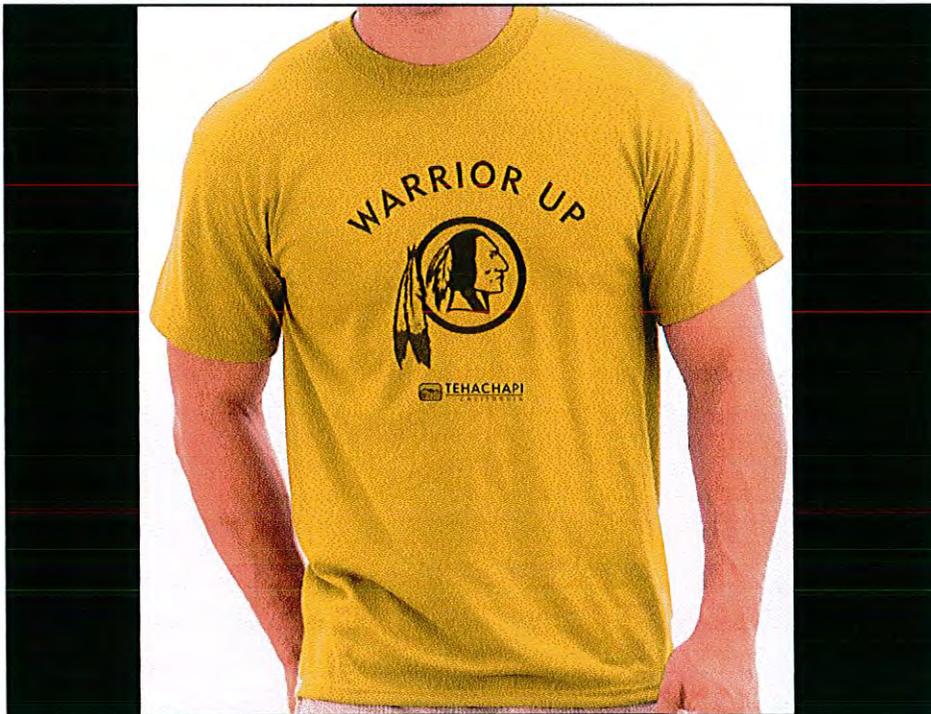
TEHACHAPI CALIFORNIA

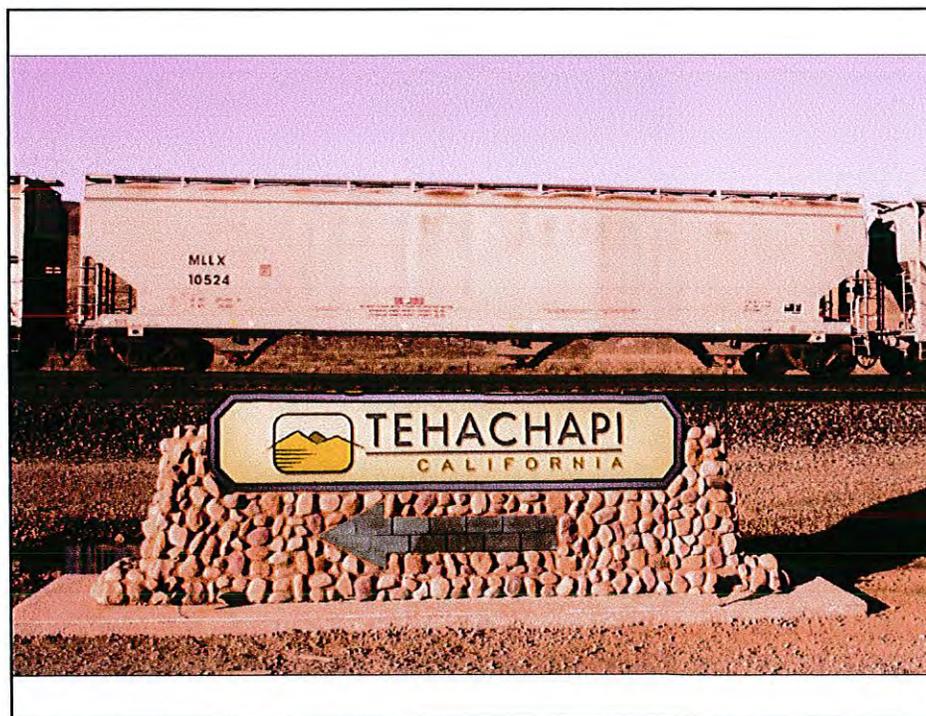
Live Up.

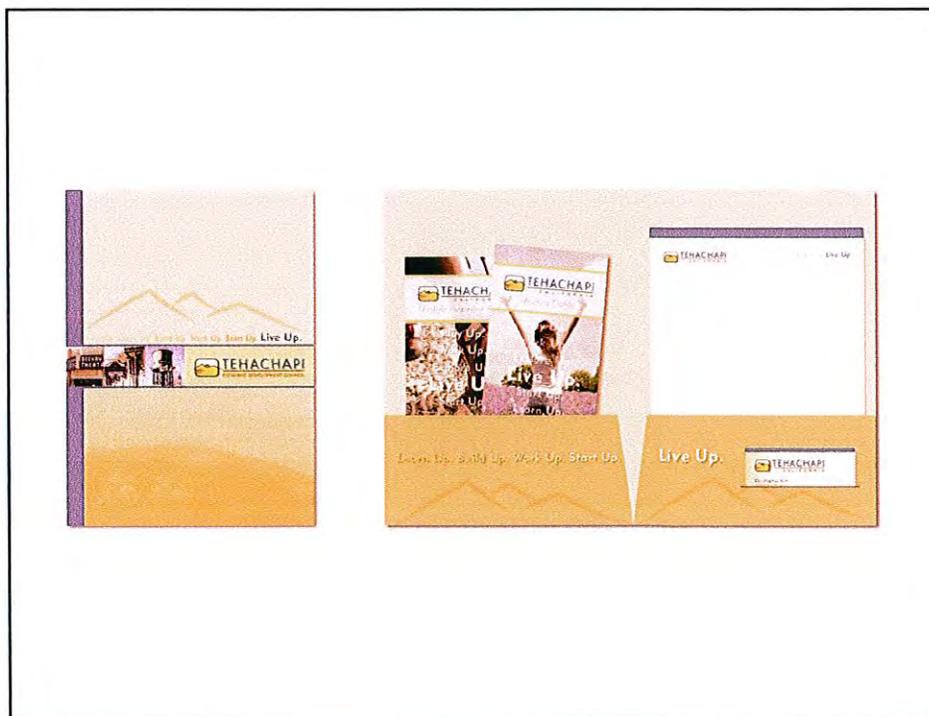
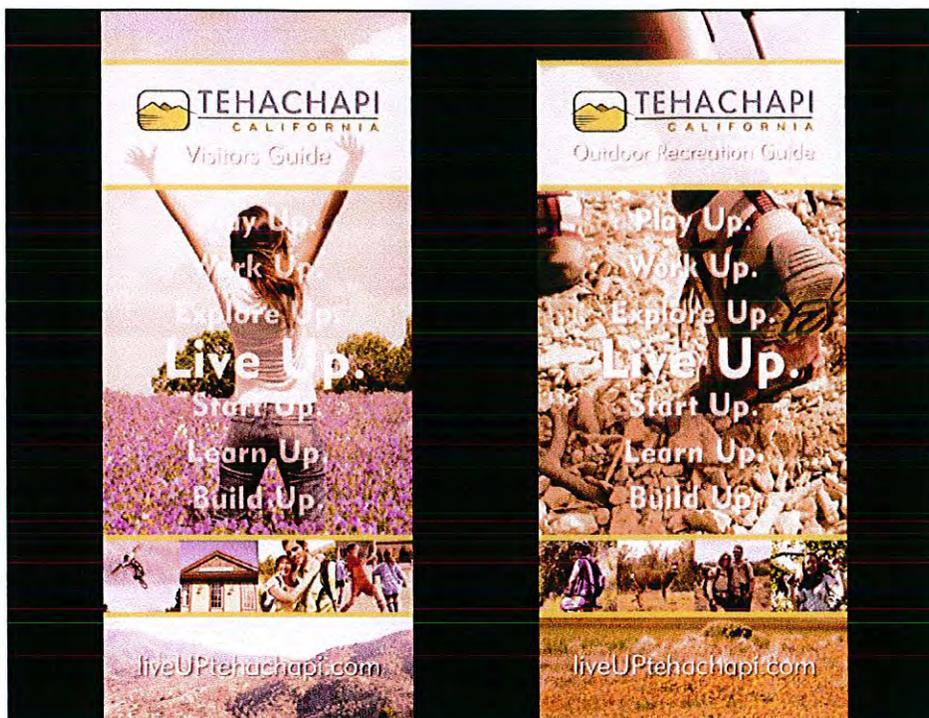
Experience more of life's high points

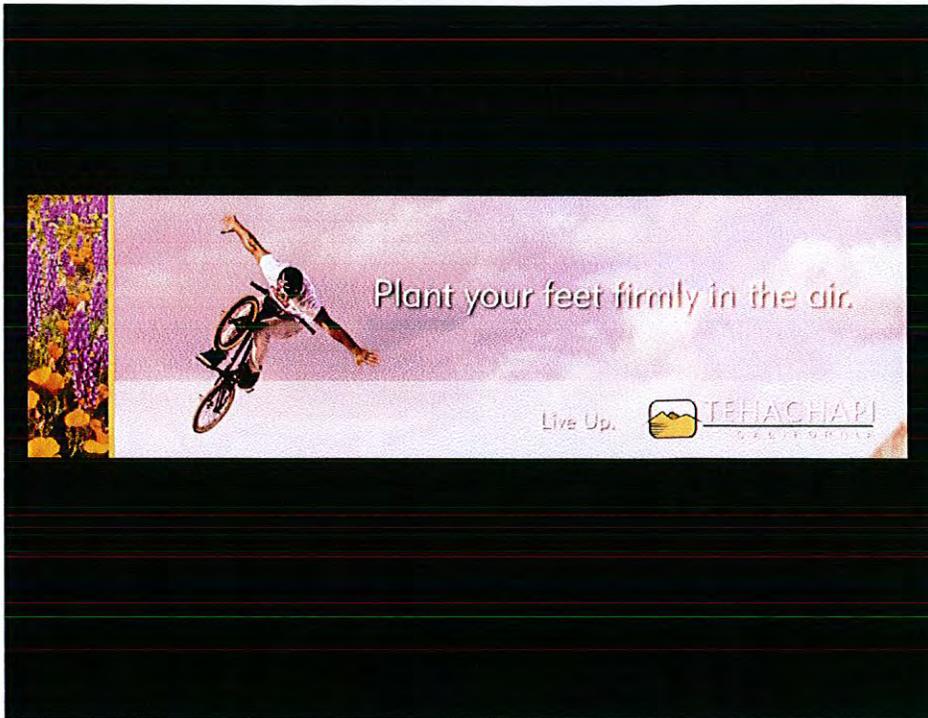
TEHACHAPI CALIFORNIA
Live Up.

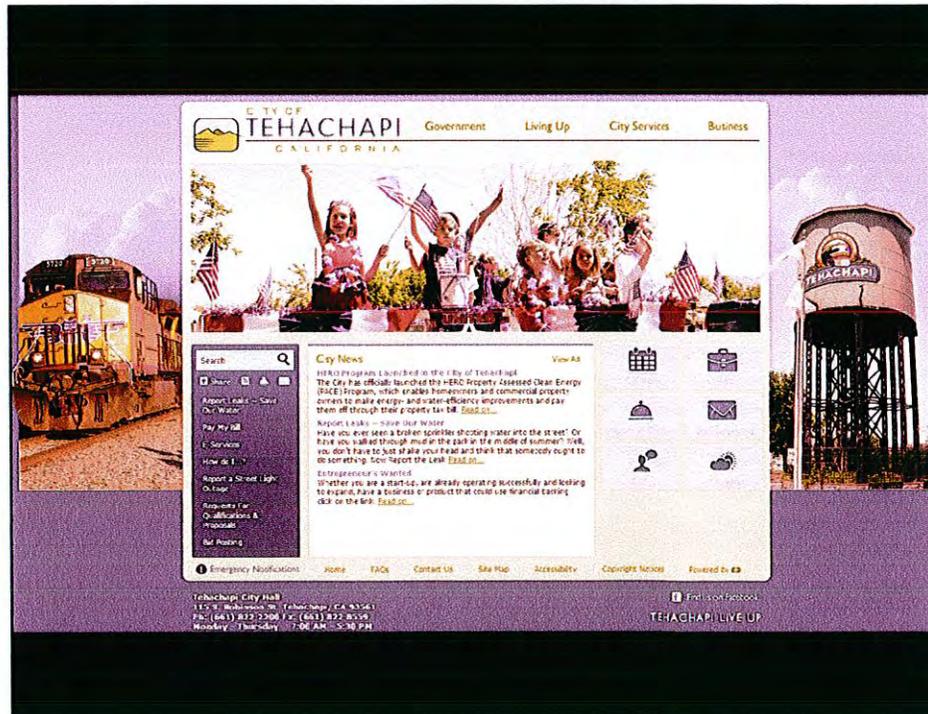
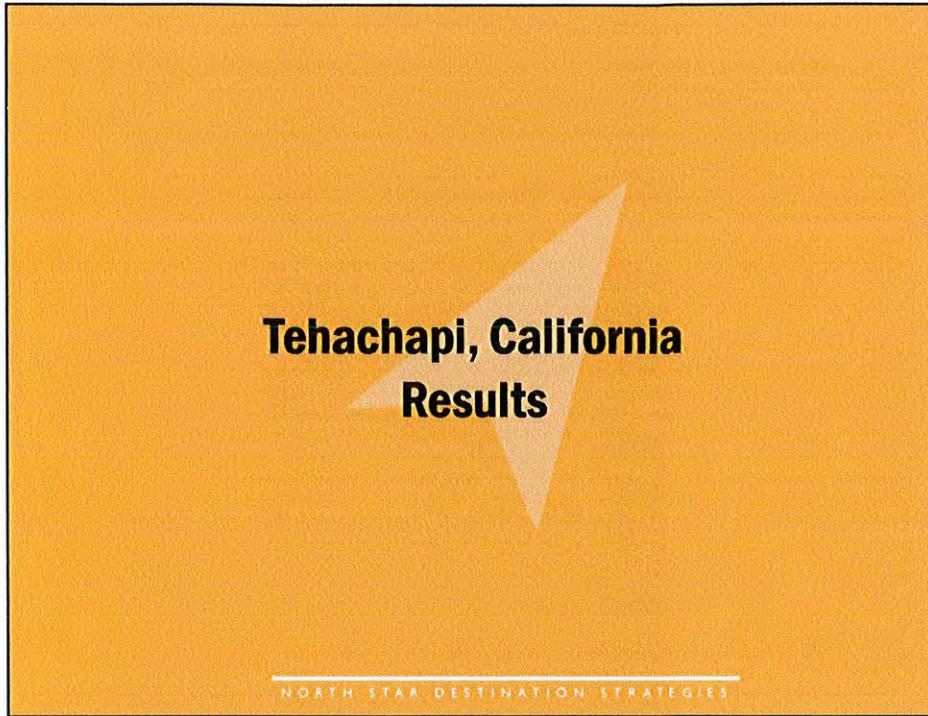


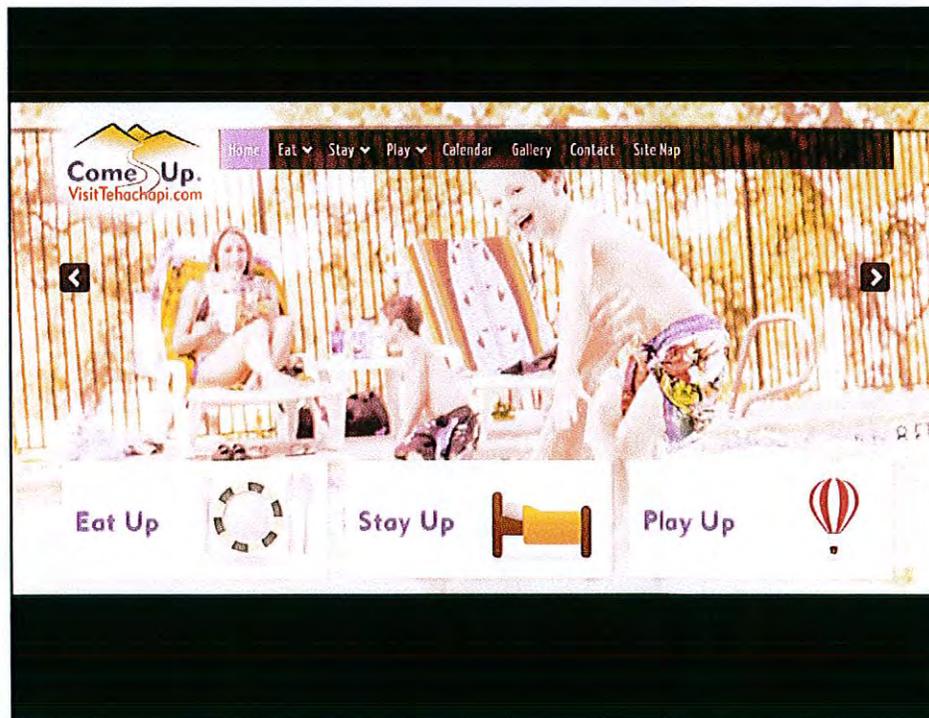
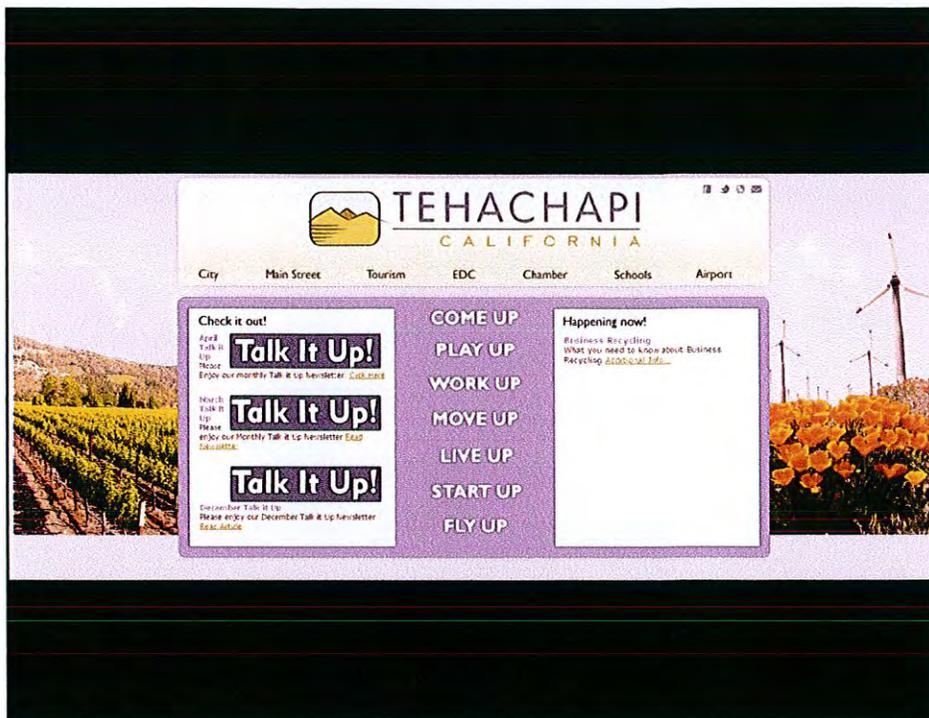


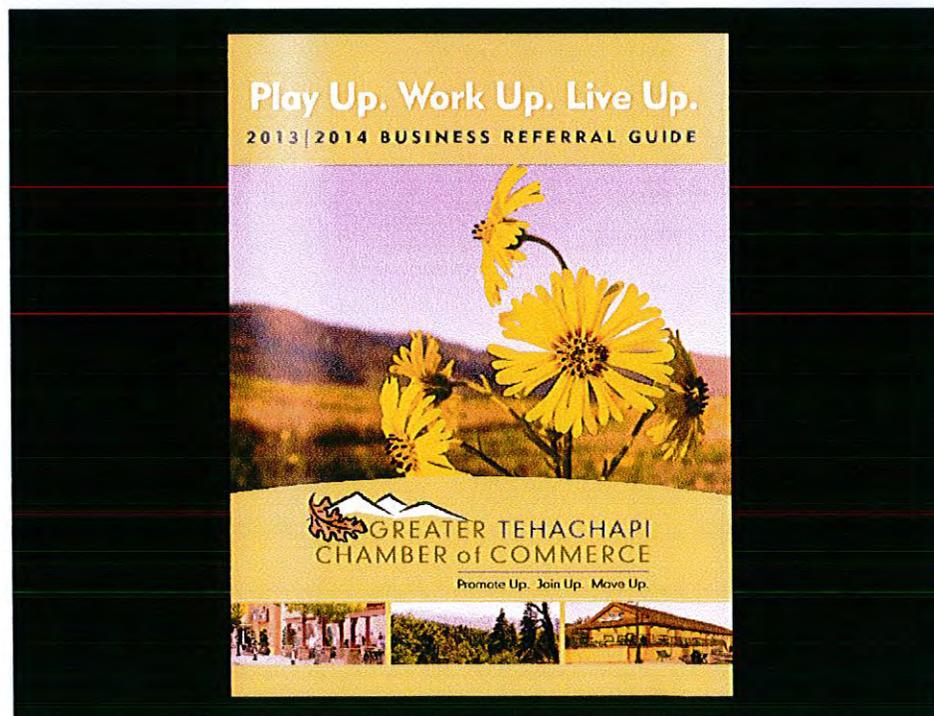












It's Time For an Altitude Adjustment

Elevate Your Expectations

Life is Sweeter Up Here

TEHACHAPI CALIFORNIA Live Up.

**Live Up.
Play Up.
Work Up.
Start Up.**

Elevate your Experience
for a day, a week, or a lifetime
— it's worth the journey.

GREATER
TEHACHAPI
ECONOMIC DEVELOPMENT COUNCIL

The Greater Tehachapi
Economic Development Council
is dedicated to helping you succeed.
Our ongoing support of a quality community
makes it a great place to live and work.

Visit us online at
www.TehachapiEDC.com
to learn more.

Sierra Vista, Arizona BrandPrint Process

- ✓ 1. Know what they are saying (Research)
- ✓ 2. Define the best space for Sierra Vista based on those conversations and the competition (Insights and strategy)
3. Bring that definition to life through imagination (Creative)
4. Connect the brand promise back to community stakeholders (Action)

Stand Out in a Crowded Marketplace



Kelley Brackett

Community Brand Supervisor
North Star Destination Strategies
Nashville, Tennessee
Kelley@northstarideas.com
615.232.2103
www.northstarideas.com