



## **Rebuild Superior, Inc. Business & Nonprofit Survey Report**

Rev 2.0

November 19, 2017

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## Executive Summary

Fifty-two businesses and eight non-profit organizations were surveyed in Superior, Arizona. They employ 611 full-time and 190 part-time employees. Seventy percent said that their businesses/organizations are better off than three years ago. Half of them plan to expand their operations and three-quarters believe that they will be better off three years from now. They would like to see a variety of new businesses in Superior, but believe almost all new businesses will help their own business. Internet in Superior has improved and is not an issue for most businesses. Sixty percent saw either space availability, blight, or abandoned buildings as negatively affecting their business or organization. Half of the businesses and organizations feel that Chamber of Commerce activities have helped their business.

The improvements on Main Street or the improvements to Highway 60 were viewed as positive to half the businesses and organizations, a third said that they had no effect and a little over ten percent said that Highway 60 construction hurt their business. Advertising helps two-thirds of the businesses and organizations though a bit less than a quarter do not advertise. Superior's special events like Apache Leap Mining Festival, the Prickly Pear Festival, the Superior Home & Building Tour, Second Fridays and others helped two-thirds of the businesses and organizations. The interviewees shared many suggestions for the town as a whole and for business in general to improve.

The business and organization representatives interviewed have a vision for Superior in five to ten years that describes a very positive future for the town. It includes more businesses, more tourism, fixed up buildings, more outdoor activities and a cleaner town. Economic vitality and educational opportunities were also themes among the responses.

## Purpose

The Rebuild Superior, Inc. (RSI) Business & Nonprofit Survey was conducted to provide information on the status of local organizations. The purpose is to provide a baseline against which we can measure change over time as well as present information that Superior organizations including RSI can use in discussions with potential partner organizations for technical support, grants and loans. Additionally, the survey hopes to provide a basis for discussion between residents, businesses and other organizations in Superior about the town's current reality as well as how Superiorites would like the town to be in the future.

## Methodology

60 Superior businesses and nonprofits were interviewed for the survey via one-on-one meetings. These interviews took place over a three-month period from June 22, 2017 through September 22, 2017. Each meeting consisted of a short explanation of Rebuild Superior, Inc. (RSI) and the survey. Each one took approximately twenty to forty minutes with some lasting well over an hour. Where some business owners have more than one business, secondary and tertiary surveys took less time to complete since some answers carried over. The survey has both quantitative and qualitative information, which ranges from basic information about the business to owners' thoughts on whether business will improve or not and a desired future for Superior. The quantitative information is easily measurable and comparable whereas the qualitative information includes opinions, impressions and desired futures for Superior.

**60 organizations  
make up the survey.  
52 businesses and 8  
non-profits.**

The introduction to each survey interview included sharing basic information on Rebuild Superior and giving the interviewee a one-page RSI information sheet. [Appendix A] Interviewees were informed that their individual information would not be shared, but the data gathered would be rolled up into a report that would be public and shared with all. Individual comments quoted in the report may be edited or paraphrased where they would have identified the particular business. The survey seeks to preserve the anonymity of individual interviews while being able to share the richness of the data.

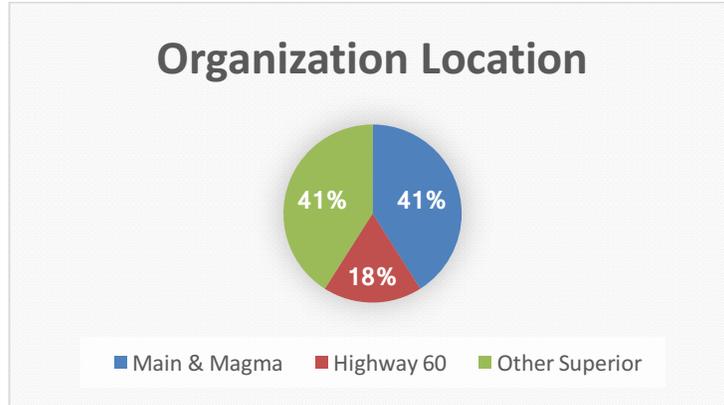
Businesses and non-profits to be interviewed were selected by examining the Town of Superior business license list, the Superior Chamber of Commerce list of businesses and local knowledge of businesses and/or non-profit organizations. Though many non-Superior businesses operate in Superior, the emphasis was on organizations based in Superior or that had significant local operations. In part, organizations were selected to be interviewed based on availability over a three-month period. Though only one organization declined to participate, some were difficult to actually find a time to meet. A September 2017 count of Town

of Superior business licenses totals 167, but only 102 are based in or have operations in Superior. 52 of 102 businesses interviewed is **51%** of Superior businesses that are included in this survey.<sup>1</sup>

Businesses from Resolution Copper to small businesses run from home were interviewed. A copy of the questionnaire for the survey is an attachment to this report. [Appendix B]

### The Businesses and Non-Profits

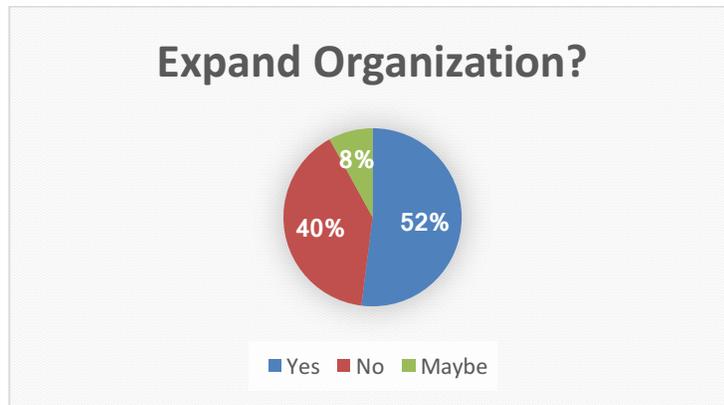
The sixty organizations have an average of just under ten years in operation. However, they range from under a month to 115 years for the Post Office. There are new organizations, organizations that have recently changed ownership, large companies such as Resolution Copper and Omya as well as small single proprietor businesses. The sixty organizations interviewed in the survey are made-up of 52 businesses and eight non-profit organizations. There are multiple businesses owned by one individual or family but the great majority are single entities. 41% of the organization are on Magma or Main St, 18% on Highway 60 (including the Boyce Thompson Arboretum), and 41% were located elsewhere in Superior. A list of the organizations interviewed is attached. [Appendix C]



The above pie chart shows that the survey did not just concentrate on one part of Superior, but was well distributed.

### Plans to expand

The organizations were asked if they had plans to expand. While originally intended as a yes/no question. Interviewees answered with yes/no/not sure or maybe and with an array of comments often dedicated to the particular situation of the business or organization.



Approximately half the businesses and nonprofits projecting that they will expand demonstrates that there is overall confidence in Superior's future economic viability. This theme is followed up in the later question

<sup>1</sup> 102 is the estimated number of Superior businesses for the purposes of this survey. This number is approximate since it is recognized that not all businesses have a Superior business license and there are at least 65 businesses that have a Superior business license but are based and/or have their principal operations/sales elsewhere.

about whether or not the interviewee believes that their business/organization will be better off in three years.

“Yes” answers comments included:

- Not physically, but in terms of inventory.
- New area available for my business.
- Larger space and increase services.
- Increase services and number of employees
- Expand physically with additional services.
- Town expansion offers opportunity for sales.
- Increase employment.
- Prepare next generation to take over business.
- Grow number of clients and offer additional services.
- Considering new location with lower rent on Main St.
- Expand membership. (2)
- Plans call for expansion over next years.
- Increased venues to sell work.
- New and realigned trails connecting town to Arizona Trail.
- Plan to expand but need to develop funding.
- Expand a bit.
- Expand and improve quality of the business.
- Business is establishing. Will expand as tourism in Superior grows.
- New business so it has to expand.
- Eventually expand with additional infrastructure.
- Expand number of visitors/clients.
- Plan to increase number of tables [restaurant].
- The business had been invested in a product that is becoming obsolete. Now it is expanding in a product that Superior is supplying.

“No” answers comments included:

- Would like to expand, but no current plans.
- Just completed a big-time expansion.
- Considering retiring in three to five years.
- Not now, but with population growth would expand.
- Hope to maintain current business level. Revenues have been dropping.
- Plan to stay the same. (7)
- Remain at the same level, but would like to cut back.
- No change contemplated. (2)
- No. May possibly close. Would like to sell business.

In “not sure/maybe” category, comments included:

- If business picks up. (23)
- Would like to but business has gotten smaller & smaller.
- Maybe. Expand as needed.

### Full-Time and Part-Time Employees

The 52 organizations have a total of 611 full-time and 190 part-time employees. The largest has 330 employees and the smallest has 1. Note that with small businesses that are just run by the owner will count as one employee. Owners that work in their businesses are counted as employees too. 18 businesses have 1 full-time employee (owner) and 6 businesses have two full-time employees (owner plus one). 8 businesses have 1 part-time employees and 11 business have 2 part-time employees. This is a snapshot looking with interviewees estimating an average giving that many businesses have seasonal differences in employment numbers.

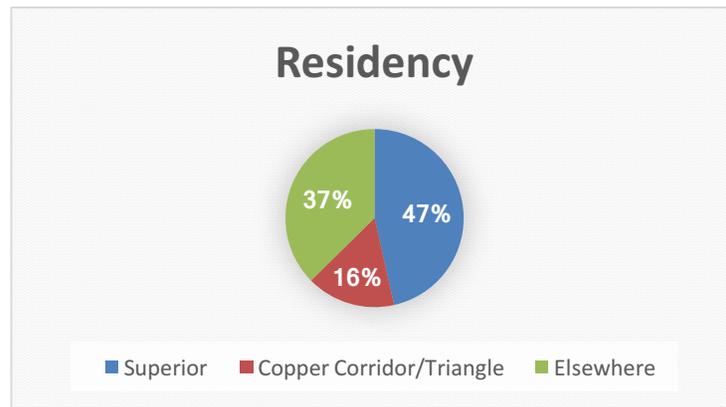
	Full-Time Employees	Part-Time Employees
All 52 Businesses	611	190
18 Businesses	18 (1 employee per biz)	-
6 Businesses	12 (2 employees per biz)	-
8 Businesses	-	8 (1 employee per biz)
11 Businesses	-	22 (2 employees per biz)

One business, Resolution Copper, has over half the employees. However, there are 7 organizations with at least 25 full-time employees. The average number of full-time employees for the 52 businesses is just under 12. The average number of part-time employees is just under 4.

### Full-Time and Part-Time Volunteers

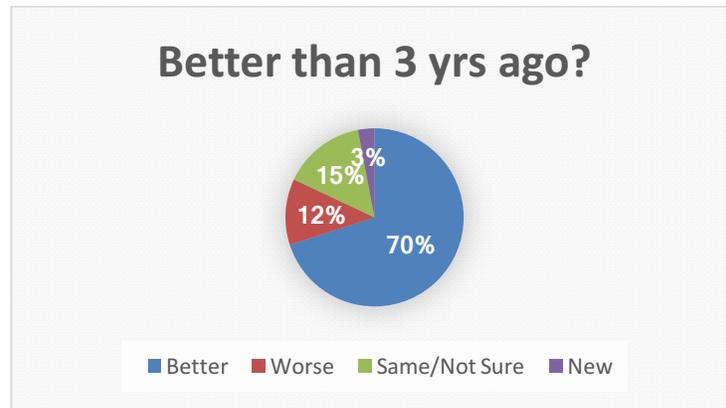
The 8 non-profit organizations had a total of only two full-time volunteers, but 287 part-time volunteers. Non-profits, like business employee numbers, have seasonal variations in the numbers of volunteers. Though the average number of part-time volunteers was almost 36, four of the non-profits had less than 30 part-time volunteers.

### Where do Full-Time Superior Business Employees live?



The 16% living in the Copper Corridor/Triangle outside of Superior includes Miami, Globe, San Carlos, Kearny, Hayden, Winkelman and Queen Valley. The 37% marked elsewhere reside in Florence, Phoenix and its surrounding valley cities including Mesa, San Tan, Gilbert, Chandler, Tempe and Scottsdale.

## Compared to 3 years ago is your business/organization better off or worse?



There is a strong response overall that businesses and organizations are better off than they were three years while 15% thought they were about the same and 12% felt they were worse off. While there has long been anecdotal information that Superior's businesses overall were showing improvement, this information serves as a confirmation.

Selected comments from interviewees that answered, "Better off than three years ago" included:

- Had more workers before but now am better diversified and have higher sales.
- Better off but there is a summer drop off in business. Percentage wise there are more local sales in the summer.
- Better off. More property, more training and more equipment.
- Business better off. Learned that you can't run it as if it were in Globe. Roadwork on Hwy 60 was bad for business.
- Better than when first opened but not as good as I'd like.
- Doing well but still just three months since opening.
- Better. Other new business in town that provides services I use.
- Better off. Improved physical location.
- Last year we were worse off, but better now. Elections, hot summer and weakened Canadian dollar all hurt last year.
- Three years ago better, two years ago better. Last year about the same.
- Better off in that strategic planning is set.
- Better through reorganization, more activities though fewer members.
- Better from strong outside support from parent company.
- More venues for art.
- Better. Benefited from promotion by Boyce Thompson Aboretum.
- Better. Quantity of product improved though income is down.
- Better. Improved legal status allows for the application of grants.
- Better. Business has grown every year except for 2009 when it fell.
- Finances in order – better financial management and annual fundraising.
- Year old business is better. Have changes some services and dropped those that weren't profitable.
- Better off. Town growth has helped. People are learning about our business which helps.
- More to much larger store front and have added additional services.
- Better off (12).

Selected comments that answered, "Worse off than three years ago" included:

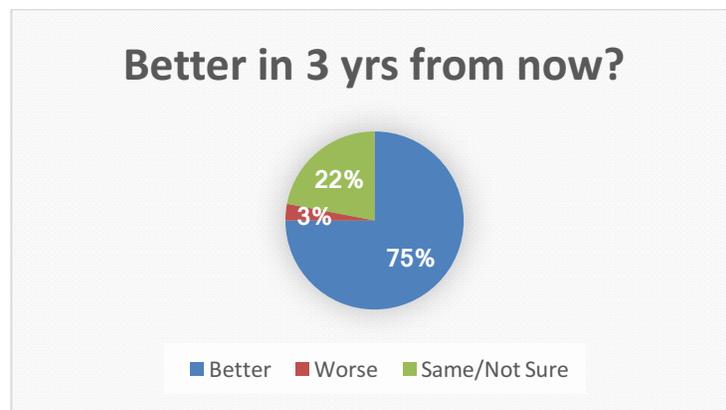
- This past year the worse yet. Drop in sales statewide. Canadian exchange rate poor. Normally business is 90% tourist. This year increase more local sales. Positive is increase in local support for business.
- Worse off. Not as good. No construction going on. Resolution Copper not buying much.
- Worse off. Client business has not made expected payments on sales.

- Worse. Business has fewer clients and carries fewer products. Cannot afford to buy some products for sale. Some staple products have gone out of favor among residents as generations change. Some replacement sales from the Valley<sup>2</sup> but not enough.
- Worse off. Falling revenues. Challenge of monetizing new technologies.
- Worse off. There used to be younger guys (22-28) that purchased, but they no longer seem to be working in the area since shaft 10 was completed.
- Worse off. Was better five years ago.

Selected comments that answered, “Same/not sure” included:

- Smaller business. Happy with current size though smaller sales.
- Business is seasonal and dependent on winter visitors. No local support for the business. The Town government impedes business through zoning and regulation.
- Business about the same as three years ago. (4)
- Same. Last year's Apache Leap brought more visitor's. Problem with Hwy 60 cut down on number of visitors.
- It has fluctuated. The last three years have been better than the first three years. However, last year was not good and the business lost money. The cost of resources is an issue.

### Will your business or non-profit be better off in another three years?



The positive responses about perceived improvement for the next three years closely aligns with the survey responses about the past three years. However, only 3% said that they thought they would be worse off. Some of believe that future improvement will be do to internal changes in their own businesses or organizations. Other positive responses saw increased tourism, the opening of the Magma Hotel and progress with the Resolution Copper project as bringing more income generation to Superior. Some of those believing things will be about the same are not sure about how quickly the Resolution Copper project will progress nor when the Magma Hotel will open.

Selected comments that answered, “Will be better off in another three years” included:

- Better off (5)
- New businesses need time to establish themselves. Fine tune and learn as you go. Don't depend on profitability at first.
- Better off if Resolution Copper follows through on its plans.
- Increasing membership/clients.
- Increasing the scope of the business.
- We will be offering additional services that we couldn't before.
- Increase both in physical size and services offered. So far, our market extends 50 miles and we are the only one with this product in the area.
- Once the Magma Hotel opens it will mean increased tourism and increased sales.
- Word of mouth helps the business. Town will grow. New business web site and more exposure.
- Better off because there will be more people. More people are coming to work for Cementation. More business for us.
- Better. Plan to expand. Good physical location.

<sup>2</sup> “Valley” is commonly used in Superior to designate the greater metropolitan Phoenix area which includes the East Valley, i.e. Mesa, San Tan, Chandler, Gilbert, Tempe, Scottsdale, etc.

- Better. New management. More members/clients and increased community involvement. Increased income.
- Will be better off though we depend on leadership and donations. Hopefully more grants. If the town grows it could mean more support.
- Better. The business improves with time. Have seen progress in Superior over the past four years and it will continue. Good for business.
- Yes, way better off. Business will be more established. Local residents now know the owners and are also coming in.
- Better. Positive thinking, business projection and new services.
- Better off. Getting more calls, emails and have three new clients this week.
- Better off. We have established systems and a written plan. In the long run, hopefully we will grow.
- Better off. Hope to have more businesses in town and more members/clients.
- Better off. New skill sets will allow business to expand on new opportunities.
- Better off. The projection for copper prices is good which helps the Resolution Copper project.
- Better off. The growth of population in the Valley will mean increased sales here.
- Better off. Word of mouth advertising. Town will be nicer and more people will want to visit.
- Better off. Hope to build up the business.
- Better off. Resolution Copper project will lead to more demand for housing.
- Better off. Increased trails leading to more national and international tourism.
- Hoping it will be better off. Town is moving forward; there is more market to sell goods. Hope dedicate more time to new products.
- Better. The work with Resolution Copper is expanding. There are also increased work opportunities outside of Superior.
- Better off. More members/clients. Increasingly improved management.
- Better off. New leadership. Developing staff capabilities. Increasing consciousness and need to stress the organizations global contribution.
- Better off. Positive feelings. People are choosing Superior as a place to retire. People are moving here.
- Better off. Established reputation. Word of mouth. The Town is getting better which also helps my business.
- With improvements and expansion, it will be better in the future.
- Hopefully will be better. Have changed way of doing business. Bringing product from the Valley instead of producing it in Superior due to cost differences.
- Better off. Resolution Copper project moving forward.
- Better off. We are working at expanding the business. We have gotten a County certification which is an important step.
- Better. Plan to expand. Will be offering more and different products. Growing the business and the clientele.
- Better off. Company has restructured for growth in a specific product line.

Selected comments that answered, "Will be worse off in another three years" included:

- Cannot afford operating costs. Do not believe the business will last another three years.
- Worse off. Losing a major client that provided significant revenue.

Selected comments that answered, "Same/not sure that business will be better in three years" included:

- About the same.
- Same or better. Resolution Copper will have more drilling work.
- Same or better off. Depends on Resolution Copper. If it continues to drag, things won't improve as quickly and improvements in town will be slower. Still worried about negative impacts from BHP not responding on in-town environmental clean-up issues.
- Probably the same. Reaching a plateau unless a change in the law makes it possible to increase market size.
- About the same for the next two years. Next three to five years will be better but it depends on Resolution Copper moving forward with its project.
- Hope for better. We need to get the word out that our business is still here. Many think it has gone out of business.
- Struggle to stay the same.
- Am cutting back as personal choice but believe business will be healthy.

- Not sure. Depends on the Magma Hotel opening which would bring more people. Also depends on Resolution Copper. How many people will they hiring? They probably won't live in Superior.
- Same of better. Will increase if Resolution goes into construction.
- Maybe. Depends on the economy and what the copper mines do. They have cut back on outside services from what they did before.
- Not sure. Depends on new leadership coming in. Problem of getting new volunteers as current members are aging out.
- Not sure. Several years ago, things were going forward with Resolution Copper hiring and then they cut back. Resolution Copper has not hired as many people as we thought would happen by this date.

### **Name business types you would like to see in Superior that will help your business**

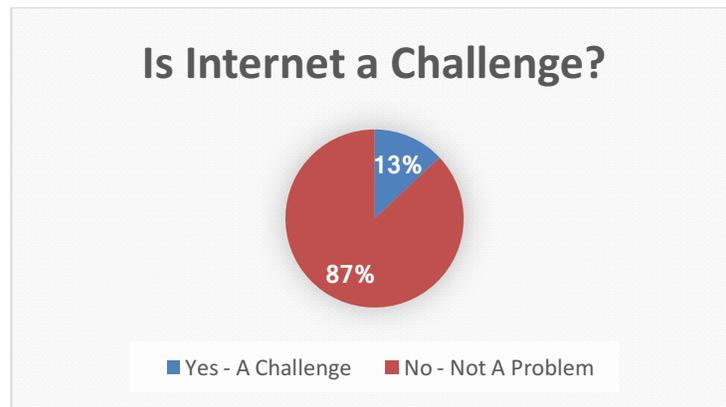
There were a wide-range of responses as to what new businesses in Superior would be helpful to each business or organization. Some of the answers were more oriented to services that the town lacked believing that the more services the town has, the more people would visit and/or want to live here, thereby improving the client base for most businesses. A number did state that virtually any new business would be helpful.

Selected answers, "Types of businesses you would like to see in Superior" included:

- Resolution Copper going into construction and production will improve the business. (2)
- Automobile parts.
- Car wash, Sporting goods store, antique stores.
- Personal services, i.e. nails, beauty salon. More restaurants, dry cleaning, laundromat, small satellite offices, Dept. Motor Vehicles.
- Open hotel! Another quality restaurant would help art business. A good grocery store.
- No particular business. Just need more construction.
- Other restaurants. Worried about restaurants that are closing (Denogean's and Edwardo's Pizza).
- Any business would help.
- All businesses. Everyone has printing needs.
- Assisted living home or nursing home. Would be good to see school enterprise, i.e. school doing bulk printing.
- A soda bar for kids where they can get food & drinks. More businesses generally is good for our business.
- Restaurants, outdoor sports, stores for local people including for kids, dry cleaners, deli.
- A frame shop for art & photos. Would like Links of Superior to have more services like FedEx.
- A business that used the Post Office for bulk mailing.
- Any additional retail business will help all the others.
- Home owner insurance, title insurance, appraisers, accountants. All increase in business will help.
- All increase in business will help.
- Poultry and egg production. Ranching / meat production for local meats and eggs.
- Veteran's services. Currently only available on a mobile basis once a month.
- Grocery stores - additional sources of donated food and to buy food.
- Restaurants.
- More stores. A bakery.
- The hospice is good. Opening the Magma Hotel would be very good for our business. We could do package health/spa packages for hotel guests.
- Any business in the wellness industry would be helpful. Will bring more awareness and business.
- Laundromat which would help tenants who rent. Auto parts, office supplies.
- Health food, health conscious businesses. Vitamins/supplements. Physical therapy.
- The bakery opening will help. We need more clients. Problem of chorizo not a staple food anymore.
- Any business since they increase employment and bring families increasing school enrollment which provides additional funding and more school programs.
- Any business will help. More potential members.
- Party rental business (table, etc.).
- Car dealerships, real estate services, print services. Anything that will advertise in the paper.
- Lots of businesses, but especially local suppliers for the Resolution Mine
- More & better restaurants, supermarket, movie theater (dual purpose - also for plays and events), art in public schools as part of the regular curriculum with paid staff.

- More restaurants including with breakfast, more shopping opportunities. Jeep tours have helped.
- Print shop (advanced printing capabilities), book store.
- Want hotel to open. Need restaurants that will show local artists' work. Drug Store.
- Handyman, full-fledged contractors though not necessarily licensed including plumbers, roofers, etc.
- Businesses that provide support to hikers with equipment and supplies. Need to provide transportation from AZ Trailhead to Superior.
- Clothing store and a bakery.
- Metal working shop. Steel fabrication shop.
- Any business needing telecommunications consulting and/or telcon services and equipment.
- More businesses like the Random Boutique that supports non-profits and is very giving. Businesses need to understand small towns and support town activities.
- Dry cleaning, laundry, pizza, good hardware store.
- A business that sells recycled building materials. A lending institution that will make loans for commercial and home rehabilitation.
- All additional retail shops help my business.
- Magma Hotel open. Any business that brings people to town. They walk around and eventually come to our business.
- Any commercial business that requires janitorial services and an upswing in the mining business.
- Any increase in industry and mining that would buy ice on a commercial scale. Restaurants produce their own ice.
- Mining contractors since they lead to long-term rentals.
- Other outdoor sport related businesses. The Magma Hotel. Places to stay, eat and drink.
- Hotels, eateries, boutiques, antique stores, etc. Retail stores and businesses that bring tourism.
- Resolution Copper permitted. Hardware stores, fuel, truck and auto parts.
- ATV rentals, sporting goods, anything related to the enjoyment of the outdoors and the Arizona Trail.
- Just about any business that brings more people to Superior as tourists or as residents.
- Do not see business that would bring income to this business.
- If Resolution goes into construction/production, it will bring more people into the store.
- Any business that brings in visitors. Sporting goods would bring recreational visitors, hikers and hunters that might also be interested in the history of the town.
- Resolution Copper in construction/production. Other sources of employment including light manufacturing and warehousing (i.e. Amazon). We need alternative businesses and not just mining.
- Education enterprises that concentrate on STEM (Science Technology Engineering Math), training of youth, retraining of adults. Technical training. Requirement for technically competent, computer savvy workers. This would help our business.

**Is internet service a challenge for your business?**

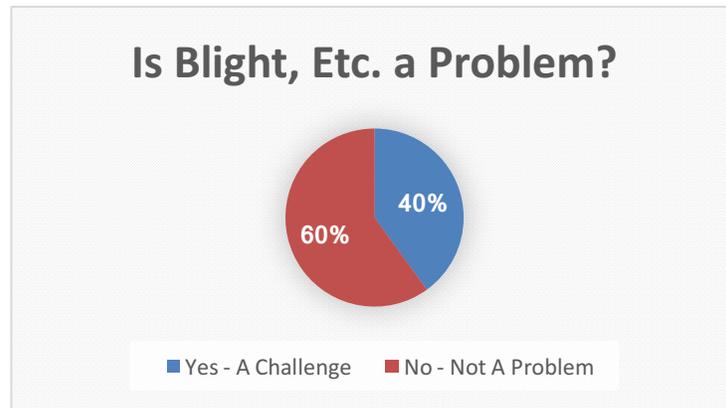


12% had problems previously with internet, but were able to improve their internet by changing providers in the past year. 8% do not use internet at their place of business or only have cellphone data.

While several interviewees had problems with internet, newer, better options have become available. Most businesses do not currently require high speed internet and are mostly using internet for credit card verification. The Superior Unified School District is scheduled to get high-speed fiber optic based internet next year.

While a large majority do not have internet problems that affect their business or organization, there is still a gap. Superior would like to attract 25-45 year olds with children as well as higher tech workers and businesses. This means Superior will require improved high-speed internet in the future.

### Is commercial space availability, blight or abandoned buildings a business challenge?



Even though 40% of the organizations did not see space, blight or abandoned buildings as affected their business, many of the 40% still felt that occupied business spaces and blight elimination were good for business and for the town. A 60% majority sees this as a problem. Blight and abandoned buildings affect current business, but also that it has an impact on how the town progresses and attracts visitors and new business.

Selected comments that answered that, "commercial space, blight or abandoned buildings are a problem" included:

- Weeds and abandoned buildings a problem. Lots has been done with painting. Several shops try to clean empty areas, provide flowers.
- Lack of commercial space can be a problem. Abandoned buildings and blight don't affect our business.
- Commercial space not a problem. Abandoned buildings a problem since other businesses can't open.
- Blight is a problem since it affects the business atmosphere. Abandoned buildings are not available for new businesses. Zoning & permitting is very difficult for small business owners. Impossible to tell how much it will cost to rehab a building or a house. Disincentive to invest in Superior.
- Yes. Depressed look to community affects business. People think of the business is a welfare stop.
- Yes - we are a blight property without the resources to fix it.
- The problem is that owners of blighted building think that they are worth more than they are worth given the expense of rehabilitating them. It makes selling them difficult
- Yes, blight a problem. I like Superior, but not the trash.
- Abandoned buildings hurt business.
- Our building is part of the blight problem. Murals are a step in right direction, but a blighted building is still a blight.
- Yes, but indirectly. We need to get new and more businesses in town. This impedes that from happening.
- Yes, rehabilitation of Main St. buildings is impeded by external landlords who won't fix or sell the properties.
- Major problem. People are not attracted to the town. Makes it hard to get new people to move to town. Mostly limited to those that moved away and want to come back or those that come to work in the mine.
- Blight does affect outdoor recreation success. If town doesn't look nice, people more likely to pass through and not stop. Nice town more likely they will stay and come back.

- Affects all businesses. It changes the number of people that come to town.
- Yes, it affects my business.
- Indirectly, a nicer town means more tourism which helps my business.
- This is not a challenge, it is an opportunity for my business. It is what I work on for income and personal satisfaction.
- Yes. This is a big problem due to one absentee landlord that lets his properties fall into disrepair and will not sell to others at market price.
- Yes, people drive through, see how it looks and keep driving. They don't want to stop. [It was heard in Miami, AZ that Superior was a drug pit.]
- It affects the number of businesses. So, blight is a problem.
- Yes. It affects the overall traffic to Superior which does affect the rentals. This is true more for short-term rather than long-term rentals which are job-driven.
- Yes, the attraction to come to Superior is less. This affects the number of tourists.
- Yes, blight means that the Town is not as nice as it could be and affects the level of tourism. It is getting better.

Selected comments that answered that, "commercial space, blight or abandoned buildings are NOT a problem" included:

- No, but abandoned buildings and blight a negative for the town.
- No, my business isn't downtown.
- No. Not an issue. However, it is ugly. Nice town good for mental health. Staff from Valley sometimes uncomfortable when they visit a home next to an abandoned lot or neighborhood looks sketchy.
- No, but back in 2007-08 there were only two open businesses on Main St. Much better now.
- Not really a problem. Provides an option to find buyers who want to rehab, but nicer buildings would be good for business too.
- Not directly. Of course, it would be nice to have town blight cleaned up.
- This is not a challenge, it is an opportunity for my business. It is what I work on for income and personal satisfaction.
- Not really. However, the more buildings that have business means that there's business for my business.
- Blight might affect new clients from stopping in Superior, but there is still very good business on Hwy 60.
- Not an issue for a business that sells to a commercial/industrial market.
- No. This is an opportunity since development of the properties will remove weeds and Main Street blight.

#### **Any other business challenges that you would like to share?**

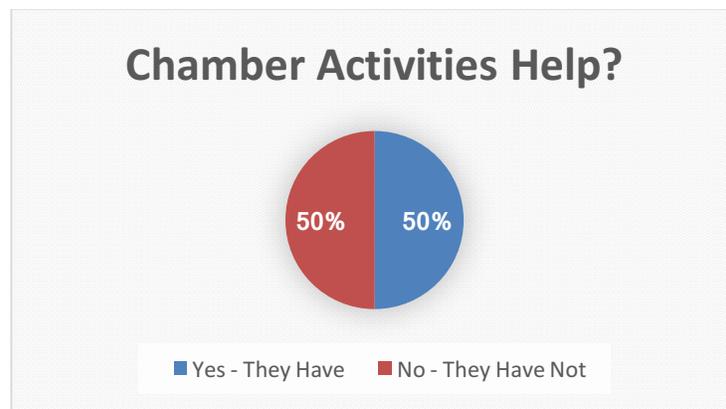
Most of the answers were general, but a few were specific to the interviewees business or organization.

Answers about other business challenges included:

- Businesses that don't keep regular hours and are closed in the summer are a problem. It makes visitors not want to come to the top of Main Street. Clients have said they will come in winter when other stores are open. Businesses need to be consistent and keep regular hours.
- Commercial vs. consumer inventory. Commercial wants quality products; Superior consumer needs cheap. Valley businesses are close and compete; many new businesses.
- Banking has been a challenge. The credit union doesn't meet all our needs.
- The work on Highway 60 has been a challenge for getting around.
- ADOT work on Hwy 60 has brought tax income, but negatively affected tourism. Home show attendance was cut in half. Hwy 60 was listed as closed on Google and Apple Maps. ADOT said they would fix but didn't. New road dividing town more. Not safe for pedestrians.
- It is a challenge to get Superior local people to shop locally. We are accustomed to shopping in the Valley and not locally.
- Chamber led festivals isolate the businesses on Magma Avenue. This is a problem and why some don't participate more with the Chamber. Need to include Magma as part of festivals. Second Friday has worked well.
- We don't have enough inventory, but don't have enough business to justify more inventory. People complain we don't have enough.

- We need to build capacity in Superior. We have to grow and improve. Right now, there aren't enough people to do all the things that need to be done.
- We need a greater population with disposable income so they can afford to shop. The business is dependent on seasonal tourists so the summer is slow.
- Difficulty showing art. Chamber of Commerce impedes art in Superior.
- There is a problem in Superior where there is a lack of collaboration between businesses and organizations. We need to be more collaborative. More joint marketing of businesses, organizations and the Town of Superior.
- My business doesn't have a brick & mortar store front which presents some challenges. I also don't have a dedicated workshop which means every time I work there is set-up time. If I leave to do a community meeting I have to put everything away. This adds time to the work.
- A challenge is the availability of local people with the necessary skill set. Had one who didn't have even basic familiarity with common hand tools.
- Storage space. Some organizations do not have a building or storage space. Items are stored all over the place which leads to inventory problems, not knowing where things are and even losing items.
- Fundraising is a challenge. Although excellent staff on-site, it can be a challenge to get qualified, apt personnel with the right team spirit and attitude.
- Just need to make people aware that my business exists
- Accessibility to some parts of town. The name change of Mary Drive to Panther Drive has confused tourists and the electronic maps. Advertising in an effective manner has been a challenge.
- Training new employees can be a challenge. Want to hire high school students but they don't always understand that work is serious and not a school activity
- The Superior Historical Society property is owned by the Town of Superior. Maintenance and upkeep is sometimes difficult due to town budget restrictions.
- Computer use and Facebook is a challenge. People do not have the income to be able to afford eating out. Increased incomes and better and more jobs needed.
- One challenge is qualified workers with technical background, math, computer use.

**Have Superior Chamber of Commerce meetings, workshops and/or speakers helped your business?<sup>3</sup>**



While 50% of the businesses and organizations believe that the Chamber activities have helped their business, the other half did not. A recurring theme in positive responses was that the Chamber of Commerce provides a place for businesses to network, sharing information about their business and learning about others. In addition to the Chamber of Commerce, some interviewees mentioned the Merchants' Association.

Selected answers that, "Superior Chamber of Commerce meetings, workshops and/or Speakers have helped my business" included:

- Yes. It is good, but no time to attend meetings/workshops.
- Yes, people at meetings learned about my business and it has brought in sales. Haven't attended meetings, but hope to be able to in the future

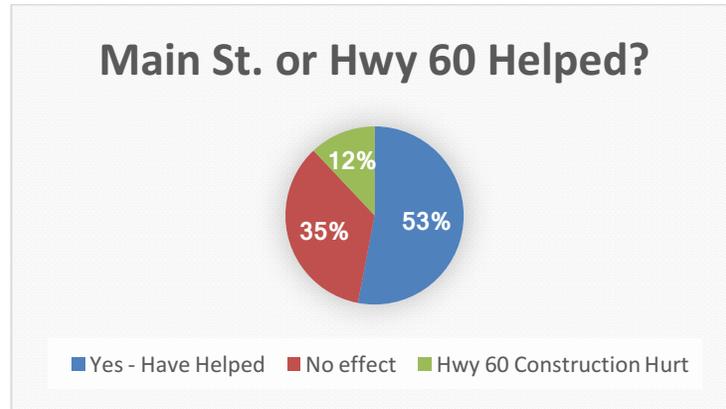
<sup>3</sup> Note that this question was asked of all 60 organizations and not just Superior Chamber of Commerce members.

- Yes. The Chamber meetings have been good for networking. Getting information out about the services that our business provides.
- Yes. I have only attended one workshop. The Chamber has brought us business and made the store known.
- Good for networking. Have not directly helped business.
- Yes. Networking with other businesses. Facebook training.
- Yes. There has been more drama on Main St. than in the prison system. However, the Chamber has helped business.
- Workshops. Especially Facebook with Cat Brown has helped.
- Yes. Spoke at Chamber and people were interested to learn about our organization and how it works.
- Chamber membership has helped. Networking.
- Just joining Chamber of Commerce. Members have already been helpful.
- Yes. However, some conflict with work. Try to be present. Hard in the summer. Very much liked the Chamber mixer.
- Luncheons are informative. Workshops not so much. Thinking of hiring Cat Brown for individual tutoring on social media.
- Some networking and our organization received a donation.
- Yes, but I don't market the services. Chamber good for networking.
- Lunch meetings help for networking. The paper has been helped when the Chamber does advertising in the paper for festival events.
- Yes, good for our business. Networking and communicating about the status of our business.
- It has been helpful, but needs work. The Chamber of Commerce has growth issues with which it needs to come to terms.
- Yes, provided some networking and exposure.
- Some local business connections and networking.
- Yes, it has been good for networking and referrals.
- Information about our organization has been shared at Chamber luncheons. The social media workshop was useful.
- Chamber meetings have served to advertise the Optimist Club and its events.
- Has helped new management promote the organization and network.
- Yes, promotes my business, networking.
- Yes. Chamber meetings have given exposure to my business. Networking. (2)
- Yes. Networking with other businesses.
- Yes, Some networking. The Town of Superior has been very helpful. Todd Pryor, Town Manager, and Councilman Bruce Armitage.
- It helps with some networking. (2)

Selected answers that, "Superior Chamber of Commerce meetings, workshops and/or Speakers have NOT helped my business" included:

- At first, it brought more business, but not any longer. My business is mostly closed when Chamber has evening workshops, so it does not bring any sales.
- Years ago, the Chamber helped with SBA-Small Business Administration and there where mentors. Helped my business get started. Mila was involved. Lately no.
- Don't attend Chamber of Commerce events.
- Don't attend but others from my business have attended.
- Good for networking, but does not directly help my business.
- Not really, but Facebook class has been good. Some historic issues with the Chamber. The Merchants' Association has been very good for business. (2)
- Not member this year. Doesn't meet needs. Meetings are at noon and can't leave business. Maybe this year with someone to keep business open.
- Gone to a couple of luncheons, but not participated much. It conflicts with work.
- No, we are a member to act as a good neighbor, but it doesn't help us.
- We need an artists' cooperative to show and sell arts and give classes. This was proposed for the old stone/La Olla motel property but P&Z and Town would not allow it (4 years ago).
- No. Chamber has had no impact. Was a member, but didn't seem to address my interests.
- No. Chamber doesn't help my business.

## Have Main St. improvements or Hwy 60 improvements helped your business?



A little better than half found that either the improvements on Main St. or the work on Highway 60 have helped their business. The negative comments all had to do with Highway 60 construction. Some saw improvements once construction ended. However, others saw Highway 60 continuing to be a problem while others saw it as an improvement for their business.

Selected answers that, "Main St. improvements or Hwy 60 improvements helped my business" included:

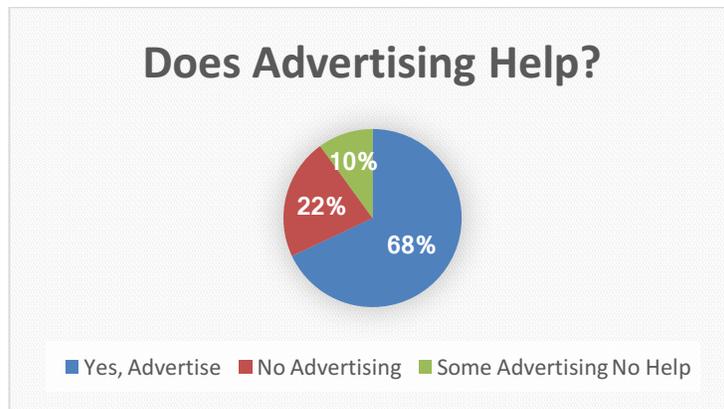
- Yes, originally, we were the only business at one end of Main St. Tourists would not come up to this far. Now we have more foot traffic due to other stores.
- Yes, but need to do more. Plastic flowers ugly. More care of vacant lots is needed.
- ADOT road work has increased our business. ADOT specifically recommends our business.
- Yes, the increase of businesses on Main St. has helped. New business has brought business to us.
- Yes, downtown improvements brings some business. Some work from the Highway 60 work, but just at the end of the construction period.
- Main St. improvements have helped. More shops and so people walk by, come in to see who we are and what we do.
- The Main St. improvements help. More business. More people walking around.
- Yes. Town looking better, more businesses. People come from AJ, Queen Valley and Top of the World to our business. Highway 60 construction has been difficult for people coming to town.
- Yes. There are more businesses.
- More businesses, more interest. (2)
- Yes, our business is more visible on Main St. due to improvements. People come by. We are getting clients to visit from the Valley.
- Changes in ADOT look to be helpful.
- Clients from the valley like that Hwy 60 is being improved. New businesses on Magma, not Main Street have really helped my business.
- Half of my business is from Gold Canyon and the Hwy 60 improvements will be helpful. Main St. not so important. Business is based on appointments.
- ADOT work on Hwy 60 has hurt business. Main St. improvements have helped business.
- Improvements on Main St. opens possibility for more businesses which hopefully will bring in more revenue from other businesses to our business.
- Yes, Main St. improvements have helped. People come and stay to shop and eat & drink on Main St.
- It has helped local business and there are more businesses on Main St. which has helped to sell my products.
- Main St. improvements have helped. The Wild Cow Gallery, Sole to Soul, and the SunFlour Market have provided new venues for art sales.
- Yes, improvements to Besich Park have helped with the Miracle on Main St. Christmas event.
- To some degree. Attracts people to town.
- Helps business.
- Somewhat. More businesses have helped.
- Yes, somewhat. Main St. improvements = more tourism.
- The Hwy 60 improvements hurt while underway, but now that they are finished, they will help.
- Main St. improvements have definitely help my business since clients come from the Valley.

- Yes. The change in Highway 60 was part of what made the this business possible and it was staged around the work on the highway.
- Main St. no effect. Hwy 60 is now better for the company's truck traffic. Was difficult during construction.

Select comments on "Highway 60 Construction Hurt" includes:

- Hwy 60 work has hurt but believe it will help long run.
- Roadwork on Hwy 60 has hindered access to business.
- Hwy 60 has been a real problem. People from the south side of town are afraid to try to get to this side of town. They won't come to our business because of the road work.
- The roadwork damaged the Town's feeder trail to the Arizona Trail and no temporary trail was installed.
- Negative effect since going west towards Phoenix, you can't cross the highway to my business. Originally, ADOT assured me that this would be possible.
- Highway 60 construction caused problems for tourist access and cut down numbers of visitors especially during the Apache Leap festival.
- Highway 60 during construction was bad for business. Now they have finished and there is no entrance for my business. They put in a large drain. Highway 60 very bad for business.

**Has advertising including newspaper, internet advertising and social media helped your business?**



68% do some kind of advertising with newspaper, their own website, social media or distribute local flyers. Of the 22% who don't advertise, 3% stated that they plan to advertise in the future. 10% have some kind of advertising presence, but it is to show community solidarity or is some other type that is not seen as increasing profitability of the business. The businesses approach to advertising varied greatly with some active in social media, others using just traditional print media and others saying that no advertising was necessary as they are known. One business mentioned that cooperative advertising had been good for them in terms of presence at a lower cost.

**Have special events such as Mining Days, Prickly Pear, Home Show, Second Fridays helped your business?**



There is a belief that the town's special events are one of the things that makes it unique as well as being an attraction for tourists to come to Superior. The responses to this survey question show that the special events do have a positive impact for two-thirds of the local businesses.

While 68% felt that special events helped, there was a divergence of experience as to which events were helpful. See the following comments.

Selected responses that "Special Events Have Helped" include:

- Store closed for Second Fridays, closed weekends. Home tour does help and events do bring in more winter visitors.
- Huge positive impact for my business; especially Second Fridays.
- Yes, Second Fridays and Home Tour help. Prickly Pear and Mining Days do not attract art buyers. Having the craft fair at old high school hurts business on Magma & Main St. Snow birds/winter visitors still a majority of business.
- Have participated to generate new members/clients at some festivals
- Yes, the Chamber of Commerce procures services from my business for these events. Stay open for Second Fridays and people have learned about the business.
- Very much so. We participate in Second Fridays. When we can't we have information with another vendor. We have a booth at Apache Leap Mining Days.
- Very much so. We are active on Second Fridays and it brings business.
- Increases the general value and quality of life of Superior. Long-term benefit. Does not change immediate profitability for my business.
- Yes, because of my business participates in special events.
- Yes, the Home Show, Apache Leap and the Fiestas have all been good.
- Yes, they've aided town and we are there for Second Fridays.
- Yes, they've helped town. Have participated actively in Second Fridays. Give back to town with reduced prices on Second Fridays.
- Yes, they help the business. At first, they hurt because of disruption to access to my business. Then we learned how to market and make money from the events, especially the Fiestas Patrias in September. Also during the Prickly Pear Festival.
- Yes, the organization is involved in all the events. Good for the organization and the Community. A sponsor of one event and do special breakfasts at others.
- They help. More people come into town and so visit the business.
- It does help although there is an access to Magma Avenue issue where it gets isolated from events on Main Street. Second Fridays very helpful.
- These events do not generate immediate sales but do help over the long run since they add value to Superior over the years.
- Co-advertising with the Chamber on Festival Events helps a bit.
- Positive in terms of social engagement.
- Yes, some sales. Second Fridays have been good.
- Yes, people come and stay for events. There are tourist who stay in town for events such as the Prickly Pear Festival.
- No experience yet with festivals but will see how sales go with the Prickly Pear Festival. Second Fridays have been good for sales.
- Indirectly these events help by making people from out of town more aware of Superior.
- No, just own event has promoted LOST. LOST Event
- Yes, have done home show and the Prickly Pear Festival. Also participate in Second Fridays. These venues are better for selling some of my products but not so good for others.
- Have sold at Prickly Pear Festival. Second Fridays have been good.
- Second Fridays has our organization as its primary sponsor. So, yes, it does also promote our organization.
- Yes, the Prickly Pear Festival grew out of a partnership between the Boyce Thompson Arboretum and the Superior Chamber of Commerce.
- My business worked to get Second Fridays going. Yes, these events help my business. All these events help the Town's reputation which also helps my business.
- Second Fridays have brought some business. The Fiestas Patrias have helped along with Apache Leap Days.
- Festivals do bring in business. Second Fridays does not bring in business. (2)

- Yes, the Home Tour had a very positive effect. People got to know the business and it also helped word of mouth recommendations.
- Yes, have provided donated services at some festivals and including the LOST – Legends of Superior Trails Festival. New business gets recognition in town and by tourists.
- Yes, provides an opportunity for people to learn that our operation is back in business and growing.
- For our business., it is really only the Home Tour which has helped. We were on the tour this year and many people learned about the business.
- Yes, definitely brings in business on festival days and Second Fridays.
- Yes, the festivals and Second Fridays bring business into the store.
- Yes, Apache Leap is big for visitors. This year the Prickly Pear festival brought in a number of visitors.
- Special events bring people into town and they have been good for business. The festivals bring people from out of town. Second Fridays don't help on Hwy 60. [May try a stand on Main St. for a Second Friday.]

**Is there anything else you would like to share that I didn't ask? Maybe something that might help other businesses?**

There is a wealth of information in the following observations that deal with everything from the community at large to making your business successful. One thing mentioned several times was the need for retail businesses to keep regular hours.

- Change the rules so that if you buy a building, you have to fix it up and put it to use. You can't leave it abandoned.
- Don't count on business income for first years. You have to invest.
- There are old school Superior families and many don't want any changes. It is a challenge. The home tour could show more of real Superior and not just new or fixed up houses. Our business tries to help local kids that have had problems including with drugs.
- The Superior Chamber of Commerce should focus on helping local merchants more than the mining business.
- The biggest business opportunities come from Resolution Copper and its contractors.
- Signs needed on Hwy 60 to let people know about Main St. They are deficient.
- I would like to have a store front that gives greater presence. Hope to expand into elderly home care, school supplies and to do scholarships for students.
- Our business serves more than just Superior. It covers from Queen Valley to Globe to Dudleyville.
- Parking is a problem for us. Cars from the Chamber of Commerce and other events block our store front so people don't see us. Sometimes we have to unload merchandise far away because we can't park in front of the business.
- Updating of the Town plan will help. Obviously, the strengthening of Rebuild Superior with increased retention of businesses, more and better employment, nicer available commercial spaces, increased affordable, decent housing, improved resource base for Superior schools. Need to work with the Town to increase local pride and get the word out to tourists about Superior. Need to continue to work with Resolution Copper on environmental off-sets that will improve outdoor tourism with trails and bring back the Magma Railroad. Rail coming from the valley to Main Street will be an effective tourist draw.
- Businesses need to have regular hours and stay open if you want people to return. Phone service is a problem. Doesn't always work (AT&T). Mail is problem. If you want overnight service you have to go to the Valley.
- Parking has become a problem. Improve town roads & Hwy 60.
- All of the businesses should have common hours that are regular and stick to them.
- It is very hard to organize things since most of the businesses in the historic center are owned by people who don't live in Superior.
- The goal to success is making Superior a tourism destination. This has great potential for businesses and for job creation. More activity on the Arizona Trail would help. The importance of regular hours. We get = business from Globe and Miami because of our regular hours. Why doesn't the Magma Hotel open? It is hurting the town.
- Anything that brings people into town. A carwash would be nice.
- A Historic Days festival with people dressing up would be good - reenactment. Maybe something with the town jail. Getting ghost hunters to come - celebrate stories and places.

- The parking lot behind the building has really helped when there are festivals or just a lot of visitors. Park own vehicles there and leave space on the street for clients.
- We, Superior businesses, need to communicate and network better. We need a focus that which bands us together and support one another for the common good. This will help.
- We need a flood zone survey completed or we will lose buildings on Main Street that should be commercial properties in service once again. As it is they cannot be rehabilitated.
- Blight clean-up. We need to work on making Superior look nicer for visitors from the valley and other places. We need to put on a better face to show-off our town.
- We are not open on weekends and don't always keep regular hours. This hurts our business and it is the same for most Superior businesses. Need to keep regular and longer hours.
- We need a housing development. There aren't nice houses available. With available decent housing, more people and families would live here.
- Would like there to be affordable shared working spaces with a receptionist. Would like to be able to access more local educational options for continuing education. Would like clients and potential clients to understand the value of professional services.
- Would like a greater population to appreciate what our business brings them. Our business is hopeful that the Resolution Copper project goes through permitting and begins construction to bring more businesses. We worry that the environmental regulations may shut down Hayden smelter and seriously curtail Copper Corridor employment which, in turn, will affect Superior.
- The Chamber of Commerce is good and playing a dynamic role. However, it needs to be strengthened, have more structure and be more professional in the future. Needs a full-time director.
- Make zoning local. Get it out of the county. There is no way to currently figure costs for rehabs or expansions. Restructure zoning for multiple use so we can have business and residence together. Modern walkable town. (2)
- More business signs are needed to help tourists. For example, although there is a sign about Superior at the Arboretum, one is needed to say that Shopping, dining and fuel are available in Superior.
- We need an artist coop; develop the empty buildings. Do a murals of Superior bus tour with lunch at a local restaurant.
- Businesses should not try to do too many things at once when they start-up. They need to focus on their core business - one or two things. Keep regular hours.
- More collaboration between businesses.
- Need to do a handbook or brochure on how to do a business with the necessary steps. A blanket document that has how to create and run a business. Superior benefits from its proximity to the Valley. Superior is a good-sized town for our business.
- Superior is mostly on track and going forward. Businesses need to have regular hours. You need to stay at your business even if there are no clients. People need to develop a true understanding of how to run their business.
- Superior is a food desert. We need the market to be at a higher standard or another supermarket. We need to get junk off Hwy 60; wreckers are everywhere. Needs to look nicer. I want to start a apprenticeship program with my business to prepare people to work for Resolution Copper.
- Be consistent. Our organization has progressed because it has learned not to change everything all the time. Businesses as well as non-profits need to be consistent. At least one business is consistent in helping all and not just one organization. Other businesses need to act similarly
- Better signage is needed going into Superior both from the Valley and coming from Globe. It is not clear to tourists on Highway 60 that Main Street exists.
- The safety issue needs to be addressed. Electrical panels in a high percentage of Superior homes are decades old and dangerous. We need a program to review and help people update them. Catch 22 - Difficult to get loans and bureaucratic permission to rehabilitate commercial and home buildings.
- Be nice to other businesses. Realize you won't always get things the way you want. Work well with other businesses.
- I've made suggestions, but they haven't been well received. Murals should pertain to the history of the town. People don't like the murals with flowers and elephants. The real problem is zoning and codes. You aren't allowed to rehabilitate or fix anything.
- We need to all work together. Learn to share business and recommend other businesses. (4)
- Keep construction operations and machinery off Main St. as much as possible. Dust control in a business like ours is extremely important.

- Consistency in small business is very important to get and keep clients. Get known. (2)
- Customer service is everything! Work to provide good service to customers.
- Superior needs better internet for everyone. Cheaper commercial rent to attract businesses and cheaper home rent for people to stay in town. More jobs are needed. Maybe a land annexation for commercial space growth.
- Be patient. Be tolerant. Be persistent. Have savings.
- The Town would benefit from a drug addiction recovery program. The local businesses need to support summer employment for teens to get work experience. There needs to be local entrepreneurship teaching for teens. The future is making the youth business savvy and that will offer more opportunities for them to stay.

### **What is your vision for Superior? How would you like to see the Town in five to ten years?**

A desired future for Superior went from the extremes of “don’t change anything” to “bulldoze half the town and start over.” However, the vast majority described a future that includes more businesses, more tourism, fixed up buildings, more outdoor activities and a cleaner town. Economic vitality and educational opportunities were also themes among the responses. The interviewees envision a very positive, healthy town over the next five to ten years.

- Like Superior now; it is safer and nicer than it was in previous years. Would like people to have more opportunity to get GED - Adult learning and vocational education.
- Would like Superior to be like it was 50 years ago - booming. Would like it to be cleaner.
- Busier. Needs more entertainment and activities for kids.
- Nice town. Like it the way it is.
- Would like to see Superior thriving. Would like there to be more support for in-town businesses versus ones that come from out of town to do business here.
- Main Street is good, but we need more businesses. Abandoned homes fixed and available for people to live here. More services so people can shop locally. Interested in new plan that Town of Superior will be working on.
- Would like to see Superior growing. More things for kids to do. Would like to see the Town promote young artists. We try to do that in our business.
- Would like to see Main St. and Hwy 60 devoid of abandoned building and replaced by businesses. Would like to see the population grow to 4500 with an increase of families 25-45 years old. Would like to see economic diversity and sustainability. Increased employment with Resolution Copper, but the town being economically sustainable without the mine. Would like to see increased options to buy locally, increased activity opportunities for youth and the elderly as well as more outdoor tourism options with hiking and 4x4 trails. Improved school resources with a minimum 300% increase in students. The Town government on solid financial ground able to plan, carry out projects and do its own building inspections.
- More businesses. A bakery and food stores. More restaurants. More artists and commercial spaces for them.
- Would like it booming like it was in the 70s and 80s. Superior needs a movie theatre, another grocery store, dry cleaner, laundromat and a Subway restaurant. Other restaurants.
- Would like Superior as it was in the 70s. Everyone came to town. It was a treat. Payday was a big deal in Superior. When the Magma Mine shut down in '82 my father was laid off. I never want to depend on just the mining operation.
- See all the commercial buildings restored with tenants, houses fixed up with people living in them. Dogs off the streets. The crime rate has dropped which is great, but the Town still operates on a shoe string. (2)
- Have Superior be a destination. Fear that the mine will over-run Superior as a tourism destination.
- More cleaned up yards in town. Too much garbage in the neighborhoods right now; dirty yards.
- Every storefront on Main Street should be occupied as well as Highway 60. New types of stores so that you don't have to shop in the Valley or in Miami-Globe. More products and services as well as restaurants. Would like to do vocational education with a blacksmith shop across from the Historical Society
- More people. Increase the population a couple of thousand and there will be more businesses and restaurants.
- Need to get more visitors from out of town to come to Superior. Get people on Main Street.
- Would like to see buildings on Main St. fully occupied and open. More businesses on both Main St. and Hwy 60. A mining museum. A mining/equipment supply on Belmont & Hwy 60. Something to

- draw people to the businesses on Hwy 60, maybe benches, green space. Long-term health facility. Better & more doctors and specialties covered.
- A lot cleaner Superior. Willing to participate in clean-up activities. A more fit and healthy town. This can be achieved through community events.
  - More people, more shopping, more visitors. Would like the Magma Hotel finally open for business. My own family needs a place to stay when they come to visit.
  - Superior is on the right path. The community/town needs to be sustainable. We need a new group of people to become residents bringing families without losing the town's identity. More families will mean more business and potential organization members. (2)
  - Embrace the economics of mineral extraction (Resolution Project). Would like local tech-based millennials to be attracted to downtown Superior. Would like neighborhoods to attract local millennials to want to stay in Superior and the Copper Corridor. Affordable, decent housing. (2)
  - Opportunities for professional vocational two-year programs in Superior qualifying people to work at Resolution Copper and in other companies. The historic background to Superior and tourism dynamic needs to be developed to a greater degree - Superior as a destination. Would like to see a greater integration of the communities in the Copper Triangle/Corridor in terms of economic growth and sustainability.
  - Sustained growth and prosperity. Good planning for growth while maintaining culture and flavor of town. Promote Superior as a diverse town - it is good for business. (2)
  - Magma Hotel open, stone motel (Olla Motel) open, micro-brewery open in the Belmont Hotel. More downtown buildings rehabilitated and open. Frisbee (disc) golf course by caboose on Hwy 60.
  - Superior as a tourist destination. Not a sleepy little town (which is what some people still want). A Superior that is alive and thriving with visitors with the local culture valued.
  - Town Center (Magma & Main St) buildings full of sales tax generating businesses. A Superior that is clean. Fill in the vacant homes and commercial buildings instead of a massive annexation to make room for new construction.
  - An actual designated trail that is well marketed as the feeder trail to the Arizona Trail.
  - Streets cleaner. Houses tidier. Respect for the Town and the local government. No big box stores. Restaurants where you can get lunch quickly and breakfast too. A steak house in operation. (2)
  - Town needs to use relationship with Resolution Copper to bring State Mining Museum to Superior and combine with a cultural museum. A better water treatment plant. Sound town infrastructure for growth including power, streets and parking.
  - I would like to see Superior continue to grow.
  - Between Porter's on the west of Main St and the Chamber, there is a dead space. Would like to see all of Main St. filled in with businesses.
  - Reduced bureaucracy related to fixing up homes. Utilize the wisdom present in the retired people in Superior. The Town with an openness to allowing itself to change and revive itself.
  - Every storefront on Main Street open with a business. Second Fridays explode and become even more popular. Superior known as the next destination for shopping.
  - Would like to see Superior nice and calm. Not too many people. If too many people come here it brings crime. Now we all know each other. That's good. My dad lived to 100 and never had trouble with anyone. Would like nice mine tour like Bisbee - go into Never Sweat tunnel. This will bring people to Superior.
  - Would like Superior to become known as a destination maybe like Cottonwood or Tombstone. Increased tourism, but don't see Superior growing much. Businesses not fighting among themselves. (4)
  - Would like to see Superior flourish as a tourist destination. We can have tourism and still be an active mining town. It also needs to be more than mining and tourism with other businesses in town. (3)
  - Strengthen the town. Don't just depend on the mine. Superior needs to stand on its own. Be able to survive without the mine. More businesses in Superior.
  - Don't want Superior to physically grow in size. Fix and renovate abandoned homes & buildings. Would like to see the Town more active. We've seen in an increase over the past few years and would like to see it continue. (2)
  - Bulldoze half the town and start over. Houses are too small and cheap. Town is too old and dilapidated. Must enforce codes for cleanup. Make the town attractive for people to come here. Nothing in Superior is attractive except the scenery. Thieves, crime and drug dealers are a problem and daily occurrence. It is an embarrassment to invite people to your home when they see the trash and drug dealing.

- Would like to see Superior prosper. Would like to see my children to be able to live here and make a living. Don't want it to grow too much. Love this town though originally from another part of the Copper Triangle.
- I would like a new library near downtown, not out by the school. Maybe a satellite campus of Central Arizona College in Superior. Would like to see Superior students get teaching degrees and come back to teach in Superior. Maybe warehouses as a business for more jobs. Need jobs for seniors in the fifties and sixties.
- Would like to see Dr. Wilt sell his businesses and have new, operating businesses on Main St. We need more store fronts.
- A vibrant town with kids going to school. Grow families in Superior. More businesses and educational technology/organizations that support local youth. More options for youth activities.