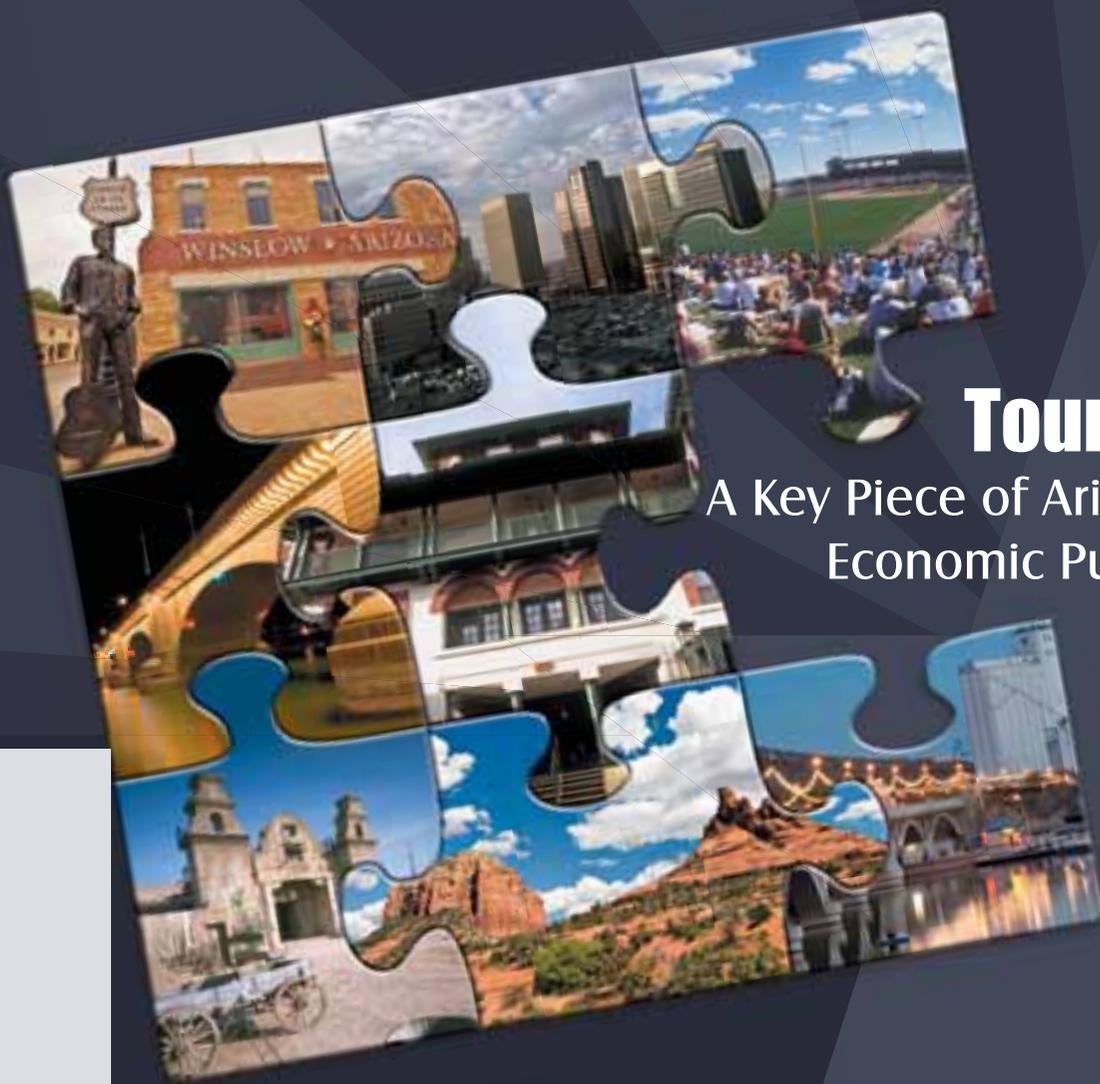


ARIZONA City & Town

Winter 2009

A Publication of The League of Arizona Cities and Towns



Tourism:

A Key Piece of Arizona's
Economic Puzzle...



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Naylor Editor: Thea Galenes

Project Manager: Albert Quintero

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Is your city or town doing all it can to take advantage of tourism?



The focus of this issue of Arizona City & Town is tourism. Like many of the critical pieces of the Arizona economy, tourism has been touched by the recent breakdown of the country's financial systems.

However, Arizona will always survive tough times in this particular market because of what we have to offer: remarkable natural attractions like the Grand Canyon, Lake Powell and the red rocks of Sedona. But we also have tremendous weather that really sets us apart from most of the country.

There is no doubt that tourism is an economic driver for the state, as well for areas like the Rim country and cities from Nogales to Scottsdale to Prescott. Those who come to explore our state's wonders take back more than memories — perhaps a desire to stay and raise a family here...or grow a business. From a local perspective, I know that much of Chandler's tourism activity comes from those who stay a few extra nights after a business trip to enjoy some shopping or golf.

Is your city or town doing all it can to take advantage of this industry niche? In down economic times, we must all get creative to drive visitors to our doorsteps. Whether that includes our climate, amenities, historic downtowns, scenic vistas or your own particular and unique attraction, we should now more than ever work to bring tourism dollars to our borders. Cities and towns will benefit, as will our state as a whole. Of course, as we set our own vacation plans for the New Year, think Arizona first. There's more than enough to explore without leaving home.

Sincerely,

Boyd W. Dunn
League President
Mayor, City of Chandler

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No one can dispute that tourism has been one of Arizona's oldest and most profitable businesses.



In today's sluggish Arizona economy, it's popular to say we need brand new ideas to diversify our revenue base in order to better weather various financial ups and downs. But are there any truly new ideas? Not really. Most of them are variations on old themes, or recycled ideas dressed up in new coverings.

Tourism is one of those "old" Arizona ideas that needs to be re-examined and updated to fit in with today's economic realities.

No one can dispute that tourism has been one of the state's oldest and most profitable businesses. In addition to having great natural wonders that draw visitors, one of Arizona's historic Five C's — climate — has drawn tourists to the state for the better part of a century. Fortunately, that same climate is still here today and is still attractive to great masses of cold-climate residents.

In this issue of *Arizona City & Town*, we examine tourism and its integral partnership with municipalities as a way to keep this important sector innovative and successful.

Working cooperatively, the tourism business is a win-win for the entire state. Cities realize revenue from the activities of visitors and, in exchange, we invest in more infrastructure and attractions that meet the needs of tourists. But, this is not the tourism business of 50, or even 20, years ago. Today, cities across the entire state are making investments in downtown "theme" areas, spring training ballparks, convention centers, airports and other modern facilities that both attract as well as enhance the experience of out-of-state and in-state visitors.

Tourism will continue to be one of Arizona's most important industries, but it is one that cannot be taken for granted. There is intense global competition for the tourism dollar, and we need to work consistently to make our tourism "product" one of the best in the world. I hope you will find the articles and ideas expressed in this issue helpful in making your community a tourism success story.

Sincerely,

Ken Strobeck
Executive Director

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What Our Legislators Have to Say

We asked several state legislators the following question: _____

Rich
Crandall



“The most critical piece of advice I have for anyone hoping to work together on Arizona’s economy is to simply keep the lines of communication open. The challenges most cities, counties and the state are going to face over the next three years will be unprecedented. It is going to take tremendous creativity for business development to succeed in this environment. We have a councilman in Mesa who hosts a quarterly breakfast with various city, county and state leaders just to talk about working together.”

— Representative Rich Crandall, District 19

Nancy
McLain



“In order to compete with surrounding areas, the state has to decrease the tax burden on business, both for existing companies and to encourage relocations. The cities need to complement this action by NOT increasing their business taxes and by reducing license and fee costs as much as possible.

“If there are regulations now in place that inhibit cities’ abilities to attract new business to their areas, especially in the ‘rural’ counties, the state should remove them. The local people know best what they should and should not do to bring industry and jobs to their areas.”

— Representative Nancy McLain, District 3

Meg
Burton-
Cahill



“State, county and city governments must work cooperatively with an eye to improve not only Arizona’s economy, but also the future of Arizonans, by improving workforce quality and infrastructure of new developments or preservation of historic buildings/sites.

“Boosting Arizona’s tourism could also be a cooperative campaign between the state and cities to highlight historic sights in our state, showcase cities that incorporate business growth with family-friendly activities to entice out-of-state business to relocate and tourists to visit.”

— Senator Meg Burton-Cahill, District 17

“How can the state and the cities work together to improve the vitality of Arizona’s economy?”

Rebecca
Rios



“This upcoming session will undoubtedly be one of the most challenging in recent state history. In order to ensure Arizona’s economic vitality, it is imperative that State Legislative leaders be mindful of the fact that we are partners with our city and town leaders, that we are responsible for serving the same constituency and, lastly, that we take caution in minimizing the economic impact on our local governments. Together, the state and cities should continue to look for ways to maintain fiscal efficiency while still providing critical services to Arizonans. In doing this, we can address the current shortfall yet still prepare for Arizona’s future.”

— Senator Rebecca Rios, District 23

Lucy
Mason



“I think that economic development is going to be the main driver that will bring Arizona out of the economic slump we’re in right now. The energy opportunities we have with the new technologies to help reduce the amount of energy, whether it’s solar, geo-thermal, bio-mass or hydroelectric — all the natural resources that we have in this state — we need to utilize for sustainability and for the next wave of growth we are going to have. We need to build these infrastructures now.”

— Representative Lucy Mason, District 1

The League of Arizona Cities and Towns is grateful to these legislators for their time and insights. We look forward to working with them and their colleagues in the upcoming session. Now, more than ever, all levels of government must work as partners to see the state through these tumultuous economic times.

The League of Arizona Cities and Towns has been the voice at the capitol for Arizona’s municipalities since 1937. Whenever you have a question or comment about legislative issues please call the League for assistance.



Image Courtesy of the Arizona Office of Tourism

ARIZONA'S TOURISM
INDUSTRY BRINGS IN MORE
THAN 33.6 MILLION DOMESTIC
AND INTERNATIONAL VISITORS
EACH YEAR.

Two Heads Are Better Than One

The Benefits of City/Town and CVB Partnerships

Arizona is an amazing state with an enormous variety of spectacular natural features, world-class hotels, resorts, guest ranches and cozy bed and breakfast retreats. Rich in diversity, culture and quality of life, with incredible opportunities for businesses and employment, it is a place people want to be — as exemplified by the annual influx of visitors and the nearly 6 million people who call Arizona home.

The cities and towns of Arizona are at the heart of making the state a great place to live, work and play with a monumental economic impact. More than 80 percent of the state's residents live in incorporated cities and towns, producing 91 percent of the state income tax revenues and 93 percent of the state sales tax revenues.

In today's challenging economy, with the state facing major budget deficits and declining tax revenues, the tourism industry is one

BY SHERRY HENRY
EXECUTIVE DIRECTOR, THE ARIZONA TOURISM ALLIANCE

of the state's greatest export products. The industry brings in more than 33.6 million domestic and international visitors each year, who spend nearly \$19 billion dollars, which equates to almost \$51 million pumped directly into the state's economy every day! In addition, tourism is the only export industry that brings prosperity to all 15 Arizona counties and is second only to the microelectronics industry in generating earnings for Arizona residents.

Now more than ever, there needs to be increased synergy between cities and towns and their respective convention and visitor bureaus (CVBs). Cities and towns from all parts of the state benefit from the tourism industry, and by partnering (or increasing collaboration), cities and towns can assist at an even higher level in keeping visitors coming and those important dollars flowing into the state. As one of the fastest growing states in the country, statistics indicate the great majority of residents visited the state prior to relocating their families, their businesses or their corporate headquarters.

CVBs throughout the state, in harmony with the Arizona Office of Tourism and the private sectors, regardless of size, share the same main passion and goal: to bring visitors to their area and ultimately to the entire state. Cities and towns that collaborate and develop partnerships with their CVBs reap a variety of rewards, from instant revenues to long-term economic development opportunities.

The CVBs spend marketing dollars to promote their respective cities and areas to the entire spectrum of visitors, families,

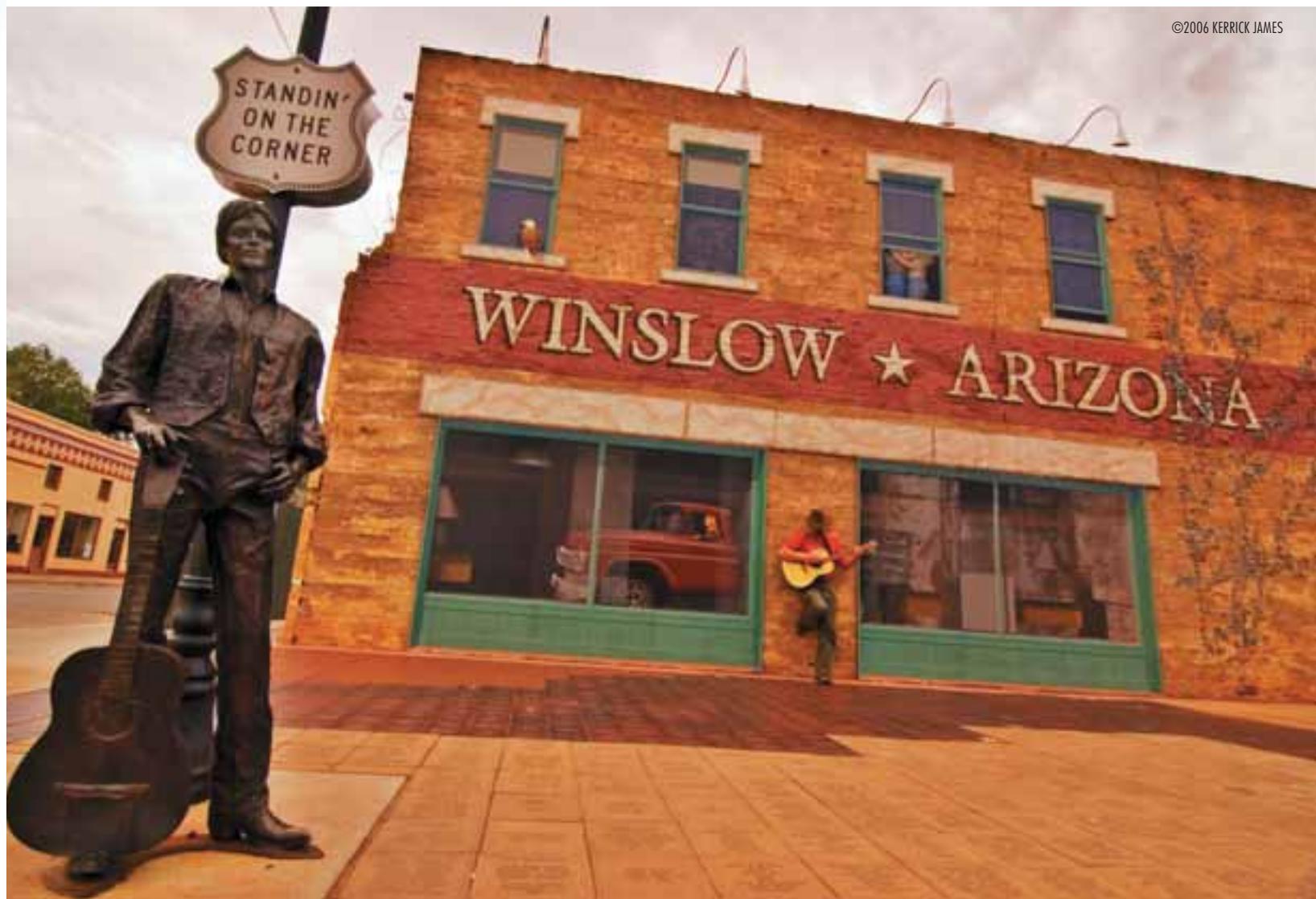
individuals, business travelers, groups and conventions. They also provide statistics to support feasibility studies for hospitality-related projects such as hotels, conference centers, shopping opportunities and other development. They can conduct studies about how the city is perceived by visitors so that cities do not have to research this on their own. This valuable information is then used in conjunction with the cities and towns to further target the marketing programs.

A Variety of Ways to Partner

As the old adage states: "Two heads are better than one." This was never a more powerful statement than now, and communication between cities and CVBs can produce amazing results. To begin or enhance the process, here are some ideas to stimulate the shared creativity.

1. Appoint an elected official to serve on the CVB board of directors; this person would communicate and share news and needs of the city and receive bureau information in return.
2. To further communication, have leadership from the bureau (the president or executive director) participate with the city's tourism committee or division as well as the economic development committee — again, for the exchange of vital information.
3. Hold regular meetings between the mayor, city council and CVB board of directors for strategic planning and creative brainstorming, as well as funding support of mutually beneficial events for the area.

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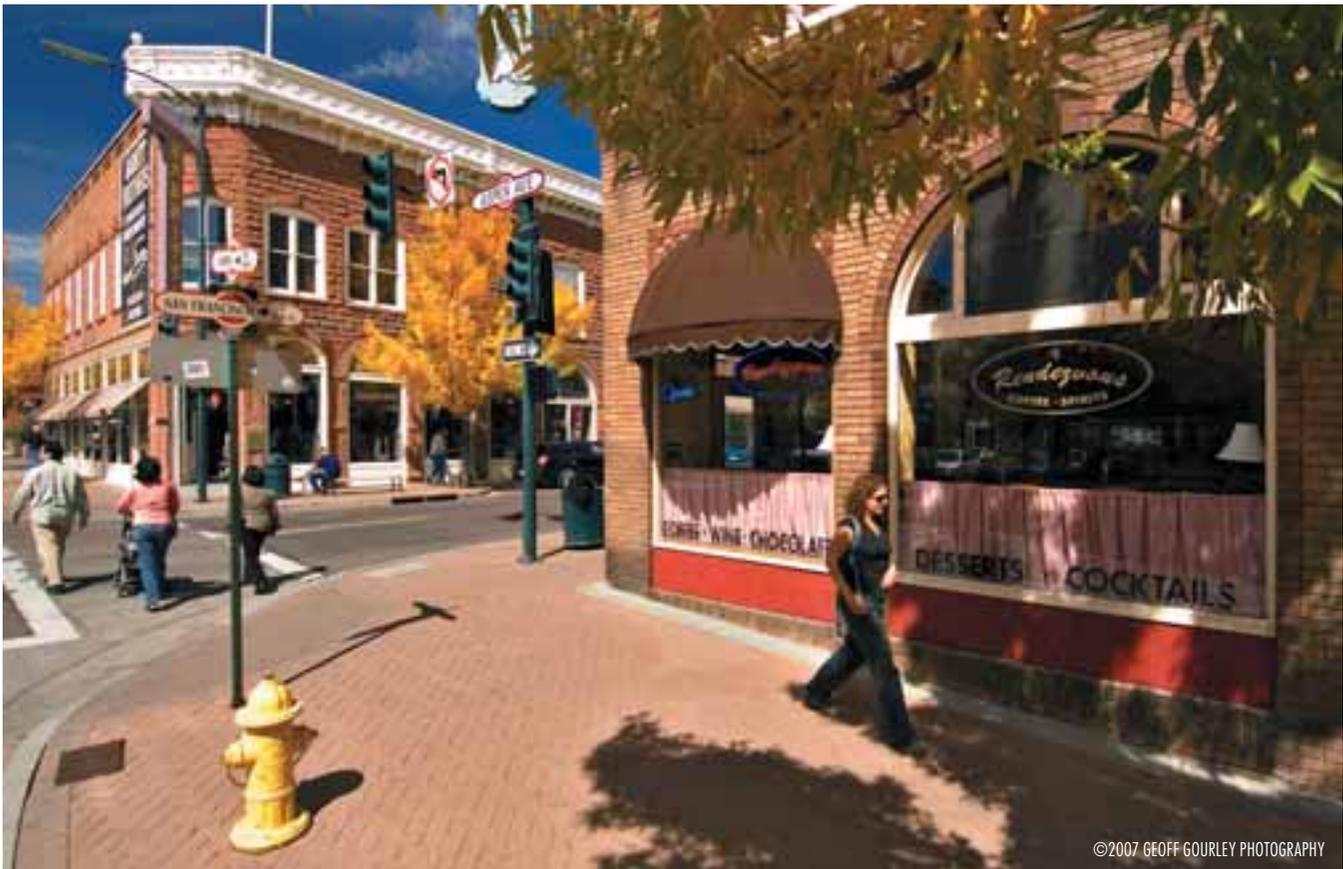
4. Form a committee consisting of city staff and bureau staff leaders who will develop criteria and analyze event sponsorship requests to make recommendations to the city council as to their value and projected revenues.
5. Collaborate with the bureau on public relations campaigns to tell the story of the community, local events and their benefits. Provide this information to the local media as well as visiting media and media across the country and internationally. Visiting travel writers and organizations such as AAA can generate millions of dollars in media exposure.
6. Create combined campaigns for advertising and marketing strategies — and even branding, which links the combined message for the bureau and the city for the CVB to market. Such campaigns have proven to be successful for maximizing advertising dollars and targeting specific markets.

In today's challenging economy, the tourism industry is one of the state's greatest export products.

7. CVBs and city management can work together to analyze the city's amenities that affect visitors and residents. CVBs have been successful in conducting "destination planning" task forces combining leadership from all facets of the community to develop long-range strategic plans and recommendations for areas of improvement and enhancement, such as adding sports facilities for amateur competitions, an arts facility, or pedestrian-friendly areas like walking malls and bicycle paths.
8. Combined lobbying on specific issues at the city, state and national level is another major benefit of partnering with the CVBs, who often have a lobbyist, or belong to an organization such as the Arizona Tourism Alliance, a statewide advocacy organization who has a full time lobbyist. An added bonus is that

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The Alliance represents all of the state's CVBs and communities and is available to assist with specific challenges from bed tax issues to initiatives.

9. One of the major advantages of partnering with a CVB is to work together to bring in large events which add increased sales tax and bed tax dollars to the city coffers. The CVB acts as a conduit between the city and the event producers, and as an agent for the event and the city, assists with hotel room blocks, transportation, and services needed to make the event a success.

Cities and towns that develop partnerships with their CVBs reap a variety of rewards, from instant revenues to long-term economic development opportunities.

There are many examples of exciting, successful partnerships already in place throughout the state. Just a few of these include:

- In Tempe, the city and CVB partnered to secure the Ford Ironman of Arizona for Tempe and the Tempe Town Lake area as an annual event. This event has now increased to twice a year and features more than 2,000 participants who stay an average of seven days for each competition.
- A combination of the CVBs and the cities of Phoenix, Tempe, Scottsdale and Mesa collaborated to bring the P.F. Chang's Rock 'n Roll Arizona Marathon and Half Marathon, which now

draws more than 30,000 participants with an economic impact of more than \$40 million annually.

- The Scottsdale CVB considers its recent 20-year agreement between the city of Scottsdale, the Scottsdale CVB and the Fiesta Bowl to be a classic example of the benefit between the city and the CVB. Since the partnership was formed two years ago, the Scottsdale market area's occupancy, rate and revenue per available room have been significantly higher than the rest of the Valley.
- In Sierra Vista, the CVB is a component of the city with all of the advantages of CVB departments. In harmony with the city, the CVB is able to partner with event planners in the area to bring events to the area such as the Poetry & Music Gathering and the Southwest Wings for Birding Festival.
- In the northern section of the state, the Flagstaff CVB, funded by its bed, board and booze taxes, is a section of the city government. Reporting to the city manager and Council, the CVB is a member of the Economic Vitality Division, which includes community investments, the airport and the CVB, which is responsible for all of the direct marketing for the city. Its goal, like other CVBs, is to increase taxes for the benefit of the entire city and have the generated funds benefit arts and sciences, parks and recreation, beautification and economic development.
- Sedona's CVB is an integral part of the Chamber of Commerce and its tourism department. Through their combined efforts, in partnership with the city of Sedona, Highway 179 from I-17 to Sedona is being widened and will offer much easier access for the millions of visitors who delight in visiting the Red Rock Country.



What if a City Doesn't Have a CVB?

The focus of this article has been partnerships and collaboration between cities and towns and CVBs; however, cities and towns that have no CVB still have many opportunities to partner with CVBs in their local areas or with local tourism entities, such as Chambers of Commerce, or other cities and towns. An example of successful collaboration is the *Arizona Salsa Trail*, which won the 2008 Governor's Tourism Award for Innovative Promotions. Initiated by the Graham Chamber of Commerce's Visitor and Tourism Council, six cities in three counties created a "trail" of Mexican restaurants, a tortilla factory and a chili farm and developed a successful tourism product that brought visitors and revenue to the southeastern part of the state.

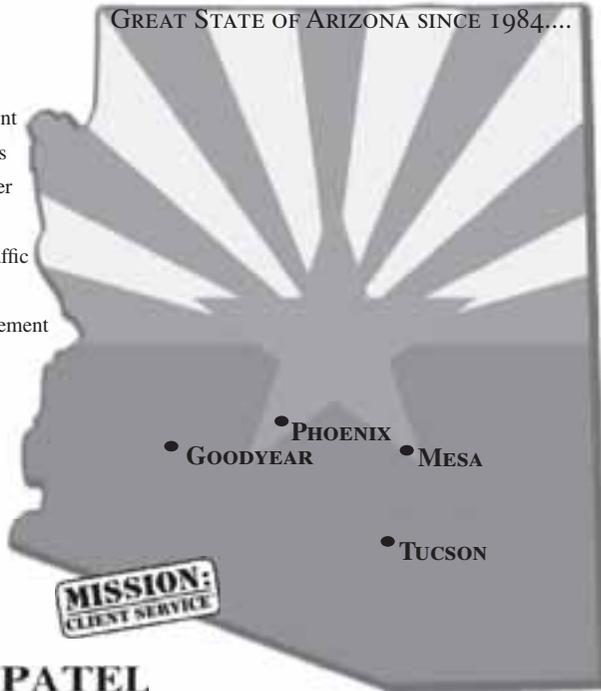
Tourism industry-generated taxes fund critical programs for Arizona residents. Business development and attraction are key components of Arizona's economy, and the tourism industry is a driving force in establishing the "quality of life" message and amenities that are necessary to make Arizona an attractive place to visit, work and live. CVBs play a major role in protecting and promoting this valuable export industry. All of Arizona and its citizens will benefit from increased and expanded partnerships, be it between cities and towns and CVBs or cities and towns and other tourism entities. Opportunities for all are unlimited, fueled by mutual creative vision and passion. ●

The author would like to thank all of the state's convention and visitor bureaus, the Arizona Office of Tourism and Barry Aarons of the Aarons Company, lobbyist for the Arizona Tourism Alliance, for their input and continued efforts on behalf of the Tourism Industry.

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20 Questions

City Governments Need to Ask About Tourism Efforts

<p>1 Is economic development through tourism a priority?</p>	<p>6 Arts are important to tourism. Does your city encourage arts in your public areas?</p>	<p>11 Are the local police sensitive to the needs of the visitors in the area?</p>	<p>16 Does the city public information function supply support and assistance to the local tourism efforts?</p>
<p>Does your city have a plan to strengthen and develop its tourism features and to take full advantage of economic opportunities in the field?</p> <p>2</p>	<p>7 City history is especially important in Arizona. Does your city have a program to identify and interpret local history?</p>	<p>12 Does the local planning function address tourism as a city priority?</p>	<p>17 Is your city sensitive to its “brand image” in the tourism field, and does your city help brand your area for visitors?</p>
<p>3 Does the city have an appreciation about what makes it a special or attractive destination for visitors?</p>	<p>8 Is the quality of local museums important to tourism success?</p>		
<p>4</p> <p>Does your city understand its “competition” in the tourism field, as well as how to build alliances in tourism with neighboring cities or attractions?</p>	<p>Has the city identified the public lands most critical to tourism success? Has the city identified the public buildings most important to tourism, and are these buildings kept in competitive condition?</p> <p>9</p>		
<p>5 Downtowns are an extremely important factor from a tourism standpoint. How does your downtown rate, from a tourism perspective?</p>	<p>10 How satisfactory is local signage from the standpoint of visitors?</p>	<p>14 Are local parks and open spaces important to visitors?</p>	<p>Since local sales tax returns are important for local economies, does the city make shopping easy for visitors?</p> <p>19</p>
		<p>Does the city control or manage buildings or sites important to heritage tourism?</p> <p>15</p>	<p>20 Are there key corridors to and in your city that are especially important from a visitor standpoint, and are these corridors given special attention?</p>

Image courtesy of the Arizona Office of Tourism

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Department of Tourism

Cities and Towns: Essential to a Successful Tourism Industry in Arizona

You can travel to any city or town in Arizona and notice something they all have in common: a reliance on tourism. In fact, tourism is one of the few industries that impact all 15 counties in Arizona. Tax revenue generated by travel spending represents a net benefit to communities throughout the state.

Arizona's tourism industry is a multi-billion dollar business. In fact, in 2007, the Grand Canyon State hosted a total of 35.2 million overnight travelers who directly spent \$19.3 billion throughout the entire state. This direct spending generated \$2.7 billion in local, state and federal tax revenue annually, equating to an estimated \$1,170 per Arizona household. These types of benefits would not be possible without the assortment of tourist attractions and destinations found in both rural and urban Arizona.

As the *Top Arizona Attractions by Visitation* charts show, all 90 cities and towns across the state host, or are near, vibrant travel destinations. For example, Bisbee offers the Mining and Historical Museum; Holbrook is next to Petrified Forest National Park; Lake Havasu City showcases the London Bridge; Tempe is home to Tempe Town Lake; and Flagstaff and Williams are the gateways to the southern edge of the Grand Canyon National Park.

These destinations, along with the towns and cities where they reside, showcase the vast diversity of the culture, heritage, activities and scenic beauty of Arizona. They are the foundation to Arizona's successful tourism industry and will continue to contribute to the economic health and vitality of Arizona. ●

See *Top Arizona Attractions by Visitation* charts on next page.

BY THE ARIZONA OFFICE OF TOURISM

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Top Arizona Attractions by Visitation

Top 25 Private Attractions	
Attraction	2007 Visitation
Tempe Town Lake	2,782,000
Chase Field	2,699,178
London Bridge	1,500,000
The Phoenix Zoo	1,474,000
U.S. Airways Center	1,392,526
Jobing.com Arena	1,200,000
University of Phoenix Stadium	1,180,149
Tlaquepaque Arts & Crafts Village	1,000,000
WestWorld of Scottsdale	625,000
ASU Sun Devil Stadium	551,895
Reid Park Zoo	478,794
Arizona-Sonora Desert Museum	460,000
Wildlife World Zoo	405,000
Phoenix International Raceway	400,000
Rawhide Western Town & Steakhouse	350,000
Scottsdale Center for the Arts	322,421
Phoenix Art Museum	312,147
Desert Botanical Garden	295,000
Grand Canyon Railway	295,000
Arizona Temple and Visitors' Center	257,260
Mesa Art Center	250,000
San Xavier Mission	250,000
Sunrise Park Resort	196,778
Old Tucson Studios	189,000
Tucson Museum of Art & Historic Block	180,756

Top 25 Natural Attractions	
Attraction	2007 Visitation
Grand Canyon National Park	4,413,668
South Mountain Park	3,000,000
Saguaro National Park	2,847,313
Glen Canyon NRA	1,894,114
Lake Mead NRA	1,824,297
Coronado NF & Sabino Canyon NRA	1,000,000
Canyon de Chelly	825,320
Grand Canyon West	700,000
Lake Pleasant Regional Park	697,479
Montezuma Castle NM	597,611
Petrified Forest National Park	563,590
Organ Pipe Cactus NM	338,594
Lake Havasu State Park	329,529
Slide Rock State Park	305,759
Wupatki National Monument	239,603
Sunset Crater Volcano NM	231,855
Meteor Crater	216,860
Patagonia Lake State Park	204,047
Monument Valley Navajo Tribal Park	202,204
Kartchner Caverns State Park	172,372
Tohono Chul Park	169,240
Catalina State Park	152,587
Dead Horse Ranch State Park	136,345
Walnut Canyon National Monument	126,187
Cattail Cove State Park	111,510

Source: Arizona Department of Tourism 2007 Year End Summary

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BULL RIDING HAS LONG BEEN AN INTEGRAL PART OF THE AUGUST DOIN'S ANNUAL RODEO.



The first inhabitants of Arizona's Rim Country were the Mogollons, a prehistoric people who mysteriously vanished. They were followed by the Apache Indians, and then by white soldiers, pioneers, ranchers and loggers.

In those early days, the small dusty town of Payson was little more than a collection of small establishments and saloons where settlers bought supplies and cowboys let off steam.

Today, Payson's streets have been paved and modern technology is ever apparent. It was recently named as the "Best Small Town in Arizona" by Media World USA...but the history and heritage still run deep.

One thing that has not changed in millions of years is the breathtaking landscape that surrounds Payson. Towering in the distant background is the majestic Mogollon Rim. One of Arizona's defining natural features, this giant, slanting escarpment of volcanic and sedimentary rock and pine trees has amazed travelers for hundreds of years.

The origin of the word "Mogollon" is a mystery. "Say, where's this Magnolia, er Mulligan Rim you folks got around here?" tourists ask.

Visitors come to Payson in droves seeking an abundant supply of outdoor recreation. Payson boasts of some of the longest-running and most successful events in the state.

Locals will tell you "Muggy-own" is the correct pronunciation. The name comes from Juan Ignacio Flores Mogollon, a past Spanish governor of New Mexico. Geologists will tell you the Mogollon Rim was formed by a great upheaval followed by flooding and erosion in the Mesozoic age. Geographers will tell you it measures 200 miles long and forms the southern end of the Colorado Plateau. Ordinary folks simply stand on its most dramatic point and gaze up at its 2,000 foot-high rock facings and try to find words to match its magnificence.

Because of this natural treasure, visitors come to Payson in droves seeking an abundant supply of outdoor recreation. Payson is the gateway to hundreds of hiking, mountain biking and horse riding trails that crisscross this beautiful and wild landscape. Camping along the top of the Rim is a favorite pastime for many, as it is usually 20 to 30 degrees cooler than metropolitan Phoenix in the summer months, and the vistas that over look the largest stand of Ponderosa Pine forest in the world are simply jaw-dropping.

Due to Payson's central location, it is a perfect vacation spot. Only 90 minutes from Phoenix, it is within driving distance to many of the state's tourist destinations. Visitors looking to shop for antiques or enjoy a nice meal will not leave disappointed. Payson's

BY CAMERON DAVIS
TOWN OF PAYSON OFFICE OF TOURISM

burgeoning art community is reflected in the galleries throughout the area.

If you enjoy festivals and special events, visiting Payson, known as the “Festival Capital of Arizona,” is an absolute must. Payson boasts of some of the longest-running and most successful events in the state. In August 2009, Payson will celebrate the 125th Annual August Doin’s — the World’s Oldest Continuous Rodeo. This event

originated back in 1884 and was organized by “Arizona Charlie” Meadows (1860-1962), who moved to the Rim Country with his parents from California in 1877, and young John Collins Chilson (1867-1924), who also moved to this area from California in 1879. This event would later become, and still is today, regarded by the PRCA (Pro Rodeo Cowboy’s Association) as the “Best Small Town Rodeo” in the country.



IT SHOWS UP ON MAPS AS LITTLE MORE THAN A JAGGED INK LINE MAKING ITS WAY ACROSS ARIZONA. ONE OF THE STATE’S DEFINING NATURAL FEATURES, THE MOGOLLON RIM — A GIANT, SLANTING ESCARPMENT OF VOLCANIC AND SEDIMENTARY ROCK AND PINE — HAS AMAZED AND HYPNOTIZED TRAVELERS FOR HUNDREDS OF YEARS.

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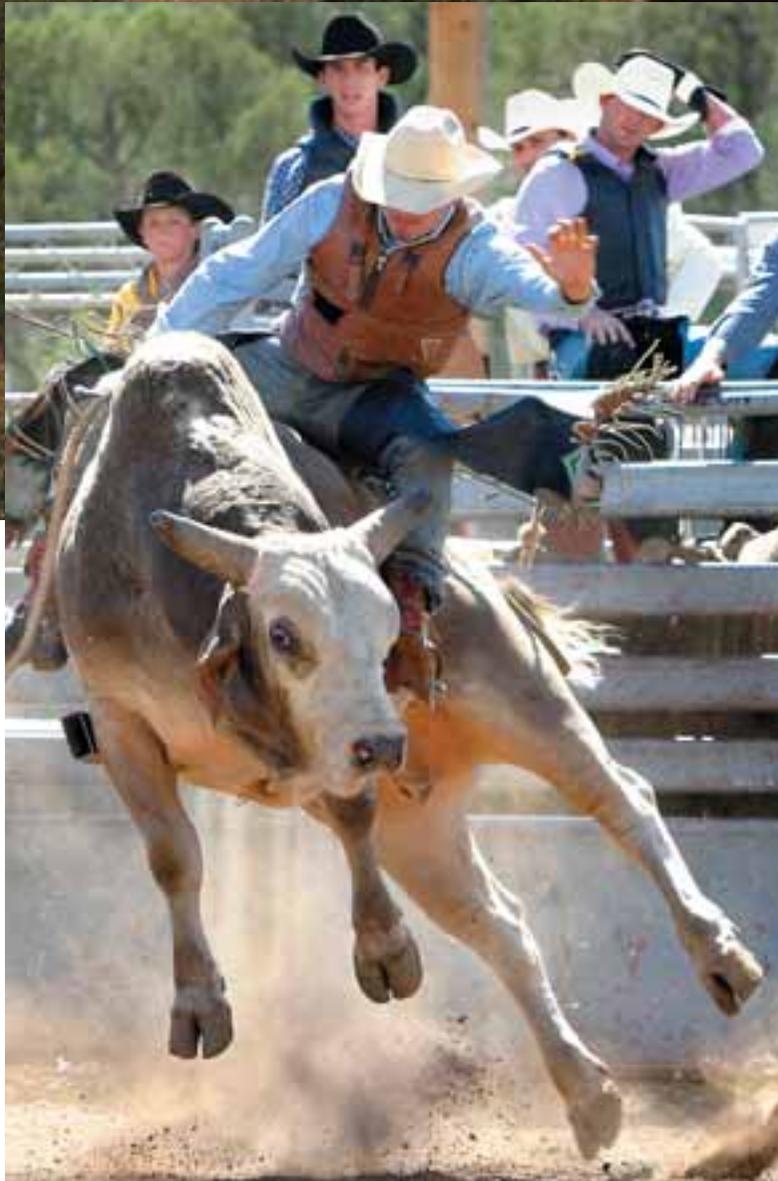
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THE AUGUST DOIN'S — THE WORLD'S OLDEST CONTINUOUS RODEO — HAS SEEN ITS SHARE OF GREAT SADDLE BRONC RIDERS.

Throughout the year, visitors can attend several popular events, such as the Payson Aero Fair; the Annual Beeline Cruise-in Car Show, where more than 300 classic cars are on display; the Payson Loggers Sawdust Festival; and the Annual Arizona State Fiddlers Championships. These are just a few of the many events and activities that go on year-round in Payson.

To better accommodate visitors, the town of Payson just launched a new 400-page Web site that showcases everything a tourist would want to know about Payson. Recently, the site won an award for best promotional material at the Governor's Rural Development Conference. It comes complete with maps, pictures, information about the best hiking trails, history, information about museums and much more. Visit www.paysonrimcountry.com and see for yourself the wonderful things Payson has to offer.

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