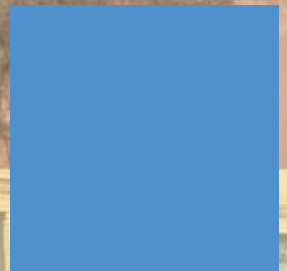
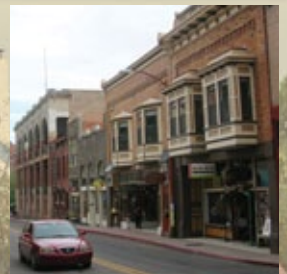
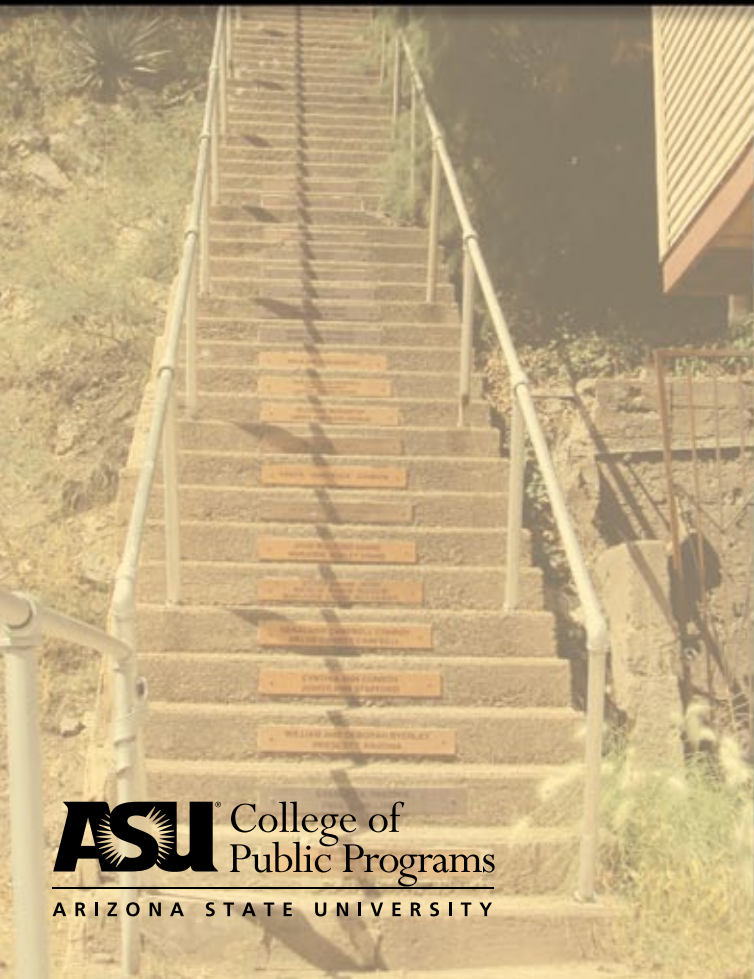


# Perspectives on Tourism in Bisbee Arizona



# About this Report

This report describes an analysis of strengths and weaknesses of tourism in Bisbee, Arizona and an attempt to strategically match these against competitive forces in plans that meet long term goals of key community stakeholders. We hope our contribution to the on-going community planning process in Bisbee will stimulate discussion and further research about the future of this unique city.

The report emphasizes the different viewpoints of eleven stakeholder groups, one of these being the tourist perspective. As students of sustainable tourism and researchers of community development, our analyses have led us to propose ten tourism strategies that leverage the elements common to all perspectives while accounting for the diversity among them.

## **The report is organized in three parts:**

1. Strengths, Weaknesses, Opportunities and Threats to Bisbee Tourism.
2. Stakeholder Missions, Goals and Perspectives .
3. Tourism Development Strategies for Bisbee.

## **Acknowledgements**

The authors of this report would like to thank the City of Bisbee and Cochise County Board of Supervisors for supporting this research and the generous assistance of three persons:

John Charley, Community Development Director, City of Bisbee,  
Gussie Motter, Community Development Liaison, Cochise County and  
Ilona Smerekanich, Bisbee Visitor Center Manager, City of Bisbee.

In addition several local companies generously contributed to the sponsorship of site visit by Dr Tyrrell and thirteen students. The logos of our primary sponsors are shown on the outside back cover; the logos of all other sponsors are shown on the inside back cover.

Report layout and design by Felipe Ruiz, ASU College of Public Programs - Marketing Department.

All images featured in this document are copyrighted by their respective organizations and used with permission.

Copyright © 2011 Arizona Board of Regents for and on behalf of the ASU Center for Sustainable Tourism, College of Public Programs, Arizona State University. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the express written permission of the ASU College of Public Programs, except for brief quotations in critical reviews. The authors may be reached at the ASU MTR Center, 411 N. Central Ave., Phoenix, AZ 85004-0690.

## A Message from the City of Bisbee

"The City of Bisbee has found that collaborating with Arizona State University to be a highly positive experience. The student's enthusiasm and insights are beneficial in confirming our current marketing strategy and for providing a blueprint in moving forward with the promotion of Bisbee as both a tourist destination and a community to call home."

**John Charley**  
*Community Development Director,  
City of Bisbee*

## A Message from Cochise County Board of Supervisors

"This has truly been a collaborative project between Arizona State University, the City of Bisbee and Cochise County and the project results will be very beneficial as we move forward to increase tourism and market Bisbee as a travel destination. We are all so pleased that Dr. Tim chose Bisbee and have loved the interaction with the students."

**Gussie Motter**  
*Community Development Liaison,  
Cochise County*

## A Message from the ASU Instructor

The approach taken in this project can be described as research about "Tourism for the Community." By focusing on the qualities that make the region both a desirable place to live for residents and an attractive destination for visitors, our analysis attempts 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 persons, 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*

**“A destination's competitive environment constitutes the most salient elements that define its immediate arena of competition. Apart from the destination itself, it includes members of the travel trade (i.e., tour packagers, suppliers, retail travel agents, specialty channelers, and facilitators), tourism markets, competitive destinations, and a destination's publics or stakeholders (including residents of the destination, employees of the tourism and hospitality industry, citizen-action groups, the media, financial, and investment institutions, relevant government departments, and immediate neighborhoods).”**

Crouch and Ritchie, 1999

# Strengths, Weaknesses, Opportunities and Threats

The project began with an assessment of internal strengths and weaknesses of Bisbee. This was followed by an assessment of external opportunities and threats and a formal SWOT analysis. Each finding was then confirmed or rejected based on experiences during a site visit on October 1-2, 2011.

## Strengths and Weaknesses

Strengths and Weaknesses of Bisbee for tourism development and community development were divided into five categories as shown in Figure 1.

The ten most noted resources in each category (from published documents and from internet sources) were investigated as strengths and weaknesses.

The key strengths of Bisbee Tourism identified from published documents and internet sources were: Queen Mine Tours, Lavender Jeep Tours, the Bisbee climate, history of ghosts, tourism business owners, intimate hotels and bed and breakfast accommodations, the first golf course in AZ, the historic Warren Ballpark, the history of mining, Bisbee Airport and the Bisbee Visitor Center.

### Additional strengths identified during the site visit were:

- An authentic, secluded, historic and nostalgic sense of place
- High quality restaurant food and value per dollar
- Unique local art and an interesting artistic community

Key weaknesses identified from published documents and internet sources were: the use of open space, unemployment, and the waste water system.

### Additional weaknesses identified during the site visit were:

- Inconsistent service quality
- Poor first-impression politeness and courtesy by hospitality workers (telephone and in-person)
- Ambivalence toward tourists by Bisbee residents.
- Limited attraction and directional signage
- Outdated accommodation amenities
- Inconvenient business hours
- Internal conflicts between businesses and government
- Lack of parking
- Lack of local transportation (taxis and bus service)
- Distance from major metropolitan areas

## Five types of tourism community resources

Figure 1 Five Tourism Community Resources



Figure 1 identifies five types of tourism community resources: Natural and Environmental Assets are the most basic to the community. Social, Cultural and Historical Assets are essential for community pride and a sense of place. Infrastructure is built on natural resources with social assets and Capital is produced for investment in continued community development. Business, Government and Residential stakeholders initiate, manage and control the activities in the community. The tourism industry is heavily dependent on all the other community resources for production of a desirable destination for visitors and a source of jobs and wages for residents.

## Opportunities and Threats

External Opportunities and Threats were analyzed in five categories as illustrated in Figure 2. These five forces were identified by M. Porter (1980) for the analysis of the competitive firm. We have translated them into categories for analysis of Bisbee as a competitive destination.

Key Opportunities identified from published documents and internet sources were: “Staycationers” (County and State residents who would visit Bisbee rather than travel elsewhere); leisure visitors; small group visitors; the cities of Willcox and Douglas as partners; virtual reality as a technology; and new collaborations with business suppliers.

### **Additional opportunities identified during the site visit were:**

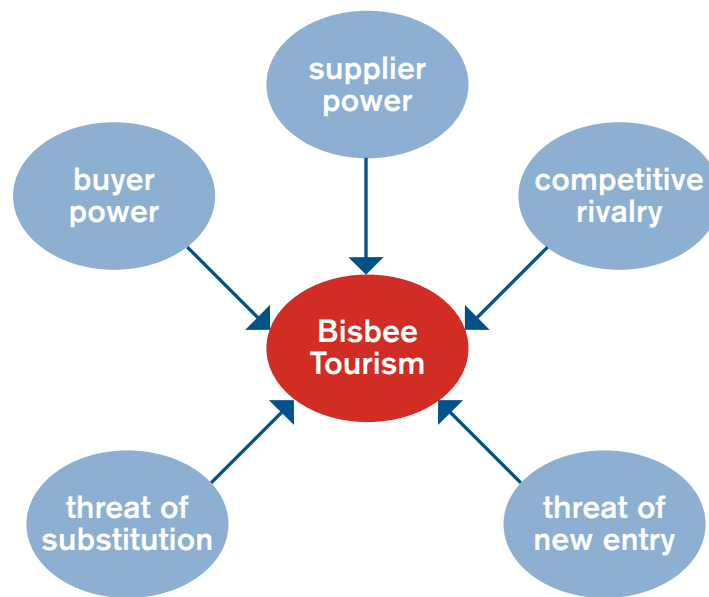
- The Cochise County Tourism Council
- Border Patrol activities and new facility
- Open land for development
- The Warren Historic District
- Expansion of mining tourism (open pit development, tourist diggings)
- Use or reuse of available historic properties (e.g. Lyric Theater)

### **Key threats identified from published documents and internet sources were all dismissed after the site visit. Additional threats identified during the site visit were:**

- Negative image of the area because of dangers near Mexican border.
- CAVE (Citizens Against Virtually Everything)

## Competitive Forces Affecting Bisbee Tourism

Figure 2. Five Competitive Forces Affecting Tourism



The five competitive forces identified by M. Porter (1980) were translated as follows: Supplier Power measures the availability and capability of employees and business suppliers for tourism businesses. Buyer Power measures the demand for tourism related services by Leisure Visitors, Business Travelers, Group Visitors and Residential Customers. The Threat of Substitution is equated to threats from non-tourism activities and purchases by potential tourists. The Threat of New Entry is the threat by new and renewed destinations. Finally, Competitive Rivalry is interpreted as competition from destinations in Cochise County and competition from Destinations out of Cochise County.

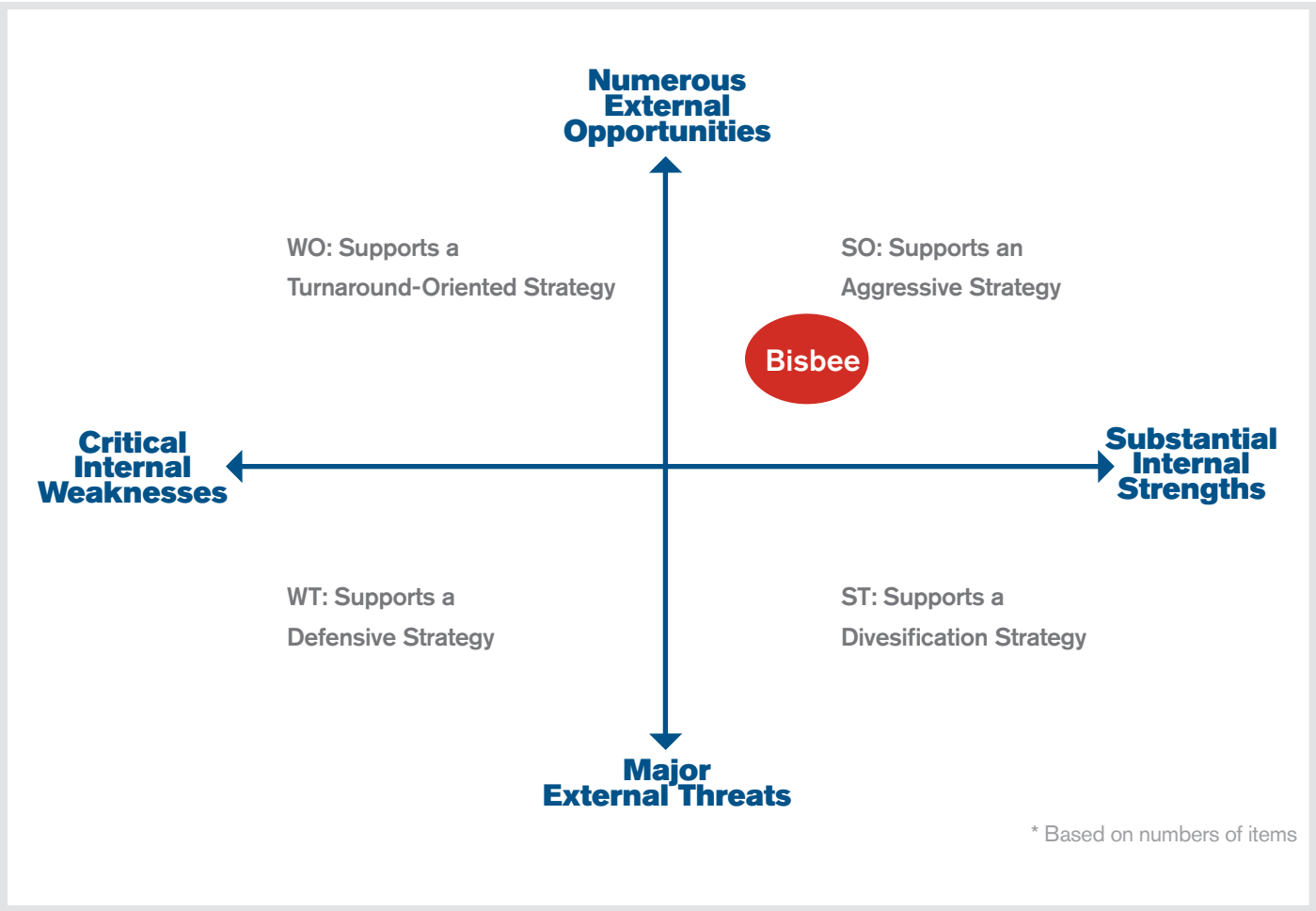


# A SWOT Analysis

Based on the Strengths, Weaknesses, Opportunities, and Threats identified for Bisbee, we concluded that the best overall tourism strategy for Bisbee would be a moderately aggressive strategy – one that develops new products, new markets, adopts new technologies, and forms new alliances.

**SWOT Analysis Matrix:**  
Overall Tourism Strategy Choice\*

Figure 3. SWOT Analysis Matrix



The SWOT Analysis matrix suggests strategies for competitive development. Because strengths identified for Bisbee Tourism outnumbered the weaknesses and opportunities outnumbered the threats we concluded that Bisbee should adopt a moderately aggressive development strategy. However, due to some important weakness discovered during our site visit, several specific proposed strategies should be considered “turn-around” strategies.

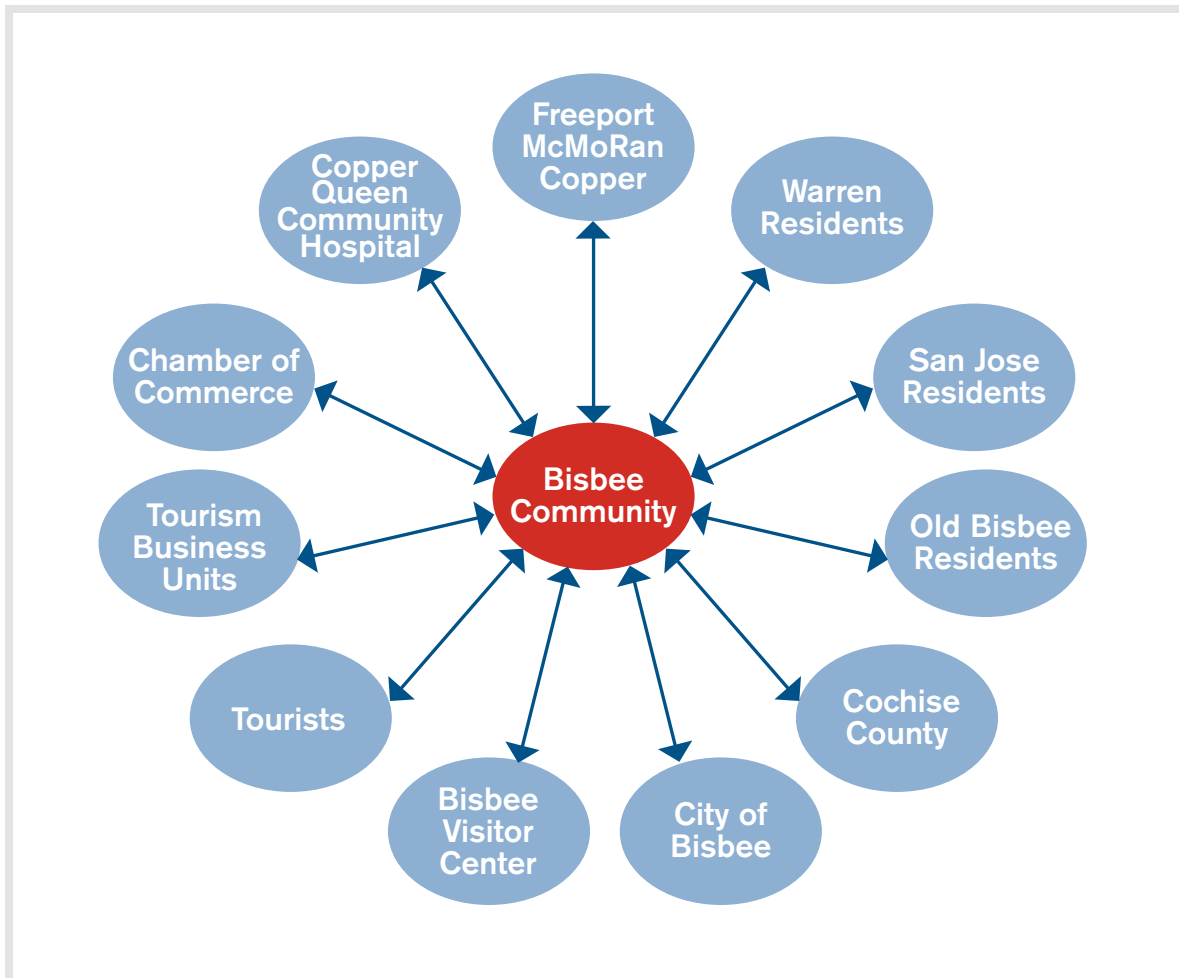


## 2. Stakeholder Missions, Goals and Perspectives

This research has identified eleven types of stakeholders as shown in Figure 4 and attempted to contact representatives of each one (in person, by email or telephone) to determine different perspectives and shared visions for Bisbee. Publicly available missions and goals were available for some stakeholders (mostly businesses) but we formulated missions and goals for others (mostly residential groups) based on our best understanding of them. During our site visit we attempted to be not only objective researchers but also representative tourists. The following pages summarize our findings about each of the stakeholder groups.

### Bisbee Community Stakeholders

Figure 4. Bisbee Community Stakeholders



The stakeholders identified in the figure are meant to reflect residents (by the three wards Warren, San Jose and Old Bisbee), government (by the City of Bisbee and Cochise County), the tourism industry (by Tourism Business Units and the Visitor Center), other economic entities (by the Copper Queen Community Hospital and the Bisbee Chamber of Commerce) and tourists.



### Research Team:

Kyle Moreno	Captain
Austin Slapnicka	The Tourism Industry
Sherry Williams	Natural & Environmental Assets
Ryan Gaynor	Infrastructure and Capital
Tracy Dichoso	Social, Cultural & Historical Assets
Lauren Vemo	Stakeholder

### Mission Statement

The mission of Cochise County is to be the leader of its surrounding communities and to provide convenient access to resolution processes that are fair, efficient, economical and expeditious (Cochise County, Arizona).

### The Stakeholder and its Organization

Cochise County is considered the “Land of Legends.” There is a very unique vibe that comes from its surrounding communities telling the story about the settling of the West. The county thrives on catering to residents and visitors – helping them relive an authentic historical experience (Cochise County Tourism Council). All communities in Cochise County were built on the tradition of the Old West, each with very distinctive features.

### The Stakeholder’s Role in the Bisbee Community

Cochise County’s role is to be an advocate for the community and meet the needs of other stakeholders. The county’s goal is to start a revolution for the community by building on Bisbee’s traditional values through innovation and recreation.

### The Stakeholder’s Interest in and Vision for Tourism in Bisbee

“Cochise County is in full support of the Cochise County Tourism Council, a destination marketing organization, designed to promote all of Cochise County as a tourism destination. Bisbee is recognized a “destination driver” in the County. People come to the County especially to visit Bisbee, second only to Tombstone in name recognition.”

(Mottet, G., October 17, 2011)

“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”

Crouch and Ritchie, 1999

## Research Team:

Isabella Hansen-Purnell	Captain
Leah Baltazar	The Tourism Industry
Evelyn Epling	Natural & Environmental Assets
Sarah Schroers	Infrastructure and Capital
Jenna O'Grady	Social, Cultural & Historical Assets
Sherrie Aggarwal	Stakeholder



## Mission Statement

The City of Bisbee's mission is reflected in its 2012 budget narrative: "Bisbee is committed to establishing itself as a progressive community while maintaining the attractive qualities of a small, semi-rural community and destination" (City of Bisbee, Arizona, 2011).

## A Description of the Stakeholder and its Organization

The City of Bisbee is represented by a Council-Manager form of government (City of Bisbee, 2008) made up of the mayor, six council members, the city manager, the city clerk, and various departments and commissions. Bisbee is comprised of three wards: Ward 1- Old Bisbee; Ward 2- Warren; and, Ward 3 -San Jose (City of Bisbee, 2011). Each ward is represented by two council members. The city manager handles the day-to-day operations of Bisbee's government functions and oversees all departments including the Community Development Department (CDD). The CDD works with other city departments, businesses, and residents to provide the community with services that enhance the quality of life and improve economic opportunities.

## The Stakeholder's Role in the Bisbee Community

The City of Bisbee's role is defined in its charter (City of Bisbee, 2008), yet dynamic in its execution. The city's role is to provide leadership in community governance while working interdependently with county and state agencies, local businesses and entrepreneurs, and residents to support the economic, environmental, and social sustainability of the city.

## The Stakeholder's Interest in and Vision for Tourism in Bisbee

"My vision for Bisbee and the fact that tourism is a part of the City's future is as follows: increased visitation; a much needed convention center that offers lodging, eating and conference rooms; increased tourism assets, i.e., wine tasting rooms, luxury spas, night-life and a resurrection of an arts destination. Tourism is currently an economic driver for the City of Bisbee; more emphasis on tourism [is needed]; more funding and staff." W.J. Porter, Mayor, City of Bisbee (email, October 21, 2011)

**“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



### Research Team:

Adriana Johnston	Captain
Karla Scott	The Tourism Industry
Regina Miller	Natural & Environmental Assets
Rhonda Johnson	Infrastructure and Capital
Laura Posteraro	Social, Cultural & Historical Assets
Valerie Randolph	Stakeholder

### Mission Statement

"Guiding Bisbee visitors and residents through the provision of information in regards to Bisbee, Cochise County, and the state of Arizona, through the resources available to the Bisbee Visitor Center (Brown W. 2011). Promotes tourism through marketing and advertising; conforms with standards set forth by the Arizona Office of Tourism (Smerekanich, 2011)."

### A Description of the Stakeholder and its Organization

The Bisbee Visitor Center is located in Old Bisbee, in the Copper Queen Plaza and Convention Center. It is a branch, of the City of Bisbee, operating under its Community Development Department (Brown, 2011). The Visitor Center, under the direction of Ilona Smerekanich, welcomes visitors by providing information about Bisbee, Cochise County and the State of Arizona, and their attractions. The Visitor Center also connects visitors with lodging establishments in the city. Between 2005 and 2009, the visitor center received an average of 20,814 visitors in the first quarter (Bisbee Economic Outlook, 2010).

### The Stakeholder's Role in the Bisbee Community

The Bisbee Visitor Center role is to keep visitors and local residents informed and connected (Brown, 2011). It does that by promoting activities and attractions offered in the city and its surrounding areas, promoting great places to dine, and connecting visitors with available accommodation (Bisbee Visitor Center & Newport 653, 2004-2011).

### The Stakeholder's Interest in and Vision for Tourism in Bisbee

The Visitor Center wishes to transform Bisbee into a year-around tourist destination seeking the growth in occupancy during the off-season (June, July and August) (Bisbee Economic Outlook, 2010). According to its manager, Ilona Smerekanich, the Visitor Center would like to establish and maintain community cohesion between the Visitor Center, Bisbee's business units, and Bisbee's residents while expanding and creating tourism assets and reinventing the "artists' colony" brand (2011).

**“[A] destination that has a tourism vision, shares this vision among all stakeholders, understands both its strengths as well as its weaknesses, develops an appropriate marketing strategy, and implements it successfully may be more competitive than one that has never asked what role tourism can play in its economic and social development. ”**

Crouch and Ritchie, 1999



### Research Team:

Tyler Clark	Captain
Jackson Joseph	The Tourism Industry
Kersten Woodwick	Natural & Environmental Assets
Heather Homcho	Infrastructure and Capital
Shelby Hopkins	Social, Cultural & Historical Assets
Kiersten Messina	Stakeholder



### Mission Statement

“A commitment to distinction. To have each visit of every guest surpass their expectations for quality, hospitality, and service.” Miller, F. (2011, October 8).

### A Description of the Stakeholder and its Organization

Recognized as the top restaurant in Bisbee, Café Roka is located in a four-story 1907 building in the heart of Bisbee that strives to offer a unique dining experience for both visitors and residents of the city. It is one of the few remaining restaurants in the United States to offer a four-course meal consisting of soup, salad, sorbet, and an entrée without a prix fixe menu. Cafe roka. (n.d.).

### The Stakeholder's Interest in and Vision for Tourism in Bisbee

Cafe Roka is “dedicated to enriching the lives of the residents of Bisbee as well as portraying its beauty and history.” Miller, F. (2011, October 8).

### The Stakeholder's Role in the Bisbee Community

“We want to see tourism thrive in Bisbee so that all of us who live here may have an enriched life with many opportunities. To that end we participate in various activities that promote Bisbee, for instance we often offer complimentary dinners to visiting travel writers, and industry dignitaries. Our vision is to live and work and do business in our authentic town offering the natural and man-made beauty for all to enjoy.” Miller, F. (2011, October 8).

“A core dimension of destination attractiveness, tourism superstructure, is one over whose development destination managers can exert a considerable amount of control. In fact, it is the tourism superstructure comprised primarily of accommodation facilities, food services, transportation facilities, and major attractions that many view as the “tourism industry.”

Crouch and Ritchie, 1999



## Research Team:

Emma McArthur	Captain
Alexa Criscuolo	The Tourism Industry
Ashley Dodson	Natural & Environmental Assets
Jane Davis	Infrastructure and Capital
Taylor Combs	Social, Cultural & Historical Assets
Davin Crocoll	Stakeholder

## Mission Statement

"We are committed to insuring that no one is denied health care at our hospitals and rural health clinics, regardless of ability to pay. Beyond the discounts and the sliding fee scales, we pledge that we will never cause anyone to file bankruptcy solely as a result of the cost of medical care rendered at the hospital." (CQCH, 2011)

## The Stakeholder and its Organization

The Copper Queen Community Hospital (CQCH) was built in the 1880s to provide health care for the mining community. As the mining decreased, CQCH has been able to sustain itself as one of the top employers in Bisbee. As the demand for health care increased, at the beginning of this century, CQCH expanded its reach by opening three Rural Health Clinics in the local area. CQCH is a non-profit full service health clinic that meets the health needs of more than 25,000 people, many of which are unemployed or uninsured.

## Cochise County's Role in the Bisbee Community

As the dominant healthcare resource in the Bisbee area, the hospital is making expansion plans to reduce patient wait times and improve the patient visitor experience for community members in addition to providing the best possible healthcare services.

## Cochise County's Interest in and Vision for Tourism in Bisbee

Bisbee tourism is influenced indirectly by the Hospital's reputation to provide quality health security for tourists. There are no available statistics about tourists using the CQCH but the Copper Queen Hotel reports that about three of its guests each month are in Bisbee as patients of the CQCH." (Fink, personal interview, September 24, 2011.)

**“The community is an economic system containing within its boundaries a bundle of resources available to generate an output, typically called welfare, for its residents. These resources include the political, social, economic, and physical inputs which support or have potential to support community decisions.”**

Shaffer, 1989

## Research Team:

Rachel Santa Cruz	Captain
Lazar Djordjevic	The Tourism Industry
Jessica Coronado	Natural & Environmental Assets
Melissa Sininger	Infrastructure and Capital
Mauri McLean	Social, Cultural & Historical Assets
Anthony Runnels	Stakeholder



## Mission Statement

“We strive to maintain a competitive edge through operational excellence and innovation. Our skills include the breakthrough developments of novel methods for exploring, mining, and processing – paving the way for less energy intensive, more environmentally sound, and more cost-effective operations.” Freeport McMoRan (2011)

## A Description of the Stakeholder and its Organization

Freeport-McMoRan Copper & Gold Inc., the largest corporation in Arizona, is the world's lowest-cost copper producer and one of the world's largest producers of gold. It was formerly based in New Orleans, Louisiana but moved its headquarters to Phoenix, Arizona, after acquiring copper producer Phelps Dodge in 2007. “There is still a significant copper resource in the Bisbee area, and the U.S. and world economies rely on copper to help provide the basics of modern life.” (Jaworski, 2011)

## The Stakeholder's Interest in and Vision for Tourism in Bisbee

A longtime member of the Bisbee community, Freeport McMoRan is heavily involved with the sustainable and community development of Bisbee. Five focus areas are: education, community safety, the environment, community/economic development, and arts and culture. One of Freeport McMoRan's goals is to preserve historic mining sites around the state of Arizona such as the Lavender Pit, and also to develop new mines. (Ducote, 2011)

## The Stakeholder's Role in the Bisbee Community

Freeport McMoRan participates in “weekly meetings to discuss issues and find solutions for the community” (Ducote, October 2, 2011). Although the Corporation does not view tourism as a top priority, it contributes to tourism through its own corporate travel, supporting tourism business units and preserving history and the environment.

“A destination's culture and history furnishes a basic and powerful attracting force for the prospective visitor. This force appears to be growing in significance for many segments of the travel market particularly in today's world of “homogenized tourism,” where one destination often seems to resemble another.”

Crouch and Ritchie, 1999





### Research Team:

Sara Diaz	Captain
Clair Niblett	The Tourism Industry
Diamond Duryea	Natural & Environmental Assets
Vince Lopez	Infrastructure and Capital
Saebom An	Social, Cultural & Historical Assets
Natalia Madrigal	Stakeholder

### Mission Statement

“To promote, stimulate, inform and encourage positive business development for the whole community.” (Bisbee Chamber of Commerce, 2011)

### The Stakeholder and its Organization

The Bisbee Chamber of Commerce is a non-profit organization “for the benefit of Bisbee and area business”. The Chamber has over 200 business members from the city of Bisbee including restaurants, hotels, financing companies, health industries and many more. (Bisbee Chamber of Commerce, 2011). Its website, [bisbeearizona.com](http://bisbeearizona.com), provides a list of all the stores that are members of this organization.

### Cochise County's Role in the Bisbee Community

The role of the Bisbee Chamber of Commerce is to support positive business development in Bisbee. It does this through offering its members networking opportunities, marketing, and business related discounts (Bisbee Chamber of Commerce, 2011).

### Cochise County's Interest in and Vision for Tourism in Bisbee

The Chamber supports Bisbee tourism by listing attractions, events, dining, and shopping on its website. The Chamber has a strong focus on membership needs but the budget allocated to tourism is not sufficient, according to some of its members (Miller, October 2, 2011 personal interview)

“ Wilson et al (2001) found traditional community economic development strategies to be no longer viable “forcing many to look for nontraditional ways to sustain themselves. One of the most popular nontraditional rural development strategies has been tourism and its associated entrepreneurship opportunities because of tourism’s ability to bring in dollars and to generate jobs and support retail growth. ”

# Old Bisbee Residents

## Research Team:

Carrie Thoreson	Captain
Taylor Bennett	The Tourism Industry
Holly Brown	Natural & Environmental Assets
Amy Laak	Infrastructure and Capital
Alexa Xander	Social, Cultural & Historical Assets
Daniel Knuckles	Stakeholder



## Mission Statement

Our best formulation of the mission of downtown residents is “To support tourism marketing efforts that drive visitors to Old Bisbee that increase income to businesses and gainful employment of residents resulting in an improved community quality of life.”

## A Description of the Stakeholder and its Organization

Old Bisbee residents are proud of the city's climate, community, art galleries, antique shops, local restaurants, rich history, architecture and culture. Most live off of Main Street and only experience the effects of tourism on their commute or during community events or themed parties. Residents do, however, participate in tourism related activities and events and dine at the local restaurants, especially when they are entertaining visitors. (Harrelson, Swan, Bernal interviews, October 13). Residents like Georgia Page who own and operate businesses that serve locals and tourists, would like to see additional attractions such as a music venue at the historic Lyric Theater. (Page interview, October 2, 2011 interview)

## The Stakeholder's Role in the Bisbee Community

Proud Old Bisbee residents desire strong marketing efforts to bring tourism to the area and embrace minimal sacrifices in exchange for increased tourism capital as it brings a positive economic force to the community. Local business owners, who are also residents, support tourism for its job creation, revenue generation, improved community development and member involvement.

## The Stakeholder's Interest in and Vision for Tourism in Bisbee

Old Bisbee residents' are minimally impacted by tourism if at all as most live off of Main Street. They support tourism for economic reasons to improve the local community.

“City branding provides the basis for developing policy to pursue economic development and, at the same time; it serves as a conduit for city residents to identify with their city.”

Kavaratzis, 2004

## Warren Bakerville Residents



### Research Team:

Pablo Uribe	Captain
Nicole Smith	The Tourism Industry
Danielle Wharton	Natural & Environmental Assets
Andrea Monaccio	Infrastructure and Capital
Nicole Knightly	Social, Cultural & Historical Assets
Dejan Stojinovic	Stakeholder

### Mission Statement

Our best formulation of a mission statement for Warren Bakerville residents is “To maintain a quality rural neighborhood environment by ensuring a safety, managing natural areas and preserving historical assets for residents and visitors to enjoy.”

### The Stakeholder and its Organization

The Warren area was developed in 1906 as part of the City Beautiful Movement. This determined park areas, neighborhood layout, and uniformity in housing types. The flood plains that run through the area impact about one-third of the developed area. Dumpsites from mining operations have impacted the views and development in the area.

### The Stakeholder’s Role in the Bisbee Community

Residents of the area would like to improve air quality, sustain quality water and extend its cleanliness through decreasing automobile transportation and encouraging carpools, bus ridership, biking and walking.

### The Stakeholder’s Interest in and Vision for Tourism in Bisbee

Warren residents who own tourism businesses feel that more tourist events are needed in the area and that market efforts need to be expanded to radio and the internet. (Joy Timbers, personal interview, October 2)

“The members of a community must value the potential of their heritage as a tourist product, in order to widen their offer; in order to do this, it is fundamental for the local population itself to establish a “relationship of consumption” with its heritage; in other words, heritage must be positioned strategically in the symbolic construction of community.”

Ballesteros Esteban R., Ramirez Macarena H., 2007



# San Jose Residents

## Research Team:

Chelsey Keller	Captain
Alexandra Waggoner	The Tourism Industry
Brittney Feinzig	Natural & Environmental Assets
Torey Beare	Infrastructure and Capital
Yigal Duarte	Social, Cultural & Historical Assets
Lindsay Pack	Stakeholder



## Mission Statement

Our best formulation of the mission of San Jose residents is “To expand residential opportunities to meet the needs of persons of all income levels and ages while encouraging economic development around recreational attractions for residents and tourists.”

## A Description of the Stakeholder and its Organization

San Jose is located south of Old Bisbee, and works closely with Old Bisbee to develop its businesses. The highest proportion of the Bisbee’s retail sales occurs in the San Jose district. (Cochise College, p.31). San Jose offers recreational facilities and stores that sell a little bit of everything. There is also bird watching, golfing, site seeing, ATV off road biking, and horseback riding (Travel Sites).

## The Stakeholder’s Role in the Bisbee Community

San Jose’s has an interest in building stronger relationships with Arizona Department of Transportation (ADOT) and planning Assistance for Rural Areas (PARA) representatives. Also, a new Border Patrol facility will be located in San Jose. Each of these partnerships will enhance visitation to Bisbee. San Jose is the ward with most available land for the future development of Bisbee. (Planning Center, 2003).

## The Stakeholder’s Interest in and Vision for Tourism in Bisbee

San Jose resident (Tom Mosier, owner of Lavender Jeep Tours) volunteers with the community and his Jeep tour exposes visitors to authentic histories of Bisbee. San Jose prides itself in welcoming residents and tourists of all ages.

**“As tourism becomes increasingly important to communities around the world, the need to develop tourism sustainably also becomes a primary concern. Human communities represent both a primary resource upon which tourism depends, and their existence at a particular place at a particular time may be used to justify the development of tourism itself.”**

Hall, 2003



### Mission Statement

Our best formulation of the mission of Leisure Tourists is “To experience the unique educational, cultural, and natural amenities of destinations such as Bisbee while obtaining high value for dollars spent but still supporting local businesses, residents, and the cultural values they wish to maintain.”

### The Stakeholder and its Organization

Leisure tourists make up a large portion of the people that visit Bisbee. The primary purposes of a trip to Bisbee were vacationing (47.2%), weekend excursions (30.2%), business (6.0%), visiting relatives (5.0%), day trips (4.7%), combined business and pleasure (3.3%), just passing through (2.7%) and military related business (0.3%). Over fifty percent of visitors are from Arizona; most others are from California, Illinois, and Washington. Leisure visitors stay an average of 4.1 days. (AHRRC, 2002).

### Stakeholder's Role in the Bisbee Community

Leisure tourism is important to Cochise County and Bisbee. According to Dean Runyan and Associates (2010) total travel related spending in the County was \$331.2 million in 2009. In Bisbee, 10% of the workforce is employed in the Art, Entertainment, Recreation, Accommodation or Food Services industries. Another 15% is employed in retail trades. Retail trades generate 45% of the sales tax revenues, restaurants and bars generate 10% and accommodations generate 5%. (Cochise College, 2010, Bisbee Economic Outlook, p.30).

### Stakeholder's Interest in and Vision for Tourism in Bisbee

Over half visitors to Bisbee are over 50 years of age and three-fourths have annual household incomes in excess of \$50,000 (2001). Bisbee visitors are interested in experiencing the history of the Old West and the southwest. More than one-third indicate that they were either very or extremely interested in visiting wildlife preserves or participating in bird-watching and shopping was more important than for County visitors overall. AHRRC (2002)

“A destination establishes and builds linkages with the residents of tourism originating regions. These ties may be outside of the direct control of tourism destination managers. Nevertheless, these evolve over time and can be influenced to varying degrees by those responsible for managing tourism destination.”

Crouch and Ritchie, 1999

# Toward a Grand Vision for Bisbee Tourism

The visions and goals of Bisbee stakeholders suggest three common themes:

1. Pride in the diverse cultures and important histories that represent Bisbee,
2. Desire for growth and prosperity supported by sound social and physical infrastructures and a quality environment and
3. Recognition that sustainable tourism development can be an important element of Bisbee's economic future.

Based on these elements we have formulated the following grand vision for Bisbee:

**“Bisbee is a culturally diverse community with a rich heritage that strives to prosper as it develops a strong infrastructure while preserving environmental quality and health of its citizens. Sustainable tourism can provide an important economic engine to help achieve this goal.”**

## 3. Tourism Development Strategies for Bisbee

To meet the goals reflected in the shared Grand Vision, we have matched Opportunities with Strengths and attempted to mitigate Threats and Weaknesses and developed five types of strategies for tourism development. Examples of each of the five were specifically developed to take advantage of Strengths and Opportunities while mitigating Weaknesses and Threats to Bisbee Tourism:

### 1. New Marketing Campaigns for existing attractions

- Cochise County and Arizona Staycations: Market Bisbee to local and state residents as an alternative to traveling elsewhere, promoting local history and offering resident discounts at hotels, tours and attractions - especially during off-seasons.
- Millennial and GenX Tourists: Develop products and marketing campaigns aimed at a younger market both to increase visits and also to attract younger residents for the local economy.

### 2. Re-bundling & modifying attractions for new Markets

- Small Group Tourists: Market Bisbee as a destination for small groups developing packages that bundle accommodations, jeep tours, and golfing.
- Family-oriented and disability-friendly tourism: Develop offerings for these markets including accommodations, food and beverage and attractions.

### 3. Developing New Partnerships

- Local Business Suppliers: Promote use of, and partnerships with, local suppliers by tourism industry and residents.
- City Partners: Establish closer partnerships with the cities of Tombstone, Willcox, and Douglas by joint advertising and bundling accommodations and attractions expanding on the work of the Cochise County Tourism Council.

“Vision, is not in itself, a solution to community problems or a means for change. Rather, it is the process whereby vision is authentically built and shared that provides a foundation for problem-solving and/or change to occur.” Senge, 2001

# Tourism Development Strategies for Bisbee - Cont.

## 4. New or expanded use of existing infrastructure

- Bisbee Airport: Develop and promote use of Bisbee Airport to local businesses and county residents, encouraging business development at the Airport and local residents to be employed there.
- Develop Open Space: For camping, hiking or sports complexes for use by residents and visitors.

## 5. Enhancing productivity using new inputs and improved production methods

- Technological Innovation: Incorporate virtual reality into ghost tours and offer videos as Mining Tour souvenirs
- Guest Service Relations Training: Develop a training program for hospitality workers with direct visitor contact to teach courtesy, politeness and how to anticipate and meet tourist needs.
- Student Labor: Develop a training and internship program with colleges and universities to provide students with work experience and businesses with volunteer and paid student interns.

# V. References

AHRRRC (2002) Arizona Hospitality Research and Resource Center, Northern Arizona University, February 2002, Cochise County Tourism Analysis Project, Cochise County Visitor Survey, 20001-2002, Bisbee Profile

AzHHA Insider. Arizona Hospital and Healthcare Association. August 07, 2009. Retrieved October 1, 2011, from AzHHA website: [http://www.azhha.org/member\\_and\\_media\\_resources/communications/Issue/434](http://www.azhha.org/member_and_media_resources/communications/Issue/434)

Bernal, Sandra. (2011, October 13). Law Offices of Christopher Hitchcock, P.L.C. Telephone Interview.

Bisbee Chamber of Commerce, 2011, from <http://bisbeearizona.com>.

Bisbee Visitor Center & Newport 653. (2004-2011). Discover Bisbee. Retrieved October 6, 2011, from Bisbee Visitor Center Website: <http://www.discoverbisbee.com/index.htm>

Brown, W. (2011, September 23). Volunteer Bisbee Visitor Center. (K. Scott, Interviewer)

Cafe roka. (n.d.). Retrieved from <http://www.caferoka.com/contact.html>

City of Bisbee. City of Bisbee Documents. [http://www.cityofbisbee.com/documents/CHARTER2008\\_000.pdf](http://www.cityofbisbee.com/documents/CHARTER2008_000.pdf)  
City of Bisbee City Code. [http://www.cityofbisbee.com/documents/CITYCODEUpdatedJune2011\\_001.pdf](http://www.cityofbisbee.com/documents/CITYCODEUpdatedJune2011_001.pdf)  
Final Budget Fiscal Year 2012. <http://www.cityofbisbee.com/FinalBudget2012.pdf.pdf>  
City of Bisbee General Plan Update <http://www.cityofbisbee.com/documents/GeneralPlan.pdf>  
Crouch, Geoffrey I. and J. R. Brent Ritchie (1999) Tourism, competitiveness, and societal prosperity. Journal of Business Research, Volume 44, Issue 3, March, p137-152.

Cochise College, Center for economic research (CER). (2010). Bisbee Economic Outlook. Sierra Vista. Retrieved October 8, 2011 from <http://www.cochise.edu/CommunityResources/CenterforEconomicResearch/Publications/tabid/758/Default.aspx>

Cochise County, Arizona. (2011) In Alternative Dispute Resolution Program. Retrieved October 8th, 2011 from [http://cochise.az.gov/cochise\\_alternative\\_dispute\\_resolution.aspx?id=4542](http://cochise.az.gov/cochise_alternative_dispute_resolution.aspx?id=4542)

Cochise County Tourism Council. (2011) Cochise Origins. Retrieved October 8th, 2011 from <http://www.explorecochise.com>

Copper Queen Community Hospital. (2011): <http://www.cqch.org/about-us/http://www.flickr.com/photos/rowlandconstructors/4886092534/in/photostream>

Crouch, Geoffrey I. and J. R. Brent Ritchie (1999) Tourism, competitiveness, and societal prosperity. Journal of Business Research, Volume 44, Issue 3, March, P.137-152.



## V. References - Cont.

Ducote, Richard, Community Affairs Manager, personal interview by Rachel Santa Cruz, October 2, 2011.

Fink, Matthew, telephone interview September 24, 2011 by Davin Crocoll

Freeport McMoran (2011), Who we are. Retrieved from <http://www.fcx.com/company/who.htm>

Gillard. Final Budget Fiscal Year 2012. Retrieved from <http://www.cityofbisbee.com/finalbudget2012.pdf.pdf>

Harrelson, Katie. (2011, October 13). Atalanta's Music & Books. Telephone Interview.

Jacobsen, N. (2011, October 6). Bisbee Chamber of Commerce. (C. Niblett, Email Interviewer)

Jaworski, Mike (2011) Bisbee Site Manager, Freeport McMoRan Copper and Gold, Letter posted at <http://www.fcx.com/bisbee/bisbee.htm>

Lavender Jeep Tours, 2009. Retrieved from <http://lavenderjeeptours.com>

Miller, F. (2011, October 2). Personal interview by N. Madrigal. (2011, October 8). Email interview by Kiersten Messina.

Mosier, Tom. San Jose Resident., interviewed October 2, 2011.

Motter, Gussie, Cochise County Board of Supervisors, email interview October 17, 2011.

Page, Georgia. (2011, October 2). Santiagos Restaurant. Interviewed by Carrie Thoreson

Senge P M 1992, The Fifth Discipline: The Art & Practice of The Learning Organisation, Random House, Australia.

Smerekanich, I. (2011, October 1). Director Bisbee Visitor Center. (A. Johnston, Interviewer)

Swan, Laura. (2011, October 13). The Bisbee Observer. Telephone Interview.

Timbers, Joy, Owner Arizona and Calumet Guest House, Personal interview, October 2, 2011.

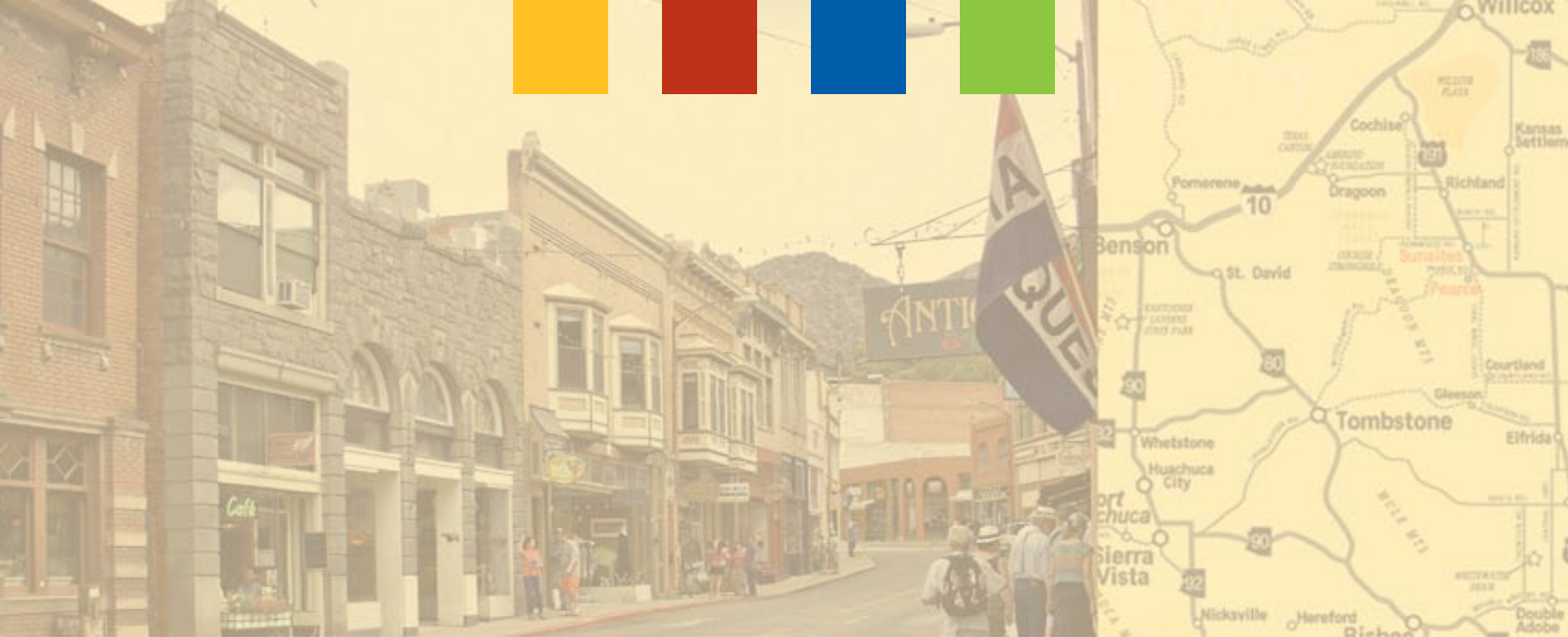
The Go Travel Sites (2001). Retrieved from <http://www.arizona.com/Bisbee/Sightseeing-Tours/>

Waymark, Retrieved October 7, 2011 at [http://www.waymarking.com/waymarks/WM7X6J\\_Bisbee\\_Visitor\\_Center\\_Bisbee\\_AZ](http://www.waymarking.com/waymarks/WM7X6J_Bisbee_Visitor_Center_Bisbee_AZ)

## Thank you

We wish to thank the City of Bisbee; The Cochise County; ASU College of Public Programs; The Garden's at Mile High Ranch; America's Best Value Inn & Suites, Bisbee mining and Historical Museum, Lavender Jeep Tours, Calumet and Arizona Guest House, Gym Club Suites, Old Bisbee Ghost Tour, Queen Mine Tour, and the Bisbee Woman's Club for their support of this project.





## ASU Center for Sustainable Tourism | mission

“ to harness tourism as an engine for community and social development. Using the enthusiasm and creativity of ASU students, the center evaluates long-term, system-wide strategies for enhancing the public good that may be beyond the planning horizon of most industry and government organizations. ”



ASU School of  
Community Resources & Development

**ASU** College of  
Public Programs  
ARIZONA STATE UNIVERSITY

ASU Center for Sustainable Tourism  
College of Public Programs  
411 N. Central Ave.  
Arizona State University | University Center  
Phoenix, AZ 85004-0690  
602.496.0156

**mtrc.asu.edu**