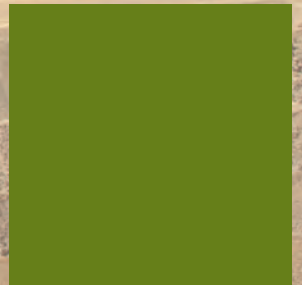




Keeping the “Green” in Greenlee

Greenlee County, Arizona



“ Each society is faced with the decision of how best to provide for the well-being and quality of life of its citizens. The choices involved span complex economic, sociocultural, political, and environmental considerations. In particular, the economic base that a society chooses for itself has wide ranging ramifications. Increasingly, cities, states, and nations are turning to tourism as an important element in their economic portfolio as they recognize the potentially significant economic rewards at stake. Much of tourism development entails community development. If handled appropriately, tourism can become an important engine for achieving broader social goals. ”

Crouch and Richie, 1999, p. 137

About this Report

This report describes eleven tourism-related project plans designed to build local economic capacity in Greenlee County, Arizona, and reduce the leakage of income earned in the county and spent elsewhere. The authors hope that this contribution to the planning process will stimulate discussion and assist economic development of this unique region.

The objectives of the project are to increase spending by residents in the county by redeveloping, enhancing existing year-around businesses, expanding short term community events and improving local communication through associations, organizations, and social media marketing. We have purposefully avoided suggesting major new construction.

The report is organized in three parts:

1. An introduction to Greenlee County and potential for regeneration,
2. Eleven proposed community development project plans,
3. The strategic planning process and next steps for Greenlee County.

Acknowledgements

The authors of this report would like to thank Greenlee County Board of Supervisors for initiating this project, especially David Gomez, who has led this effort. Others who have made significant contributions include: Barbara Ahmann, John Basteen, Susan Breen, John Decker, Kay Gale, Jeff Gaskin, Gail Hackney, Don Lunt, Walter Mares, Becky Nutt, Yvonne Pearson, Philip Ronnerud, John Schempf, Sean Wenham, and Jeanette and Ray West, who generously hosted our stay in Chase Creek.

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A message from Greenlee County

“Greenlee County has enjoyed working with Arizona State University (ASU) on this project. This project was the primary case study in tourism planning for the students from ASU and the students have brought an innovative and important perspective regarding tourism development for Greenlee County. The results of the project are an excellent resource that can be used to begin the development of new opportunities for the residents of Greenlee County as well as an attractive destination for visitors.”

David Gomez,
District 1 Supervisor, Greenlee County

A message from the ASU instructor

“Tourism for the Community” was the stated focus for a series of student projects. By focusing on the qualities that make the region both a desirable place to live for residents and an attractive destination for visitors, our analyses attempt to find a balance between government, business and residential goals for development of a highly competitive destination.

We have punctuated our findings with quotations from local residents, business people, government officials and academic scholars. Most of our data has been reported elsewhere and we have made strong efforts to document our findings. We have tried to remain unbiased in our assessment and have refrained from promoting any specific plan or perspective over the others.

Tim Tyrrell
ASU Professor of Tourism
Director, Center for Sustainable Tourism



Greenlee County

Greenlee County is a rural area with 4.6 people per square mile compared to 56.3 people per square mile in Arizona as a whole. The Greenlee County median household income was \$48,696 in 2006-2010 versus the state average of \$50,448. However, it has grown by 23.64% since 2000 compared to the state average growth rate of 15.36% (USDC, 2012). This rapid growth is likely due to the growth in mining employment.

Although information about average wages for Greenlee County miners are not available, according to US Department of Commerce average wages for all mine industry employees in Arizona were \$77,837 compared to \$42,858 for all industry wages in Arizona in 2012. This data suggests that mine industry employees in Greenlee County earn substantially more on average than other county residents. The table below describes the 2010 number and percentage of employees in mining and tourism related industries in Clifton, Morenci and Duncan.

2010 Employee Statistics by NAICS Code	CLIFTON		MORENCI		DUNCAN		ARIZONA	
Employees, Total (by Place of Work)	1,490	100.0%	1,300	100.0%	116	100.0%	2,341,717	100.0%
Mining	1,348	90.5%	936	72.0%	0	0.0%	9,860	0.4%
Retail Trade	14	0.9%	78	6.0%	31	26.7%	339,384	14.5%
Arts, Entertainment and Recreation	0	0.0%	11	0.9%	2	1.7%	48,545	2.1%
Accommodation and Food Services	66	4.4%	38	2.9%	14	12.1%	262,582	11.2%

Source: http://www.clrsearch.com/Clifton_Demographics/AZ/Establishment-Statistics-by-NAICS-Code

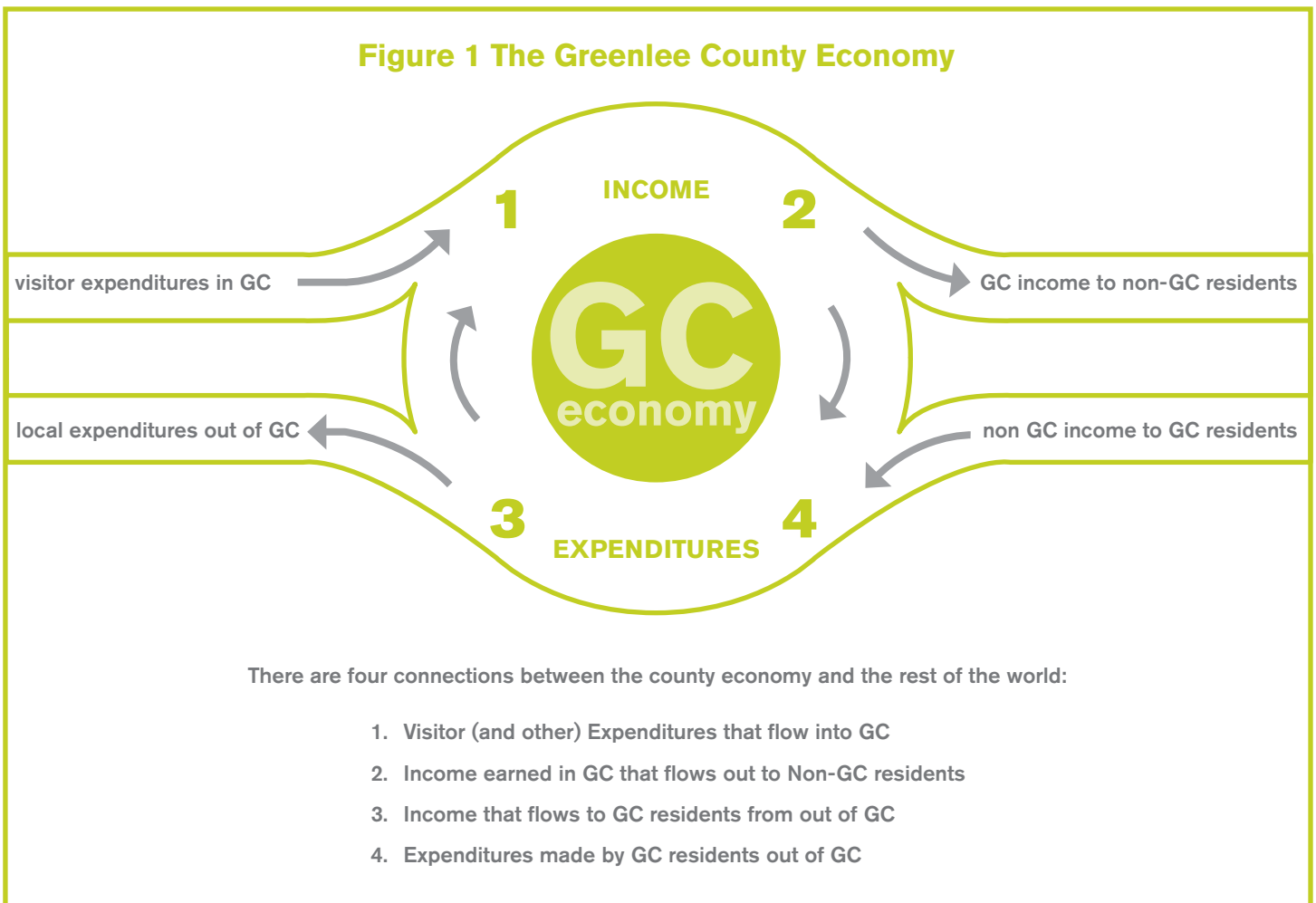
The mining industry accounts for 72% of total employment in Morenci and 91% in Clifton, making mining the dominant industry employer. At the state level only 0.4% of employment is in mining. In contrast, the percentages of employment by industry sector in Duncan are closer to Arizona averages. As indicated by employment percentages in Retail Trade, Arts, Entertainment and Recreation, Accommodations and Food Services, the travel and tourism industry in Greenlee County is small in comparison to other regions in the state.

According to Dean Runyan and Associates (Arizona Office of Tourism) only 1.5% of earnings for the combined counties of Graham and Greenlee are generated by the travel industry. This compares to 3.1% for the State of Arizona.



Due to the importance of mining employment in Greenlee County, community development depends heavily on the future international demand for and supply of copper. Issues facing local and county government closely relate to miners. For example, Greenlee County's district 1 supervisor stated "We need affordable housing; a third of the employees that work at the Morenci complex commute from Graham County" (Kovach, 2012). While some types of retail stores are in adequate supply, others are not. The average number of grocery stores per 10,000 people (3.88), convenience stores with gas per 10,000 people (6.46), and full service restaurants per 10,000 people (7.75) are above the Arizona state averages (1.36, 2.47 and 6.21), however, total retail sales per capita in the county is only about 1/3 the state average. The apparent retail sales imbalance is in department stores, specialty stores and services.

The long term strength and resilience of the Greenlee economy depends on maintaining a balance of export, retail and service sectors. Based on personal interviews, online research and statements made by county residents to the press, this research project has concluded that Greenlee County economy needs regeneration. Regeneration can be accomplished by building local economic capacity to serve residents and to market this capacity within the county, especially to higher income employees.



The Greenlee County economy is represented as a circular flow of dollars from expenditures to income and back to expenditures. Any increase in the overall size of the flow has the potential to increase the economic well-being of county residents in terms of income and purchasing power. It is traditional for tourism development projects to emphasize the importance of increasing the circulation by increasing flow 1, which can be done by attracting new visitors, indirectly providing income and expenditure opportunities for residents as well. Instead, the project proposals described in this report are designed to reduce flow 4 by increasing the retail and service capacity in Greenlee County and marketing these new opportunities to the county residents.

Community Regeneration

The goal of community regeneration is enhancement of the quality of life for residents. It requires not only “bricks and mortar,” but also development of the social, environmental and economic well being of an area (ODPM, 2001, p. 3). A key factor in this development is local economic integration – the nature of the network of economic transactions that contribute to income generation within, or leakages from the local economy. (Errington & Courtney, 2000: 282).

An economy where a large proportion of economic transactions is carried out by local firms and households is referred to as an integrated economy. Local economies that are highly integrated tend to have high multiplier effects where new expenditures circulate many times before leaking to the rest of the world. In contrast, poorly integrated local economies are characterized by low household purchases and poor local firm sales of locally produced goods and services. (Agarwal, 2012, p.1473)

“Leakage” is the portion of sales revenue that is re-spent outside the county by businesses, employees, and government. The long term sales impacts of a new permanent increase in expenditures is inversely related to leakage:

Long term sales impacts of new expenditures
= new expenditures * multiplier where multiplier = 1/Leakage

Thus, there are two long term sales impacts of reducing leakage by building capacity of local businesses:

- the sales multiplier will increase for all new expenditures and
- residential expenditures will substitute back into the county as if they were new expenditures.

This project has focused on reducing leakage to increase economic integration through building local capacity and marketing new capacity to local residents because:

- Increased demand by residents and supplies by local tourism businesses are more likely to be permanent while increases in tourist demands can be temporary and suppliers are likely to be external to the county.



A SWOT Analysis

Based on our assessment of the Strengths, Weaknesses, Opportunities, and Threats for the Greenlee County economy, we concluded that the best overall tourism strategy would be a blend of Turnaround and Defensive Strategies – to regain stakeholder support and overcome internal constraints while engaging in vertical integration, offering a limited range of products and better quality services.

Figure 2. SWOT Analysis Matrix

A Turnaround/Defensive Strategy is Recommended for Greenlee County



The SWOT Analysis matrix suggests a blend of “Turnaround” and “Defensive” strategies for competitive development of Greenlee County. This chart positions Greenlee County in the top left quadrant with modest external opportunities that can be used to overcome important internal weaknesses.

“Community economic development can be broadly interpreted as being about the development of stronger local economies through engaging local communities in shaping their own destinies, taking responsibility for local strategies which seek long term, durable solutions to addressing economic regeneration.”

(Haughton, 1998, p.874)

Eleven Projects to reduce Leakage and build capacity

All eleven project plans described on the following pages have the same goal: community regeneration by building capacity and reducing leakages. All have approached the problem without suggesting new construction. Despite low current interest rates and modest recoveries in commercial real estate markets, investors are reluctant to invest in major construction projects (Costar Group, 2012).

The eleven project plans are grouped into three types of plans

I. Redevelopment/enhancement of existing year-around business.

1. Retail Gap Analysis
2. A Restaurant at Chase Creek
3. A Wedding District at Chase Creek
4. Golf & Country Club Development
5. Tubing in the Gila Box

II. Creation/enhancement of short term events

6. Festivals and Events Gap Analysis
7. Drive in and Food Truck Frenzy at the Fairgrounds
8. An Artistry and Musicality Event

III. Expansion of information opportunities through associations, news, and social media

9. Outdoor Activities Initiative
10. Recreation Development Association
11. Internal Marketing: Social Media

The project summaries follow a uniform format: Objective, Analysis and The Plan. The text is complemented by pictures and quotations from local or professional experts. A review of the plans and recommended next steps are given at the end.



Project Objective

To provide more shopping opportunities for the residents of Greenlee County.

Research Team:

Elaine Katzelis
Jenna Lund
Mackenzie Pfund

Tiffany Panaccione
Daryl Clarke
Jessica Preller



Analysis

Greenlee County offers unique, but limited shopping opportunities for residents and tourists. Only 270 of Greenlee's 8,606 residents work in retail trade (Zoom Prospector, n.d.). The 2007 retail sales per capita in Greenlee County were a small \$4,587 compared to Arizona's which was \$13,637 (United States Census Bureau, n.d.). These numbers and anecdotal evidence are a clear indication that there is opportunity for retail and service sector growth in Greenlee County. Persons interviewed by Dr. Tyrrell during his trip to Greenlee County on October 14, 2012 stated that the Morenci Basha's, one of three grocery stores in the county, is "always running out of food by the end of the week." Residents currently shop at department stores such as the Walmart in Safford which pose a threat to Greenlee's local shopping establishments (YellowPages, n.d.).

The Plan

This project plan is to hire a marketing/research firm to conduct a survey in Greenlee County that asks the three basic questions: What stores can Greenlee residents really use? How often do Greenlee residents shop at the current stores in their county? And, if there were more stores in Greenlee would the residents spend more money locally? The survey will cost anywhere from \$5,000- \$15,000 depending on the extent of the research conducted (Hosted Survey, n.d.).



“Honestly I believe we must increase our infrastructure and attract new shopping establishments, by keeping sales tax dollars locally we can greatly enhance our overall environment. Our residents tells us often that they would prefer to spend their shopping dollars closer to home.

Ron Campbell, District 2 Supervisor (SeagoEDD)

A Restaurant at Chase Creek



Project Objective

To develop a new restaurant along Chase Creek.

Research Team:

Taylor Jaycox
Greg DaVall
Andie Plunkett

Maryam Ali
Brianna Sullivan
Susan Taylor

Analysis

Chase Creek is a vital and historic component to Greenlee County. The Marketplace provides a cornerstone for the county (Visit Clifton AZ, 2012) but the district needs revitalization. The population of Greenlee County is approximately 8,600 people (July, 2011) and the average household income of any Greenlee County resident is \$48,951. Therefore, the Greenlee County residents have the means to support a new restaurant in Chase Creek economically and with sufficient clientele.

The Chase Creek area needs one or more restaurants in order to create a critical mass of retail opportunities to attract residents and eventually tourists. P.J.'s Café in Clifton and Michelle's Bar and Grill in Morenci would be the nearest competitor to a new restaurant in Chase Creek.



The Plan

A town owned structure on Chase Creek, has been renovated with a new kitchen and is a perfect location for a new restaurant. Due to the limited amount of space, a take-out/delivery service restaurant might be most suitable. Residents of Greenlee County will be able to call in their orders or arrange for deliveries. A restaurant that features a take-out/delivery service would be the most profitable scenario based on the residents' needs and the capacity of the structure.

“ A restaurant is the best idea for Chase Creek... rather than a bar due to the prominent religious beliefs within the community. ”

Ray West

A Wedding District at Chase Creek

Project Objective

To create a wedding district in Chase Creek, offering a wide range of services for weddings as well as other formal events.

Research Team:

Krystal Woung
Kelly Fulcher
Selma Martinez

Brittany Kimura
Katrina Poulos
Sarah Lucero



Analysis

In 2011, 51 marriage licenses were obtained in Greenlee County – an average of about 4.25 per month. The number of weddings that occurred within the county is unavailable (AZDS, 2011). Given the scarcity of formal event services, products, venues, and the tendency for residents to travel outside of the county to satisfy various needs, it is estimated that no more than 10 weddings are held in the county in any one month.

The majority of young adults are in Morenci and Duncan, according to the high school populations. David Gomez, Greenlee County Supervisor, explained that couples in the area tend to get married at a young age, just out of high school. These young adults can earn \$50,000 in the first year at the mine, and could be a good market for a wedding district.

The best example of a wedding district is the Reading Bridal District, the largest bridal district in North America, located in Cincinnati, Ohio (Bridal Business Directory, n.d.). While a wedding district in Greenlee County would be much smaller, the strategy would be the same - to provide shops within an easy walking distance from each other.

This district is not likely to attract customers from other counties, since the town of Safford, for example, has its own florist, photographers, and catering companies. However, this could be an ideal opportunity to provide local services and products to couples in Greenlee County, all the while still maintaining revenue inside the district.

The Plan

A Wedding District at Chase Creek would need to offer the most complete selection of formal event retail shops and services. These could include stores such as a gown and shoe store, a caterer, a photographer, a party rental store, a florist and a wedding planner. These would not only serve weddings but also high school proms, homecoming events, reunions, funerals and even cocktail parties.



“ Living in a small town...is like living in a large family of rather uncongenial relations. So metimes it's fun, and sometimes it's perfectly awful, but it's always good for you. ”

Joyce Dennys (1942)



Project Objective

To increase the number of residents that use the Golf and Country Club facility and encourage current users to use them more regularly.

Research Team:

Heather Kelsay
Natalie Strohecker
Kaitlan Abbadie

Yoel Lustgarten
Matthew Leedy
Skyler Eggleston

Analysis

Greenlee Country Club, built in 1950, is a nine-hole layout that plays at 3,226 yards with about 25 bunkers. A lake guards the green on No. 5 and is the only water in play on the course. Amenities include a bar, snack shop, driving range and putting and chipping greens. Owners have plans for renovations. Green fees range from \$10-\$16 on weekdays and \$16-\$24 on the weekends. According to records kept on location, on a normal weekend there are 10-15 golfers; during the week there are approximately 5 golfers in total. Two professional groups meet once a month in the club house and students golf free 7 days a week.

Duncan has a population of 700 and the county has approximately 8,600 residents. Roughly 10% of the public plays golf (Greenlee County, 2012) and the golf course is the only one in the county. From this information, we estimate that a nearby golfing population of 70 Duncan residents and 860 Greenlee County residents could potentially use the course.

In addition, Greenlee lacks meeting and event space. Mark Denny (2010) stated that country clubs allow people to connect in different ways with memberships, socials, leagues, and tournaments; this creates an opportunity for Greenlee Country Club to provide this for the community.

The Plan

This project plan is to create a website specifically for the golf course and country club and linked Facebook pages. The development of these sites, along with special promotions could be a powerful and inexpensive way to engage and further establish relationships with key local audiences. Both sites will include maps, directions, photos, promotions, and even daily weather information. Promotions could include discounts for meals and drinks for customers that come in groups or come regularly. When the kids are golfing for free, the parents could enjoy discounted drinks and dinner. The country club could also hold monthly tournaments, with prizes and activities for the whole family, attracting residents to spend an afternoon at the country club.



Project Objective

To establish a rental shop that offers tubes, rafts, and kayaks during the high water flow season convenient to Greenlee residents wishing to navigate the Gila Box and other rivers in the county.

Research Team:

Whitney Fisher
Shannon Sorg
Samantha Eastburn

Kendall Klingaman
Matt Watkins



Analysis

The Gila Box is a riparian ecosystem conservation area with a variety of plants and animals to see with cliffs that are over 1,000 feet in some areas (“Gila Box”, 2012). A launch site has already been developed with a very accessible road and picnic tables. The San Francisco and Blue Rivers are also navigable and have free launching sites.

In 2010, 2.1 percent of the Arizona population owned a watercraft (Hedding, 2011). In 2009, 15 percent of registered watercraft owners in Arizona used their boats during any given two-week period and the average daily expenditure for a boating trip in 2009 was \$302 (AZDOT, 2009). In addition, English and Bowker (1996) found that 75 percent of rafters are usually tourists and 25 percent are local. This is relevant to Greenlee, where an increase in capacity for boating would attract tourists from other counties and states.

Boaters responding to the Arizona Watercraft survey AZDOT (2009), mentioned that the most needed facilities were public restrooms, with 23 percent and launch ramps with 20 percent. When describing favorite sites, the highest positive amenity was for informational signs with more than 45 percent, followed by access roads showing a 44 percent, and parking vehicles and launch ramps both with approximately 39 percent.

There is a large room connected to the Chamber of Commerce where a boat rental storefront might be located. There are restrooms, considerable parking, and it is in close proximity to the Gila Box and other boat launch sites in the county. Stream flows would need to be posted since they vary greatly from the highest in May to the lowest in July (“National Water Information System,” n.d.).

The Plan

The project plan is to create a rental shop in partnership with the Chamber of Commerce at the historic Arizona & New Mexico RR station building where visitors can rent tubes, rafts, and kayaks for a small day fee. A shuttle service will transport visitors to the riverfront on the Gila Box and other launch sites where signage, restrooms and accessibility are available (“Old Safford Bridge Picnic Area,” 2012).





Project Objective

To evaluate the schedule and types of festivals and events currently held in Greenlee County to identify at least five new ones that appeal to residents while avoiding competition.

Research Team:

Allison Shebek
Janine Mummy
Tatianna Sanchez

Mayra Perez
Annia Quiroz
Nicole Ionescu

Analysis

According to the Greenlee County Comprehensive Plan (2003), one of the county's biggest economic goals is to "develop a balanced, diversified economy to promote, to maintain, and to enhance the quality of life" of residents, all of which can be accomplished with the help of successful community events.

Greenlee County currently hosts a number of festivals and events: Fall Festival, Greenlee County Fair, Art & Wine Festival, Festival of Lights, Blues Festival, Horse Races, Junior Rodeo, Rodeo Queen Contest, and the Spring Rampage (Dennys, 2003).

It is not clear whether these events are attractive to residents or tourists, or how they currently fill the calendar or compete with other events in nearby counties.

The Greenlee County Chamber of Commerce, the newly formed Rivers, Valleys, Mountains, and Trails (RVMT) Tourism Council and the Business Association of Chase Creek all support the creation and promotion of events and festivals (Visit Clifton, 2012). It is important that the schedule and types of events be managed in a comprehensive way. It is also crucial to develop events that appeal to the residents of Greenlee to help maintain revenue within the district.

The Plan



The project plan would be to examine each event and festival currently held in Greenlee County to determine gaps in the festival calendar and gaps in the range of event themes that are currently produced. A first step would be to assemble a comprehensive schedule of events for the county and nearby counties. It also might be necessary to survey residents about the types of new events they would be interested in to ensure maximum turnout at each new event created. The gaps might be filled by new events patterned after those in similar locations with similar populations. The benefits would include the direct enhancement of the county's cohesive community spirit and indirect development of attractions for tourists.

It is expected that at least 5 new events could be created, such as an Arts and Crafts Festival, Patriotic 4th of July Parade, a Music Festival, and a Food Tasting Festival.

Drive-in and Food Truck Frenzy

Project Objective

To attract Greenlee County residents to an outdoor drive-in movie event with the special addition food truck rally unique to the State.

Research Team:

Peyton McCormick	Steve Dalley
Toysha White	Rick Langman
Krystyna Zatorski	Jairo Millan



Analysis

A drive-in theater can attract people of all ages in the community, from small children to the elderly. It is a gathering place where community cohesion can develop in a unique entertaining environment. No other theatrical experience compares to a drive-in, which allows one to be entertained outdoors with family and friends. Drive-ins allow for double features and themed movie nights (West Wind, n.d.). A Food Truck Frenzy adds the ability to feature local cooks and restaurants providing both residents and business owners the opportunity to help the county grow.

There are movie theaters in Morenci and near the Greenlee County Airport. There are also two theaters in Safford, one being a church that charges \$4.50 for new movies (“Theater,” n.d.). There are no drive-in theaters located in any vicinity.

The Plan

The project plan is to rent or construct an outdoor screen and projection tower (\$15,500- \$17,000) at the county fairgrounds in Duncan. The screen might be purchased used from the closed drive-in at the three-way. A used booth set-up might cost \$20,000 (Drive-In Movie Theaters, n.d.). The rental of films ranges between 10%- 90% of the box office sales for the movie (“How would,” 2007). Initially the Frenzy would involve only 2- 3 local food trucks. Assuming 50 cars and 100 residents attend the event, \$1,000 per night in revenue can be generated weather permitting.



“ Oh, I love it. We would have never have thought of something that exciting. I love how we could bring back something we all had as children around here. ”

Kay Gale, Greenlee County Administrator (in regards to the idea of the drive-in at the fairgrounds)

An Artistry and Musicality Event



Project Objective

To expand the Greenlee Blues Festival into an Artistry and Musicality Event that occurs the first Saturday of the month by showcasing and selling local art, crafts, film, photography, and musical talent in the county.

Research Team:

Stephanie Salisbury	Tyler Buchanan
Andy Saavedra	Chelsea DeMoor
Paulina Sanchez	Kyle James

Analysis

The Blues Festival is an annual musical event involving multiple bands and is sponsored by the Chamber of Commerce (“CMI,” 2012). This event is advertised mostly online but it does not have a Facebook page.

The towns of Clifton, Morenci, and Duncan provide a unique heritage and art culture that has the potential to attract a number of diverse communities and travelers through public relations and social media (“Connecting,” 2006). An expansion of the local arts and music theme, repeating the event every month will help the community preserve and embrace its heritage and culture (Taylor, 1993). Greenlee County attractions are generally threatened by Safford and its larger venues that cater to a broad market.



The Plan

The project plan is to expand the Blues Festival by adding arts, film, photography, and crafts, every first Saturday of the month. Some of the vendors that might be attracted to the event include: the Morenci Club seeking future clients and club members, the National Bank of Arizona also seeking new customers for their services, the Copper Canyon Café that might sell coffee and food at the festival, Allstate Insurance, Cup & Cone, R&R Pizza Express, the American Legion, Vintage Clifton, and the Chase Creek Marketplace. Mt. Graham Safe House Inc. and Café De Loon were vendors at the Blues Festival and may also be interested in becoming a vendor for this expansion.



Project Objective

To develop an outdoor recreation resource center in cooperation with the Chamber of Commerce at the historic Arizona & New Mexico RR station building.

Research Team:

Nicole Wyatt
Natalie Davison
Marco Flores

Mitzu Ganley
Erin Johnston
Diva Tolosa



Analysis

The county has a total area of 1,848.42 square miles. (“U.S. Census,” 2010) and includes diverse terrains with hiking, camping, fishing, bird watching, rock hunting and climbing potential. This provides an opportunity for low cost entertainment. However there is a lack of established associations: networks and professionals with experience to provide community based outdoor activity programs, information and supplies.

With an estimated 48 percent of households in Greenlee County being outdoor recreationists (“Greenlee County Points,” 2012), a resource center has the potential to attract 50-100 people per week and approximately 3,000-6,000 people utilizing these services over the course of a year.

Funding for the center could come from grants and private funding such as the Community Investment Fund from Freeport-McMoRan (Freeport-McMoRan Copper & Gold, n.d.) which will engage community leaders in cultivating and assessing community projects that address identified priority needs, and allocate funds to projects that have a positive, sustainable impact.

The historic Arizona & New Mexico RR station building would be an excellent and convenient location for a community resource center with close ties to the Chamber of Commerce that promotes local businesses and activities while providing knowledge about Greenlee (Greenlee County Chamber, 2011). Residents of Greenlee County as well Apache, Navajo, Gila, Graham, and Cochise counties would use the resource center.

The Plan

The Outdoor Activity Resource Center would provide outdoor recreational equipment and resources for specific outdoor activities such as maps for fishing, hiking, biking, trail, birding, rock-hounding, R.V. and campground locations (Virginia Department of Conservation, 2007). This all-inclusive center could also offer guided trail tours, weekly river trips, programs and resources specifically serving youth organizations such as Boy Scouts of America and Girl Scouts U.S.A but also serve the general population of Greenlee County and tourists.





Project Objective

To establish an association in Greenlee County that will support and promote recreation through various activities for all community members.

Research Team:

Trellany Udall
Heather Brebner
Joshua Johns

Tessa Huebner
Aaron Gonzalez
Lauren Romero

Analysis

The County Department of Parks and Recreation has a 2011 budget of \$70,856 with the Mission “to provide quality park facilities and outdoor recreational opportunities for the residents of Greenlee County, to actively participate with organizations, agencies, and groups in bettering the recreational needs of Greenlee County.” (Greenlee County, 2012). In addition a new parks and recreation department has been formed in Morenci. However, they are fairly new and in need of more development. “The parks and recreation in Morenci is a new department and we are only 9 months in existence. We do not run many leagues or have much for equipment yet. In a year we will be developing more leagues and such like you are inquiring about” (Brogan, 2012).

There are important sporting facilities at Morenci High School, Varsity Field, Lawson Stadium and various other baseball and softball fields that allow for a range of sport (Ronnerud, 2005). Although hunting, fishing, running and off-road vehicle driving are the main sporting activities done in Greenlee County team sports and leagues could provide an alternative.

The Plan

A Recreation Development Association would develop and manage various sport leagues and recreation activities in each of Greenlee’s cities in cooperation with the Greenlee County and Morenci Departments of Parks and Recreation. These leagues would include baseball, soccer, football, dance, and gymnastics. The association would also coordinate tournaments.

An association executive officer and board members could include local program directors, activity coordinators, coaches, community board members, community members, store owners or other members who wish to sponsor events or leagues.

The recreation association would be responsible for:

- Marketing recreational activities in the neighboring community,
- Community outreach to determine potential interest in sporting events or leagues,
- Creating leagues and working with league members to develop or approve schedules,
- Designing a financial strategy and pricing in which league fee’s or event profits assist in benefitting the local economy,
- Coordinating local facilities,
- And managing parks and other recreational facilities as needed.

Project Objective

To propose that the Rivers, Valleys, Mountains, and Trails (RVMT) Tourism Council creates a Twitter account that includes discounts, sales and event notifications to residents of Morenci, Clifton and Duncan.

Research Team:

Lauren Henely
Nicholas Riley
Alyssa Campa

Matt Klotz
Sean Morrow
Colleen Griffin



Analysis

A major source of community information in Greenlee County is The Copper Era newspaper. This weekly newspaper is delivered once a week throughout the county and includes most all local events and public information. However, there is virtually no social media activity in Greenlee County. There are a “number of residents that don’t have internet or cannot afford it” (J. Smith, 2012). Social media marketing through networks such as Facebook or Twitter are simple and cost effective. Greenlee County can implement these tactics to help disseminate information to both its residents and potential tourists.

The listings provided in the Copper Era could easily be transferred to a Greenlee County Tourism Facebook page. Furthermore, the Facebook page could be promoted in the print version of the Copper Era. According to a study by Manta, 90% of small businesses gain customers through social media (“The Power,” n.d.).

The Plan

Greenlee County has a new tourism council which was established in July 2012 that can create a Twitter account which notifies citizens of events happening within the county. According to the Minutes of the September 19, 2012 meeting, Bill Inman is “interested in marketing.” For this reason it is suggested that the RVMT Tourism Council assigns someone under the direction of Mr. Inman to create and maintain a Twitter account designed to keep the citizens of Greenlee County informed on events, sales and discounts happening within the county (Hackney, 2012).

“How can you squander even one more day not taking advantage of the greatest shifts of our generation? How dare you settle for less when the world has made it so easy for you to be remarkable?”

Seth Godin Marketing Expert (Souza, n.d.)

The Next Steps for Greenlee County

This report has described eleven projects designed to increase the retail and service capacity in Greenlee County and market these new opportunities to county residents. Each description is brief, based only on limited investigation, and requires further market research, feasibility analysis and implementation planning. These projects illustrate the range of opportunities available to the county from developing new retail operations to expanding community events, developing organizations, and using social media to inform the community.

From the beginning of this project, it has been assumed that meeting the objectives of reduced leakage and increased capacity can regenerate the economy. This assumption needs testing. In addition, the project ideas presented here need to be discussed with industry professionals, city and county officials, and representatives from Freeport MacMoRan to determine their viability and feasibility.

It is likely that the county can regenerate its local economy by greater economic integration and also become a competitive tourism destination. We suggest that a comprehensive tourism planning process, such as the one described on the following page, should be undertaken.

Our research has skipped several steps in the process due to limited time and resources. We have attempted to address only steps 2, 3 and 5. For a full tourism development plan we recommend that step 1 be undertaken first in order to determine a statement of community values and then remaining steps should be taken in order.



The Inclusive Tourism Community Strategic Planning Process

1. Establishing the Community Mission

- a) Document Historical and Cultural Record
- b) Develop Statement of Current Community Values

2. Tourism Analysis (Internal)

- a) Tourism Industry Supply (Attractions, Services, Coordination)

3. Community Analysis

- a) Natural and Environmental Systems
- b) Social, Cultural & Historical Systems
- c) Infrastructure and Capital
- d) Stakeholders (Businesses, Governments, Residents)

4. Tourism Analysis (External)

- a) Customers (Buyers of Output)
- b) Suppliers (Suppliers of Inputs)
- c) Competitors (Competing Destinations)
- d) New Entrants (New Tourist Developments)
- e) Substitutes (Non-Tourism Alternatives)

4. Defining Community Goals and Objectives.

- a) Future Social, Environmental and Economic goals (Vision)
- b) Current Needs (Issues and Problems)
- c) Define Measurable Objectives
- d) Stakeholder Interviews

5. Formulating the Tourism Plan

- a) Development of Alternative Tourism Plans
- b) Prioritizing Tourism Plans
- c) Development of Site Plans and Marketing Campaigns

6. Evaluating Impacts and Choosing Final Plan

7. Implementation

8. Monitoring and Evaluation



“ Economic development is the sustained, progressive attempt to attain individual and group interests through expanded, intensified, and adjusted use of resources. Important elements in development include: (1) setting of goals, (2) identification of individuals and groups and their interrelationships, (3) understanding of the present and future effects of decisions made now, and in the future. ”

Shaffer (1989,p.7)

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