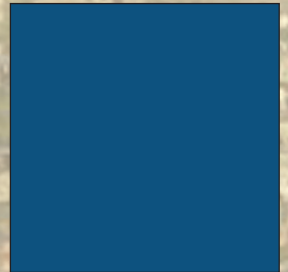
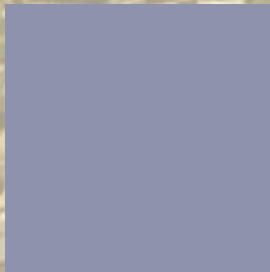




# Tourism Resources and Opportunities

## Assessment for Nogales, Arizona



# About this Assessment

This report contains a tourism resource assessment of Nogales, Arizona conducted in the fall academic semester of 2011 by 28 students in Tourism Development and Management (TDM) 402 - The Assessment and Evaluation of Community Services - at Arizona State University under the supervision of Craig Talmage, M.A., Ph. student, course instructor. The assessment is described in terms of five topic areas that will hopefully facilitate future discussions and programs for tourism development in Nogales, Arizona.



Figure 1 depicts the most important tourism components of the community of Nogales, Arizona that were assessed in this report.



Old Nogales

Border attitudes and perceptions consist of the thoughts and perceptions of the Nogales stakeholders including personal feelings and perceived feelings of others (e.g., tourists, outsiders, the media, and government agencies) about the border and those who cross the border. Natural resources are tangible sources of wealth for business and communities and potential sources of enjoyment or leisure experiences for residents and tourists. Community governance and infrastructure include the support structures of city officials and physically constructed

components of the city of Nogales. Social and cultural systems may work with the government or independently to fuel economic development based on the social and cultural aspects of a community. Historical and community tourism reflects the components of Nogales that make the city a unique place that tourists would want to experience. Notably, these five topic areas are not all encompassing and there are other components that could be explored.

## A Message from From the Chamber of Commerce

"I don't just live in Nogales, Arizona. I live in Santa Cruz County"

**Olivia Kramer**  
*Executive Director*

## A Message from From the Mayor

"I consider Nogales: Nogales, a city divided by a fence"

**Arturo Garino**  
*Mayor*

## The Assessment Process

This tourism resources and opportunities assessment is the result of a partnership between the Arizona Office of Tourism, Arizona State University, Nogales Port Authority, Nogales Community Development Corporation (NCD), and many other stakeholders involved. The TDM 402 class was charged with the task of conducting this assessment in three months' time. The course instructor, Craig Talmage, in consultation with the Arizona Office of Tourism constructed the assessment process; the students under his supervision implemented this process. Mr. Talmage was mentored and supported by Arizona State University faculty members, specifically Kathleen Andereck and Timothy Tyrell, throughout the assessment process. Staff from the Arizona Office of Tourism worked in collaboration with the TDM 402 class to maximize success in the assessment process.

The initial process began by defining the research question, "What are the current resources and opportunities available to the City of Nogales that pertain to tourism?" The students then conducted scans of the research literature and mass media looking for current and possible resources that pertained to tourism in Nogales, Arizona and similar cities. The students' summaries of these high-level research and media findings were reviewed by the course instructor.

Based on the needs of the stakeholders, the students developed questions to better understand the five tourism topic areas. They also created a list of people (community leaders, business leaders, and other subject matter experts) that they believe should be asked those questions. The course instructor, the Arizona Office of Tourism (AOT), and Nogales Community Development Corporation (NCD) arranged interviews and focus groups of stakeholders based on the students', AOT's, and NCD's recommendations.

The interviews and a single focus group took place on Friday, October 21, 2011. The seven students conducted all the interviews either in pairs or one-on-one. The instructor facilitated the focus group at the Holiday Inn Express and the students were given the opportunity to help lead one or two questions that were discussed during the focus group. The interview questions were written by the students, were edited by the instructor, and were based on the five topic areas. The focus group questions were based on three common evaluation techniques: (1) Strengths, weaknesses, opportunities, and threats (SWOT) analysis; (2) force field analysis; and (3) scenario analysis. The students and instructor took field notes throughout the process. The interviews and focus group were not audio recorded or transcribed. This report is a synthesis and analysis of those field notes.



# Border Attitudes and Perceptions

## Background

Prior research has indicated that people in Nogales like immigrants coming over from Mexico because day visitors bring in money from their shopping excursions (Bauge, 2011). A recent trend in the literature and the media is the growing belief that illegal immigrants bring about violence into the country. Recent incidents, such as the shooting of a rancher by an illegal immigrant, have only fueled these perceptions (“Illegal Immigrant”, 2010). Although authorities are doing all that they can to keep people safe, negative perceptions of the border outside of Nogales have only increased. Not helping these perceptions, current research has indicated that illegal immigrants may have cost Arizona taxpayers \$2.7 billion in 2009 (Barnes, 2010).

Despite apprehensions resulting from negative perceptions of illegal immigrants, Nogales continues to depend on people crossing over. Mexico to Arizona border crossers buy items from merchants and other tourism establishments, which support businesses and bring money into the local economy. The passage of Arizona law S.B. 1070 has not helped tourism in Nogales. A number of Nogales persons have indicated disappointment in this law because of its effect on border crossings (see “Resistance to SB1070”, 2010).



Border Wall View from Nogales, AZ from AOT



Pedestrians Crossing Morley Gate,  
Nogales, AZ from NCD



Morley Gate, Nogales, AZ from NCD

## Interview Findings

Throughout the interview process, three main points were stressed by the interviewees. First, Nogales is much safer than the media portrays, yet tourists still feel that it is unsafe to travel to Nogales, Arizona because of the border. Attempts to counteract the myth that Nogales is unsafe have included: (1) Increased security at main shopping areas; (2) the remodeling of the main street of Nogales, Sonora; (3) press releases; (4) and the work of the Arizona Office of Tourism. According to interviewees, it appears that tourists are feeling better about traveling to Nogales, AZ but still feel as though it is unsafe to cross the border in that region.

Additionally, increased border security has resulted in negative attitudes toward the border and excessive traffic congestion. Increased customs and border patrol procedures have made crossing the border more time consuming and inconvenient. Interviewees also suggested that this is the primary reason why residents have negative attitudes towards crossing the border yet also recognize the efforts as being important for security purposes.

Finally, the interviewees believed that government policy is not encouraging cross-border travel but actually hindering it. Travel warnings, increased border patrol and increased searches have not motivated visitors and residents to cross the border. Numerous government agencies, specifically those outside of the local municipality, were noted as institutions inciting this concern.

## Focus Group Findings

A number of weaknesses identified from the focus groups pertain to tourism. First, there is no unified front regarding tourism. There is also a lack of cohesive effort among the locals and government to spur tourism development in the region. This may reinforce the poor attitudes and perceptions of the border. This effect may also be in fact cyclical; there may be no cohesive effort to spur tourism development because of the negative perceptions of the border.

Some major issues still threaten the tourism industry today. These threats include: (1) A lack of pride on the part of city residents; (2) fragmented community, and (3) organized crime. These threats may contribute to bad media press coverage and add more negativity toward the border perceptions.

Contrarily, Nogales locals also see the border as an opportunity to help contribute to the local tourism development. Locals make money off the guests who want to experience border culture, as it is a unique area to see the collusion of cultures. These positive attitudes help Nogales move forward in the development of their community.

## Opportunities

- Educational programs not limited to the Nogales, AZ region may help to change people's perceptions of border violence.
- Support of non-profits that work to disprove myths through border immersion experiences may help decrease negative border perceptions (Example: No Mas Muertes / No More Deaths).
- Border tourism outfits that work to disprove myths of the border and Nogales may also help change people's negative perceptions of the border. (Example: Gray Line Tours)
- Nogales, AZ could work with high schools and universities around the State of Arizona to bring field trips to the city so the students can learn about the culture and history and also bring money into the local economy.
- Festivals, specifically historical, musical, bi-national and cultural in nature, could attract many tourists from around the State of Arizona, as well as from Mexico.
- Quality shopping and eating establishments specifically geared for tourists could attract visitors to come and spend their day in the city.

# Natural Resource Systems

## Overview

The city of Nogales is located in Santa Cruz County in the very southern part of Arizona, near the Mexican border at the latitude and longitude of 31.461528N, -110.963687W. Nogales covers 681.3 square miles of land and 0.5 square miles of water. According to the Census Bureau, Nogales has a total land area of 20.8 square miles at an elevation of 3,865 feet. Some of the various geological features of Nogales include: 2 basins, 25 dams, 1 forest, 1 flatland, 4 lakes, 53 mines, 7 parks, 2 mountain ranges, 2 reserves, 39 springs, 4 streams, 28 summits, and 63 valleys. This project's research appears to indicate that the natural resources available to the tourism industry are being underutilized.

## Climate and Vegetation

Nogales, Arizona has a semi-arid climate that is less hot and rainier than a typical arid climate. In the winter months, Nogales temperature averages fall in the mid to upper 60s, with both January and February averaging daily highs of 64°F. Lows typically settle around the freezing mark on a majority of nights, but it is not uncommon to see temperatures fall below 25°F on some winter nights.

On the other hand, in the summer months, highs average between 90°F - 100°F, with the month of June being the hottest with an average daytime high of 96°F. Nighttime lows for the summer months remain in the upper 50s and lower 60s for the duration of the season. July and August typically see eight inches or more of combined rainfall, which brings the average annual precipitation for Nogales to about 19 inches.

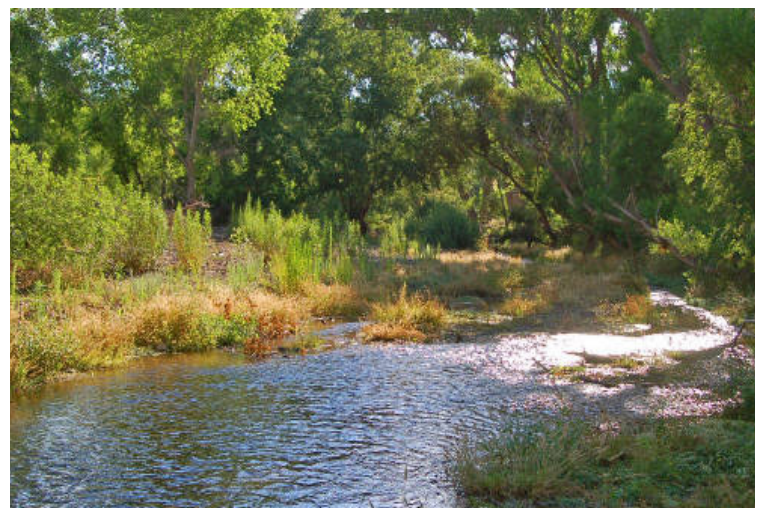
Vegetation in this southeast region of Arizona consists of mostly desert shrubs that can withstand the driest of environments. The soil found in the region is very absorbent. When it rains or there is water runoff the soil acts like a sponge. The soil acts this way because of the lack of ground water available.

## Fauna

One natural resource that is currently attracting visitors and can be further developed is the fauna of Nogales, specifically birds. Bird watching was noted as a popular pastime throughout Nogales and Santa Cruz County. Nogales is at the northern tip of most migration cycles for South American birds meaning birdwatchers can spot unique birds seen nowhere else in Arizona. For example, the Patagonia-Sonoita Creek Preserve is home to some of the rarest species of birds such as the Inca Dove, Vermilion Flycatcher, and Black Vulture.



Nogales Landscape



Creek at the Edge of the Patagonia-Sonoita Creek Preserve from [www.lafronteraaz.com/id63.html](http://www.lafronteraaz.com/id63.html)

# Land Resources

It is a wonder that with such a great arid climate, the natural beauty of the land and natural parks are currently underutilized. Nogales has many campgrounds and hiking trails just outside the city. Nearby, there are the Santa Rita Mountains, the Huachuca Mountains, Saguaro National Park, and Patagonia Lake State Park. Aside from natural attractions, the City of Nogales plans to develop the tracts of vacant land inside and outside the city limits. Some of the developments will focus on recreational opportunities like trail systems, eco-tourism, and cultural tourism. These land developments can lead to further community, economic, and tourism development for the City of Nogales.

The Patagonia-Sonoita Creek Preserve, not far from Nogales, is a small but scenic lake that is located in Coronado National Forest. It sits eleven miles north of Nogales, Arizona. The park was man-made in 1975 and is located in a transit zone between the Sonoran and Chihuahuan desert. It is known as one of the most popular lakes in the southeast part of Arizona. There are also rare fish, frogs, and plants. The preserve also offers a visitor center. Visitors can enjoy this park by boating, fishing, camping, water skiing, hiking, and experiencing all the other natural resources the area has to offer.

The Coronado National Forest is another great tourist attraction that provides plenty of visitor activities. One of the wilderness areas of the Coronado National Forest near Nogales is called the Pajarita Wilderness and is also known for great bird watching. Pajarita also has the famous Sycamore Canyon, which is a prominent natural feature and is home to numerous species of flora and fauna. Another notable wilderness area is the Chiricahua Wilderness, which has a diversity of flora and fauna, hiking opportunities, plus a unique history.

Tourists can also visit the Peña Blanca Lake. This body of water fills 49 acres of Peña Blanca Canyon located in the Pajarito Mountain foothills of Nogales. Peña Blanca Lake is a popular recreation spot for visitors from both Nogales, Arizona and Nogales, Sonora, just across the border. It is a Mountain Lake located at approximately 4,000 feet above sea level. The lake was built in 1957 by the Arizona Game and Fish Department. It provides water-related recreation year-round. On both weekdays and weekends during the peak summer season, this area can become quite crowded with day trippers.

Location	Bird Watching	Flora & Fauna	Fishing	Camping	Hiking	Water Skiing
Patagonia-Sonoita Creek Preserve	X	X				
Patagonia Lake State Park			X	X	X	X
Sycamore Canyon		X		X		
Peña Blanca Lake	X		X	X	X	
Chiricahua Wilderness		X			X	

Table 1. Overview of Parks, Preserves, Lakes, Forests, and Wildernesses

## Opportunities

- Develop partnerships with organizations and/or societies to promote the areas of flora and fauna. Examples: Audubon Society and/or the American Birding Association.
- Strengthen partnership with the Arizona Office of Tourism to promote the city and surrounding areas around the State and Nation.
- Strengthen the partnership with parks and recreation departments to better promote and maintain the natural resource areas within and surrounding Nogales, Arizona.
- Develop alliances with surrounding tourist companies focused on natural resource tourism to drive visitors to the area.



# Community Governance and Infrastructure



Nogales, AZ City Hall from <http://www.nogalesaz.gov/>

## Governance

The mayor of Nogales is Arturo R. Garino. He was born and raised in Nogales and has been an active member of the community. He was elected Mayor in 2010, but before that held many positions in the local government. He started as a firefighter for Nogales and is a former law enforcement officer for Santa Cruz County. His work with the city council began in 2006. Other government officials elected by the people of Nogales include the Vice-Mayor Olga R. Valdez and the council, which is made up of five elected officials. The City Manager, which is responsible for implementing the City Council policies, is Shane Dille. He is assisted by Assistant City Manager, John Kissinger.



The Drive into Nogales, AZ from NCD



The Drive into Nogales, AZ from NCD



## Physical Infrastructure

Nogales is unique because it is the only city with a gate in the middle of the city, which sets it apart from other tourist destinations. Community members of Nogales noted that their city was the only city along the United States and Mexico border where you get (in relation to tourism opportunities) two countries for the price of one. The border fence has recently been redone and now stands 30 feet tall and is about 3 miles long (“Nogales Border Fence Almost Complete”, 2011).

The city of Nogales is located in Santa Cruz County in the southern part of Arizona near the Mexico border. Research has emphasized the importance of this city's governance and infrastructure and the challenges the city faces. Some of these challenges include: (1) Finding solutions to vehicular pollution and transportation issues; (2) improving the city's infrastructure, such as roads; (3) improving the condition of buildings and parks; and (4) improving the overall aesthetics of the city; (4) bettering public management practices and policies. One current solution being employed is the new federally-sponsored emission-controlling devices that are being installed on diesel trucks frequenting the region to reduce air pollution at the border (McKinnon, 2009). Still, the tourism industry in Nogales can be helped by a greater awareness of these issues and implementation of solutions.

Local government policies and procedures are already tourist friendly despite the impressions that visitors may hold prior to visiting Nogales. These perceptions have often been shown to come from the reports and opinions of the media. Another driver of poor first impressions is the chain-linked fences that are quite prevalent around the city's parking lots. Some visitors may perceive the city to be “run down” and find some of the city's signage to be strange. However, these first impressions are not permanent and may be limited to first time visitors.

First impressions are still important. Increased landscaping and city beautification can help Nogales become one of the leading border cities for tourism. The city is not without tourism infrastructure. There are nine parks, a museum, an art gallery, a film theater, four recreations centers, swimming pools, eight athletic fields, a library, tennis courts and four golf courses. The city also contains a number of historic and heritage sites. Medical tourism, where tourists come to Nogales, Sonora to purchase pharmaceutical products and receive medical and dental services, has also shown a rise in Nogales, Sonora, which provides a possible leverage point for tourism on the Arizona side of the border. These opportunities have the potential to overcome the negative first impressions that are developed when first entering the border town. Finally, it should be noted that a main topic missing from this assessment is an evaluation of the cultural infrastructure of the City of Nogales and how the physical infrastructure of the city supports the culture of its residents.

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Nogales City View from AOT

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## Physical Infrastructure (cont.)

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Typical Parking Lot Business from AOT  
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## Opportunities

- Work to establish a municipal office focusing on tourism in Nogales to help promote and develop tourism in Nogales, AZ.
- Assess the possibilities and advantages of future expansions of the ports of entry to allow more people to pass through the border more quickly and possibly increase visitation to Nogales, AZ.
- Consider building more infrastructure specific to tourism.
- Work to improve road maintenance, improve park maintenance, improve city landscaping, renovate run-down buildings and structures, and upgrade infrastructure to beautify the city to increase positive perceptions of the city's overall aesthetics.

# Social and Cultural Systems

## Overview

Social and cultural systems are an integral component of communities. They help preserve the past by treasuring traditions and holding value to historical structures and archeological sites. By sharing these elements of their heritage, communities can open their living traditions to travelers eager to learn and, thus, come to appreciate the cultural integrity of these border populations.

## Demographics

According to the 2010 U.S. Census, Nogales, Arizona holds an estimated population 20,837 persons (Bureau, 2011). The dominant ethnicity of Nogales, Arizona is Hispanic or Latino composing 95% of the population (Bureau, 2011). 90.9% of residents speak a language apart from English and 42% were born outside the country (Bureau, 2011). The median average income is \$29,815 with an unemployment rate of 4.6% (Bureau, 2011).

## Socio-Cultural Capital

Nogales is home to the Hilltop gallery and the Pimeria Alta Museum: both facilities house socio-cultural artifacts prized by the community. Aside from cultural artifacts, the community hosts multiple festivals including the The Día De Los Muertos, the Charles Mingus Jazz Festival, and the Fiestas De Mayo (see Table 2).



Musicians Perform at the Charles Mingus Jazz Festival  
from <http://www.nogalesinternational.com>

Name of Festival	When it Occurs	What is its Purpose
Día De Los Muertos	November	Mexicans remember and honor their deceased loved ones with colorful festivities
Charles Mingus Jazz Festival	April	Celebrates the life of jazz composer, bassist, and Nogales native Charles Mingus with regional jazz music, entertainment and more
Fiestas De Mayo	May	Celebrates the shared history of Ambos Nogales, the entire Nogales community on either side of the U.S.-Mexican border

Table 2. Festivals of Nogales, Arizona



## Socio-Cultural Capital (cont.)

These festivals have the power to not only attract visitors to the area and subsequently boost the local economy but also attract visitors to come and saturate themselves with the Nogales's way of life. The visitors may develop into more educated and conscious travelers that not only bring money into the community but also an awareness and appreciation for the social and cultural resources that the Nogales region holds.

The stakeholder interviews helped bring about a better understanding of social and cultural tourism in Nogales, Arizona. Typical activities tourists engage in when they travel to Nogales include visits to the Santa Cruz Valley, where there is a lot of history, culture, wildlife and beautiful scenery. Amongst the Santa Cruz Valley there are little communities for tourists to visit and learn more about the region's history. Specific activities that are available for all include mining at Montezuma, the beautiful sightseeing of the Nogales area's scenery, hiking in the mountains and also enjoying trips to local lakes.

The border, food, and other popular activities have been indicated as draws for tourism. Another big draw that brings tourists to the city is the academic research that is being done on the border between Nogales, Arizona and Nogales, Sonora in Mexico. A lot of tourists are curious about the border due to what is being said about it, which is what brings them to this border town to see it for themselves. Food is a huge part of the culture in Nogales, most of it being Mexican food due to the influence of the Hispanic culture. Other popular activities that the tourists engage in are listening to the local music, enjoying festivals, crossing the border for shopping, the Juan Bautista de Anza Trail "Anza Trail", a Christmas concert, visiting historical buildings, bird watching and enjoying the rich heritage and cultural attractions all in the center of Nogales.

However, there is not a lot of marketing about their rich heritage. The main driving force for tourism is tourists' curiosity about the border, which is the most utilized tourist attraction the city has to offer. Also, the majority of tourists come from across the border in Mexico to shop. Nogales depends on this retail tourism economically, but it also makes the locals happy because the Mexican tourists are spending their money in Arizona. Finally, the cross-border import and export business (i.e. produce) is another main economic area on which the city depends.

## Opportunities

- Consider developing and promoting a destination restaurant in Nogales, Arizona, which can showcase the local meals made by residents of the community and keep tourists in the area longer.
- Local events or festivals focusing on food could give the city a strong awareness of the community's cultural identity.  
Example: Taste of Nogales Festival
- Work to highlight Nogales, Arizona's unique history and heritage through its architecture.
- Consider offering a walking tour that takes groups along the historic districts to see first-hand distinct personalities and buildings that support Nogales's proud heritage through architecture.
- Work to establish a central congregating area for Nogales, Arizona residents and visitors, which can potentially host festivals and events as well. Examples: Community park or garden, central plaza, or cultural center.
- Consider the development and utilization of a Facebook page or other social media to advertise heritage, historical, and cultural events.

## Cultural and Historical Tourism

Nogales, Arizona is a small city on the Southern boundary of Arizona sharing culture, history and heritage with Nogales, Sonora located in Mexico. The two Nogales city communities known as Ambos Nogales combined contain approximately 177,732 people, creating, “the largest international border city” (“Learn About Nogales”, 2011). The two cities were once a two-nation border town but have been split in two. The city name, “Nogales” comes from “the Spanish word for ‘walnut’ or ‘walnut tree’...” that refers to “the large strands of walnut trees which once grew abundantly in the mountain pass” (“Learn About Nogales”, 2011) between the two Nogales cities.



The Shops on Morley Ave from <http://www.nogalesaz.gov/>

Nogales, Arizona is able to offer visitors a unique experience combining a rich and intriguing history with the interests of modern travelers. The city once served as a crossroads thousands of years ago and provided the European explorers with a place to stop along the trading route. Many of the shops in the city on Morley Avenue are the original buildings from the early 1900's. These stores are still owned and operated by the descendants of the pioneer merchants, which allows them to keep their genuinely nostalgic feel. Nogales is also a prime location to learn about the produce industry, especially the development of refrigerated rail cars used to transport produce. Nogales allows visitors a place to truly step back into time and see what life used to be like.



Rail Crossing Nogales, AZ from NCD



Rail Crossing Nogales, Sonora from NCD

## Cultural and Historical Tourism (cont.)

The Gadsden Purchase defined the border between the Arizona Territory and Mexico which bisected Nogales into the two different settlements of Nogales, Arizona and Nogales, Sonora. The historical influence of early Spanish Missionaries, Native Indian Tribes, and European settlers provides the links to today's culture of both cities. This community is a bridge town of the Americas. It is a point of entrance and exit and has been for over a thousand years. Thus, the tourist site that has been in Nogales the longest is the border.

Typical Nogales tourists include Mexicans from across the border that come to shop. Tourists from north of Nogales are in the minority and likely come to see or cross the border. Cross-border import and export is the main economic area, and tourism is the second. There are some efforts to protect sites by partnering with the State, and the locals do a good job of embracing the Mexican tourists (majority) and also welcome those from the North (minority) even though they may only come to Nogales for a cross-border experience and may not fully appreciate Nogales, AZ. Locals appear to like the Mexican tourists more because they are coming specifically for Nogales, AZ and are spending money there. Again, the border is the biggest draw and the most utilized tourist attraction.

Nogales, Arizona contains some significant historic and heritage sites that need to be noted. An important site to highlight is the Courthouse constructed in 1904 that still stands on Main Street atop a hill overlooking the city. The Neo-classic splendor was constructed in 1904 using materials of stone quarried from Nogales costing the city \$35,000 to build. The City Hall constructed in 1914 was used as the Office for the Mayor, the Sheriff's office, and the Fire Department. Today the historical building is home to the Pimeria Alta Historical Society and historical treasures displaying how life in Nogales used to be in the early 1900's. The historical society annually hosts a heritage homes tour as well. North Terrace Avenue is home to the U.S. Custom House, which was funded by the Public Works Administration and constructed in 1935 by Louis A Simon utilizing the Spanish Eclectic style. It stands as a timeless historical artifact marking the primary port of entry from Mexico along the Arizona border.

## Opportunities

- Consider holding a festival showcasing Mexican art.
- Consider finding ways to highlight the history of the produce industry.
- Consider promoting smaller religious, arts events, and historical festivals.  
Examples: Day of the Dead, museum tours, film festivals and Independence Day.
- Hold more bi-national events that will draw tourists from both sides of the border.
- Improve the shopping districts and/or consider the development of a mall.



# Next Steps: The Community Tourism Planning Process

This report has outlined the resources and opportunities available for tourism in Nogales, Arizona. A number of natural next steps can be taken in the tourism planning process in order to bolster tourism to the unique place that is Nogales, Arizona. This section outlines all the potential steps that can be taken in the tourism planning process. This report contains a great deal of information about steps 1 through 3 but more detailed information could still be gathered in the future.

The asterisks identify the already completed components. The plus signs identify components of a typical tourism assessment and planning process that have been partially analyzed and more in-depth analysis is recommended in these areas. Those not marked have not been addressed.

1. Defining Community Goals and Objectives
  - a. Historical Development of the Community\*
  - b. Current Needs and Perspectives\*
  - c. Identify Future Goals+
2. Assessing the Community System
  - a. Economic System
  - b. Governance+
  - c. Physical Infrastructure+
  - d. Social and Cultural Systems+
  - e. Natural Resources\*
3. Assessing Tourism
  - a. Tourism Industry Analysis+
  - b. Communications, Collaboration and Destination Branding
4. Creating the Tourism Development Plan
  - a. Summary and Integration of the Community with Tourism
  - b. Development of Alternative Tourism Products and Markets
  - c. Development of Detailed Site Plans and Marketing Campaigns
5. Evaluating the Impacts of Alternative Tourism Development Plans
  - a. Identifying impacts on social, environmental, and economic characteristics
  - b. Quantifying impacts of alternative development plans
  - c. Selecting among alternatives
6. Implementation Planning
  - a. Recommended time line, community participation and investments
7. Monitoring and Evaluation Planning
  - a. Assigning responsibilities for monitoring and evaluation
  - b. Scheduling reports



## A New American University

Arizona State University has developed a new model for the American research university, creating an institution that is committed to excellence, access and impact.

ASU measures itself by those it includes, not by those it excludes. ASU pursues research that contributes to the public good; and ASU assumes major responsibility for the economic, social and cultural vitality of the communities that surround it.

In order to become that model for the New American University, ASU has undergone some radical changes over the last few years. We have undertaken a massive reorganization of our institution. We have torn down walls between disciplines and encouraged collaboration among diverse units. We have altered the trajectory of the university and reevaluated the role that universities play in society, in the economy and in education at all levels. We have changed the relationship between ASU and Arizona.

The School of Community Resources and Development has been part of this transformation. As one of ASU's transdisciplinary schools, we exemplify the design imperatives of the New American University through our programs' unifying principle of contributing to healthy and sustainable communities. The School of Community Resources and Development advances the social, economic, environmental and cultural well-being of our local and global communities through instruction, research and service. We provide nationally recognized interdisciplinary research expertise and innovative academic programs in the areas of parks and recreation management, tourism development and management, and nonprofit leadership and management.

The largest undergraduate program in the School is the Tourism Development and Management program in which students acquire the planning and management skills related to the growth and development of tourism throughout the world in historical, spatial and economic terms; the economic, ecological, and socio-cultural impacts of tourism in both the developing and developed world; and the system of tourism production, product development, service delivery, and consumption by diverse domestic and international market segments.

The School also offers a fully on line Master of Sustainable Tourism that is primarily intended for professionals who desire to tackle sustainability challenges in the tourism industry. The MAS-ST degree is a unique and innovative program that addresses the growing demand for tourism professionals who are trained in applying the three pillars of sustainability to tourism development. The program provides an opportunity to obtain an advanced degree that considers the unique sustainability issues inherent in communities with a tourism sector.

## 2010 - Economic Impact of Tourism



### Arizona

**36.9 million** - Domestic and international overnight visitors traveled to Arizona

**\$17.7 billion** – Direct traveler spending

**\$48 million** - Direct traveler spending contributed to state economy daily

**\$2.5 billion** – Local, state and federal tax revenues generated from direct traveler spending

**152,200** – industry related jobs directly generated by traveler spending

### Santa Cruz County

**\$235.4 million** direct traveler spending

**1,660** jobs generated

**\$41.3 million** earnings generated

**\$12.9 million** taxes generated

For more information, visit <http://www.azot.gov/research-and-statistics>



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# Acknowledgments

## **Arizona State University Student Authors:**

Courtney Barrett, Jayme Berg, Taylor Case, Lazar Djordjevic, Biannca Domingez, Diamond Duryea, Marisa Echemendia, Hilary Fuller, Lauren Grunewald, Torie Harder, Rachel Hill, Cynthia Jingles, Giovanna Johnbull, Olivia Judkowitz, Courtney LaPeter, Gregory Lefaire, Kelly Maddock, Heather Martinez, Wendy Moore, Jessica Nicosia, Pamela Perlstein, Allision Renard, Robert Rose, Austin Slapnicka, Alyssa Snow, Lacia Sommars, Courtney Spice, Stephanie van Sasse, and Stephanie Weber.

## **Arizona State University Graduate Student Author:**

Craig Talmage, Ph.D. Student in Community Resources and Development, TDM 402 Course Instructor

## **Arizona State University Supporting Faculty and Mentors:**

Kathleen Andereck and Timothy Tyrrell

Art Direction, Felipe Ruiz

Layout Design, Jason Guy

Many thanks go out to the funders, stakeholders, and interviewees that helped in the construction of this report. These persons include:

## **Arizona Office Tourism:**

- Glenn Schlottman, Community Relations Manager
- Laura French, Community Relations Director

## **City of Nogales:**

- Mayor Arturo Garino
- JB Manson- Greater Nogales Santa Cruz County Port Authority
- Allison Moore- Fresh Produce Association
- Bruce Bracker- Bracker's Department Store
- Axel Holm- Local Historian
- Sigrid Matrejean- Pimeria Alta Historical Society
- John Kissinger- City of Nogales, Arizona
- Olivia Kramer- Nogales Santa Cruz Chamber of Commerce
- Terry Shannon, Jr. – Nogales Port Authority
- Robert (Kip) Martin – Local Attorney
- Gustavo Acosta – Nogales Santa Cruz Chamber of Commerce
- Manny Ruiz- Supervisor District #1 Santa Cruz County, AZ
- Nicholas Kyriakis- City Councilman City of Nogales, Sonora, Mexico
- Ivan Drechsler- Tubac Inn and Tourism Maven
- Penny Nelson- Holiday Inn Express & Candlewood Suites
- Bob Fineman- Border Tours

## **Nogales Community Development:**

- Yvonne Delgadillo
- Nils Urman
- Marisela Parra
- Briggitt Baez
- Angelica Pacheco
- Liz Collier
- Santos Yescas

Photo Acknowledgements: Photos taken for Nogales Community Development (NCD) were taken by Nils Urman. All images featured in this document are copyrighted by their respective organizations and used with permission.



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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](http://mtrc.asu.edu)