Item 20

CITY COUNCIL REPORT

Meeting Date: July 1, 2026
General Plan Element: ***Economic Vitality***
General Plan Goal: ***Sustain Scottsdale as a tourist destination***

ACTION

Fiscal Year 2026-2027 Old Town Scottsdale Annual Marketing Plan. Adopt Resolution No. 13688 approving the Fiscal Year 2026-2027 Old Town Scottsdale Annual Marketing Plan and authorizing staff to implement the plan using budgeted Tourism Development Fund resources.

BACKGROUND

Old Town Scottsdale is the cultural, historic, commercial, and tourism center of Scottsdale. It functions as the City's most recognizable mixed-use destination, combining restaurants, galleries, museums, performing arts venues, nightlife, boutique retail, hotels, public art, civic spaces, and signature events within a compact, walkable district.

Tourism is one of Scottsdale's most important economic engines. In 2025, tourism generated an estimated $3.7 billion in economic impact, supported more than 36,000 jobs, and generated more than $75 million in transaction privilege tax and bed tax revenues. Visitor spending supports hotels, restaurants, retailers, cultural institutions, artists, event producers, transportation providers, and service businesses, while also helping sustain City services and public infrastructure.

The City's Old Town marketing role is distinct from, and complementary to, Experience Scottsdale's broader destination marketing role. Experience Scottsdale markets Scottsdale as a national and international travel destination, with emphasis on out-of-market leisure travel, meetings, conventions, and destination-level brand awareness. The City's Old Town marketing program is focused on reaching visitors who are already in the region and motivating them to spend time and money in Old Town.

From January through June 2026, the City piloted a more integrated, in-house Old Town marketing model, shifting from a primarily outsourced agency model to a City-led model supported by contracted creative services where appropriate. This approach strengthened coordination among Tourism & Events, Economic Development, Communications, Information Technology, and Old Town stakeholders. The Fiscal Year 2026-2027 Old Town Scottsdale Annual Marketing Plan builds on that pilot and provides a structured, accountable framework for marketing Old Town.

Action Taken _____

ANALYSIS & ASSESSMENT

The Fiscal Year 2026-2027 Old Town Scottsdale Annual Marketing Plan is organized around the following framework:

Experiences → Personas → Campaigns → Tactics

Under this framework, experiences are the core product Old Town offers visitors; personas are the target audiences most likely to engage with those experiences; campaigns package and promote experiences throughout the year; and tactics are the specific marketing, communication, and activation tools used to execute campaigns.

The plan has three strategic objectives:

1. Increase in-market visitation to Old Town.
Promote clear, distinctive, and visitor-relevant experiences that encourage regional visitors, hotel guests, conference attendees, day-trippers, and residents to choose Old Town as a primary destination.

2. Increase taxable sales.
Support hotels, restaurants, retailers, galleries, cultural venues, and event producers by driving awareness, foot traffic, and visitor spending across Old Town.

3. Strengthen destination identity.
Build on Old Town's identity as a luxury, walkable, cultural destination through coordinated marketing, activations, partnerships, and enhancements to the visitor experience.

The plan promotes Old Town through core visitor experiences, including arts and culture, culinary and wine, events and festivals, boutique retail, Western heritage, wellness, nightlife, public spaces and walkability, and architecture and design. These experiences reflect Old Town's competitive advantage as a concentration of distinctive assets within a compact and recognizable district, rather than a single attraction or event.

The plan aligns with Experience Scottsdale's audience framework and focuses on visitor personas including Luxury Travelers, Indulgent Individuals, Foodies, Family Unit, Sports Goers, and Wellness Warriors. These personas help guide media targeting, campaign timing, creative messaging, content development, and partnership opportunities.

The plan includes both evergreen and seasonal campaigns. Evergreen campaigns include arts and culture, culinary and wine, shopping and boutique retail, walkable Old Town, and seasonal

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experiences. Seasonal campaigns include Western Week, Spring Training, June Days, Summer Friends & Family, Fall Arts Season, Scottsdazzle, and Holiday Experiences.

The plan also identifies a mix of marketing channels and visitor-facing tactics, including website and campaign landing pages, search, social media, user-generated content, digital advertising, connected TV, print, out-of-home advertising such as Scottsdale Fashion Square displays, hotel partnerships, concierge outreach, influencer partnerships, public relations, email marketing, Old Town Ambassadors, passport programs, culinary trails, photo opportunities, seasonal installations, and merchant participation programs.

Implementation of the plan is intended to remain flexible. Staff will adjust campaigns and tactics based on performance, market conditions, seasonal opportunities, stakeholder input, operational capacity, and budget availability.

The plan emphasizes practical measurement, regular reporting, and public transparency. Staff will evaluate performance by tracking whether campaigns reach the intended audiences, drive engagement with Old Town content, support visitor planning, increase stakeholder participation, and align with positive visitation and economic indicators. Reported measures may include advertising reach, website activity, social engagement, campaign landing page activity, foot traffic trends, visitor origin data where available, taxable sales trends, hospitality indicators, business participation, and post-campaign performance summaries.

Staff will provide regular updates to elected officials, the Tourism Development Commission, stakeholders, and the public. A public-facing dashboard will track performance, and staff will use quarterly Old Town updates and merchant mixers to report progress, share upcoming campaign opportunities, gather feedback, and adjust implementation as appropriate.

RESOURCE IMPACTS

The Fiscal Year 2026-2027 Old Town marketing budget is $2.5 million, funded from the Tourism Development Fund 5% for destination marketing. The recommended allocation is as follows:

Category	Budget
Direct Advertising	$1,600,000
Events & Activation	$400,000
Matching Marketing Program	$200,000
Contracted Creative Services	$300,000
Total	**$2,500,000**

The budget prioritizes direct advertising because the primary purpose of the program is to reach visitors and increase awareness of Old Town experiences. Events and activations connect marketing

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to the on-the-ground visitor experience and create additional reasons to visit. The matching marketing program is intended to encourage participation by Old Town businesses and groups of businesses, while extending the impact of City funds through private-sector participation. Contracted creative services may be used for specialized support such as creative development, video, photography, design, production, copywriting, reporting support, media support, and other professional services necessary to execute campaigns effectively.

STAFF RECOMMENDATION

Adopt Resolution No. 13688 approving the Fiscal Year 2026-2027 Old Town Scottsdale Annual Marketing Plan and authorizing staff to implement the plan using budgeted Tourism Development Fund resources.

RESPONSIBLE DEPARTMENT

Tourism & Events

STAFF CONTACT

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Attachments

1. Resolution No.13688
2. Fiscal Year 2026-2027 Old Town Scottsdale Annual Marketing Plan

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RESOLUTION NO. 13688

A RESOLUTION OF THE COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, APPROVING THE OLD TOWN SCOTTSDALE ANNUAL MARKETING PLAN.

WHEREAS, the City recognizes that Old Town Scottsdale is the cultural, historic, commercial, and tourism center of Scottsdale; and

WHEREAS, the City has developed a proposed Fiscal Year 2026-2027 in-house marketing plan for Old Town Scottsdale;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Scottsdale, Maricopa County, Arizona, as follows:

Section 1. That the Council authorizes adoption of Resolution No. 13688 approving the Old Town Scottsdale Annual Marketing Plan.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona this ____ day of _____, 2026.

CITY OF SCOTTSDALE, an Arizona municipal corporation

ATTEST:

_____
Lisa Borowsky, Mayor

_____
Ben Lane, City Clerk

APPROVED AS TO FORM:

_____
Luis E. Santaella, Interim City Attorney
By: William Hylen, Deputy City Attorney

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Old Town SCOTTSDALE

Fiscal Year 2026-2027

OLD TOWN SCOTTSDALE ANNUAL MARKETING PLAN



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1. Executive Summary

Old Town Scottsdale is the cultural, historic, commercial and tourism center of Scottsdale. It functions as the city's most recognizable mixed-use destination, combining restaurants, galleries, museums, performing arts theatres, nightlife, boutique retail, hotels, public art, civic spaces, and signature events within a condensed, walkable area. It is both a visitor destination and a local economic district, and it is central to Scottsdale's brand identity. The city recognizes that cleanliness, maintenance, shade, seating, signage, wayfinding, accessibility, and the appearance of public spaces affect the return on marketing investment and require coordination with other City functions.

Tourism is one of Scottsdale's most important economic engines, generating an estimated $3.7 billion economic impact in 2025. Visitor spending supports hotels, restaurants, retailers, cultural institutions, artists, event producers, transportation providers and service businesses. It also supports more than 36,000 jobs and generates more than $75 million in transaction privilege tax and bed tax revenues that help sustain city services, and fund continued investment in public infrastructure. The purpose of this FY 2026-2027 Annual Marketing Plan is to strengthen that economic engine by using focused, measurable, city-led marketing to increase visitation to Old Town, support local business activity and reinforce Scottsdale's identity as one of the Southwest's premier, luxury destinations.

The plan builds on the in-house marketing approach piloted from January through June 2026. That pilot shifted the city from a primarily outsourced agency model to a more integrated model led by City staff and supported by contracted creative services where appropriate. The approach improved alignment among Tourism & Events, Economic Development, Communications, Information Technology and Old Town stakeholder engagement. It also created a stronger connection between strategy, paid media, website content, events, public relations, social media, data reporting and on-the-ground visitor experiences.

The City's marketing role is distinct from, and complementary to, Experience Scottsdale's broader destination marketing role. Experience Scottsdale markets Scottsdale as a national and international travel destination, with particular emphasis on out-of-market leisure travel, meetings, conventions and destination-level brand awareness. The City's Old Town marketing program is focused locally. It is designed to reach visitors who are already in the region, and to motivate them to spend time and money in Old Town. In practical terms, Experience Scottsdale helps bring visitors to Scottsdale; the City's Old Town marketing helps convert that destination interest into Old Town activity.

The organizing framework for the plan is: Experiences -> Personas -> Campaigns -> Tactics. Experiences are the core product Old Town offers visitors. Personas are the target audiences most likely to engage with those experiences. Campaigns package and promote

those experiences throughout the year. Tactics are the specific tools used to execute campaigns, including paid digital, print and out-of-home advertising, website content, social media, public relations, and visitor activations.

For FY 2026-2027, the proposed Old Town marketing budget is $2.5 million. The recommended allocation prioritizes direct advertising, supported by events and activations, a matching marketing program for local businesses and contracted creative services. This allocation reflects a clear policy objective: the majority of available funding should reach the market directly, while sufficient resources remain available for quality creative production, stakeholder participation and visitor experience enhancements.

The plan emphasizes accountability. Success will be measured at the campaign level through reach metrics, and in the aggregate through visitation and economic metrics. Public-facing reporting should include advertising spend, impressions, website traffic, visitation indicators, business participation and relevant tax revenue trends. Quarterly Old Town updates and merchant mixers will provide an opportunity to review progress, explain upcoming campaigns, invite stakeholder participation and adjust tactics based on results.

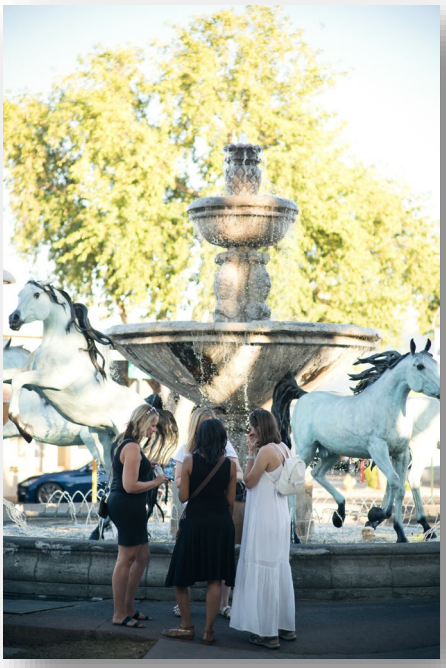
Strategic Objectives

1. **Increase in-market visitation to Old Town.**
   Promote clear, distinctive and visitor-relevant experiences that encourage regional visitors, hotel guests, conference attendees, day-trippers, and residents to choose Old Town as a primary destination.

2. **Increase taxable sales.**
   Support hotels, restaurants, retailers, galleries, cultural venues, and event producers by driving awareness, foot traffic, and visitor spending across Old Town.

3. **Strengthen destination identity.**
   Build on Old Town's identity as a luxury, walkable, cultural destination through coordinated marketing, activations, partnerships, and enhancements to the visitor experience.

2. Economic Importance of Old Town



Old Town is a tourism destination, a regional downtown and an economic development asset. Its value is not limited to any single business, attraction or event. It is the concentration of experiences that creates the district's competitive advantage. In a pedestrian-friendly area, visitors can dine, shop, attend events, visit galleries, enjoy nightlife, explore public art, experience Western heritage, and stay in or near the center of the city. This mix of uses creates a destination that is active throughout the day, throughout the week and across multiple travel seasons.

From a municipal perspective, marketing Old Town is an economic development function. Scottsdale is not simply advertising amenities. It is investing in demand generation for a district that produces sales tax revenue, supports small businesses, sustains hospitality and service employment, reinforces Scottsdale's competitive identity, and encourages private investment. When marketing increases visitor traffic and spending, it benefits the public sector, the private sector and the overall vitality of the city.

Old Town as a Tourism Destination

Old Town serves as the on-the-ground expression of the Scottsdale brand. While resorts, golf, wellness and desert landscapes remain central to the city's broader destination identity, Old Town provides the dense, walkable, visitor-ready environment where many guests spend their discretionary time. It gives the visitor a place to explore, a place to dine, a place to shop, a place to experience local culture and a place to participate in events. For resort guests, conference attendees, day visitors, seasonal residents and regional travelers, Old Town is often the part of Scottsdale that feels most immediate and memorable.

The area is especially important for in-market marketing because it can convert existing regional demand into measurable local activity. A visitor who is already staying at a Scottsdale resort, attending an event at WestWorld, participating in Spring Training, shopping at Scottsdale Fashion Square, attending a meeting in Phoenix or visiting friends and family in the Valley can be influenced to add Old Town to the itinerary.

Old Town as a Regional Downtown

Old Town also functions as a regional downtown. It offers the kind of walkable, experience-rich environment that is increasingly valued by visitors, residents, employers and investors. The strongest downtowns are not defined by a single use. They combine dining, shopping, arts, culture, entertainment, employment, lodging, events, civic identity and public space. Old Town fits that model while retaining a distinctive Scottsdale character.

The district's compactness creates economic spillover. A visitor who comes for dinner may visit a gallery. A conference attendee may return for shopping. A local resident may bring visiting family to an event. A resort guest may discover the area through a hotel concierge, a rideshare partnership, a digital ad or a social media post. The objective of the marketing plan is to make those connections more intentional and more frequent.

Sales Tax, Business Activity and Public Revenues

Old Town marketing should be evaluated in economic terms. Restaurants, bars, galleries, retailers, hotels, entertainment venues and event-related businesses generate taxable activity. That activity contributes to city revenues that support municipal services and reinvestment. The marketing program should therefore be viewed as a demand generation tool for a geographically concentrated economic district.

The plan does not assume that marketing alone produces revenue growth. Weather, travel prices, hotel rates, airline service, consumer confidence, regional event calendars, and macroeconomic conditions all affect visitation and spending. However, strategic marketing can improve awareness, influence itinerary decisions, fill shoulder periods, support seasonal events, expand reach for local businesses and strengthen Old Town's market position over time.

Small Business Support

Old Town's economic character is heavily shaped by small and locally distinctive businesses. Many of these businesses do not have the budget or capacity to reach regional visitors at scale. City-led marketing can provide a common platform that benefits the district as a whole while still encouraging individual business participation. A curated approach allows the city to promote experiences, stories and itineraries rather than attempting to market every business individually.

The proposed matching marketing program is an important complement to district-wide promotion. It gives individual businesses and groups of businesses an opportunity to extend the city's reach while maintaining clear accountability for public funds. It also encourages collaboration among merchants, restaurants, galleries, hotels and property owners around shared campaigns.

Hospitality Employment and Workforce Impact

Tourism and hospitality support a broad range of jobs, including restaurant workers, retail employees, hotel staff, event personnel, artists, gallery staff, transportation providers, security, maintenance, creative professionals and marketing vendors. A strong visitor economy helps sustain these jobs and creates opportunities for entrepreneurs and local service providers. The benefits are not limited to tourism-facing businesses; professional services, property owners, contractors and suppliers also benefit from a healthy destination district.

Community Identity and Placemaking

Marketing should also reinforce place identity. Old Town is not a generic downtown. Its value comes from the combination of sophisticated hospitality, Southwestern character, public art, cultural institutions, Western history, walkable neighborhoods and a distinctive sense of place. The marketing program should strengthen this identity rather than flattening it into a simple entertainment message. A successful plan must present Old Town as elevated, authentic, welcoming and memorable.

3. Market Context

The FY 2026-2027 plan is shaped by several market conditions. Travel demand remains resilient, but travelers are more selective. Costs have increased, visitors are evaluating value more carefully and high-income travelers are driving a significant share of discretionary travel spending. At the same time, consumers continue to prioritize experiences, food, culture, wellness, events and visually shareable moments. These conditions favor destinations that can offer a strong sense of place and a variety of easy-to-access experiences.

Domestic Leisure Demand and Regional Travel

Domestic leisure travel remains the most important near-term opportunity for Old Town. In-market visitors are reachable, flexible and often already inclined to spend time in Scottsdale. They may be staying at local hotels, visiting family, attending events, traveling for meetings, visiting for Spring Training or planning a weekend getaway. The marketing program should prioritize these visitors because they can be influenced at multiple points in the visitor journey, from pre-trip planning to same-day itinerary decisions.

Market Condition	Implication for Old Town Marketing
Higher travel costs and selective spending	Emphasize value through concentrated experiences: dining, galleries, events, shopping, public art and walkability in one visit.
High-income households remain important drivers of travel spending	Lead with quality, hospitality, design, culinary, arts and premium experiences without making Old Town feel exclusive or inaccessible.
Shorter trips and regional travel remain important	Focus on in-market visitors, resort guests, conference attendees, Valley residents, day visitors and visiting friends and relatives.
Social platforms influence inspiration and itinerary decisions	Invest in high-quality visual content, high-quality software integration, user-generated content, influencer partnerships and easy-to-share itineraries.
Event-based travel continues to shape demand	Use major events and seasonal moments as campaign anchors while maintaining year-round evergreen messaging.
Culinary, arts and culture and western heritage remain high-interest experience categories	Organize campaigns around Old Town’s strongest experiences

Competitive Positioning

Old Town competes for attention with multiple types of destinations: regional downtowns, resort districts, retail centers, arts districts, entertainment districts, casino and concert destinations, and other Southwest travel markets. Its competitive advantage is the combination of premium hospitality, authentic place character and walkability. Few destinations in the region can offer Old Town's concentration of galleries, restaurants, public art, boutiques, nightlife, museums, events and hotels in a setting that carries a recognizable Scottsdale identity.

The marketing plan should therefore avoid over-relying on any single experience. Old Town should not be presented only as an arts district, only as a nightlife district, only as a Western heritage district or only as a dining destination. It is all these things, with different combinations becoming more relevant to different audiences at different times of year.

Experiential Travel and Authenticity

Travelers increasingly seek experiences that feel specific to place. They want memorable meals, walkable districts, local stories, public art, music, seasonal events, cultural identity and places that photograph well without feeling artificial. Old Town has these ingredients. The city's role is to package them clearly, consistently and credibly.

Authenticity matters. Old Town's Western heritage, arts history, hospitality culture and desert setting should be presented with sophistication. The brand should respect the historic and cultural foundation of the area while also reflecting the contemporary Old Town experience, including chef-driven dining, design-forward hospitality, public art, luxury retail and nightlife.

Culinary Tourism

Dining is one of Old Town's most important visitor drivers. A strong culinary message can appeal to luxury travelers, foodies, resort guests, day visitors, conference attendees, residents and visiting friends and relatives. The culinary experience should be framed broadly, including chef-driven restaurants, patios, wine bars, cocktail programs, brunch, dessert, coffee, nightlife, food events and seasonal dining. The city should continue to develop culinary trails, dining content, chef profiles, itinerary pages and strategic media placements that reinforce Old Town's dining identity.

Arts and Culture as Tourism Drivers

Arts and culture remain foundational to Old Town's identity. Public art, galleries, museums, performing arts, festivals, ArtWalk, Canal Convergence and Scottsdale Arts programming give the district depth and authenticity. The arts message should not be treated as a standalone niche campaign only. It should also be integrated into dining, shopping, walkability, events, Western heritage and seasonal programming. The objective is to make Old Town feel culturally rich, not simply commercially active.

4. Strategic Framework

The FY 2026-2027 Old Town Marketing Plan is organized around a clear operating model:

Experiences -> Personas -> Campaigns -> Tactics

This framework helps decision makers, staff, partners and the public understand how individual marketing activities connect to broader objectives.



Plan Element	Definition	Purpose
Experiences	The visitor-facing product Old Town offers, such as arts and culture, culinary and wine, boutique retail, Western heritage, events, wellness, nightlife and walkability.	Clarifies what the city is selling and helps organize storytelling around visitor motivations rather than around individual vendors or contracts.
Personas	Audience segments based on demographic, psychographic and behavioral characteristics, aligned with Experience Scottsdale's audience framework.	Clarifies who the city is trying to reach and which experiences are most relevant to each audience.
Campaigns	Year-round and seasonal marketing programs that package	Clarifies when and how messages are delivered, and

Plan Element	Definition	Purpose
	experiences around visitor behavior, events and timing.	how the city supports year-round visitation.
Tactics	The channels, placements, activations and tools used to execute each campaign.	Clarifies how resources are deployed and how performance is measured.

How the Framework Works in Practice

The framework should be used for every campaign decision. Staff should begin by identifying the experience to be promoted, then match that experience to the most relevant personas, then select the appropriate campaign window, then choose tactics and measures of success. This process keeps the plan from becoming a list of disconnected media buys. It also helps ensure that paid advertising, website content, social media, public relations, stakeholder toolkits, events and activations are reinforcing the same strategy.

Example	Experience	Persona	Campaign	Tactics
Featured dining campaign	Culinary & Wine	Foodies, Luxury Travelers, Indulgent Individuals, Conference Attendees	Culinary & Wine evergreen campaign with seasonal dining pushes	Phoenix Magazine placement, digital ads, CrowdRiff content, restaurant itineraries, social media, hotel concierge outreach.
Western Week	Western Heritage, Events & Festivals, Public Spaces	Day Visitors, Families, Friends and Family Visitors, Conference Attendees	January seasonal campaign	Event listings, paid social, geofenced ads, PR, stakeholder toolkits, hotel placements, ambassadors.
Scottsdazzle	Holiday Experiences, Events, Dining, Boutique Retail	Residents, Staycation Visitors, Friends and Family Visitors, Day Visitors	November and December holiday campaign	Website hub, event calendar, social media, print, digital displays, merchant contests, photo opportunities.
Fall arts	Arts & Culture, Architecture	Luxury Travelers,	Fall Arts Season	Gallery content, public art itineraries,

Example	Experience	Persona	Campaign	Tactics
season	and Design, Dining	Indulgent Individuals, Art and Culture Visitors, Day Visitors	campaign	Scottsdale Arts collaboration, influencer walks, out-of-home and hotel partnerships.

5. Experiences



Experiences are the foundation of the marketing strategy. They are what Old Town offers visitors. They are also the clearest way to explain the area to the public. The city should market Old Town not as a list of businesses or a collection of individual events, but as a set of distinctive experiences that can be combined into memorable itineraries.

The experiences below should function as the core product architecture for the annual plan. Each experience can support year-round content, seasonal campaigns, merchant toolkits, website landing pages, itineraries, media relations and visitor activations.

Arts & Culture

Old Town's arts and culture experience is one of its defining assets. Galleries, public art, museums, performing arts, cultural events and long-standing creative institutions give the area depth and authenticity. For visitors, the value proposition is the ability to encounter art and culture in a walkable setting that also includes dining, shopping and public space. This is not a passive museum-only experience. It is an active experience that allows visitors to move between galleries, public art, cultural venues, restaurants and events.

This experience is uniquely Old Town because Scottsdale's arts identity is embedded in the area's history and physical environment. ArtWalk, performing arts venues, public art, Scottsdale Arts, Western Spirit: Scottsdale's Museum of the West, gallery clusters, civic cultural assets and annual events like Canal Convergence collectively create a visitor proposition that cannot be replicated by a single venue.

Storytelling opportunities include artist profiles, gallery walks, public art maps, behind-the-scenes content, evening itineraries and paired arts-and-dining experiences.

Culinary & Wine

Dining is a primary trip motivator and one of the strongest near-term opportunities for Old Town marketing. The culinary experience includes chef-driven restaurants, patios and rooftops, wine bars, cocktail lounges, dessert trails, locally owned cafes, nightlife, food events and seasonal menus. For visitors, the value proposition is the ability to find high-quality dining in a beautiful, walkable environment with multiple options before and after the meal.

This experience is uniquely Old Town because dining is embedded in the broader visitor ecosystem. A meal can be paired with shopping, galleries, nightlife, public art, hotel stays, events or a walk-through historic landmarks. Old Town dining should be positioned as elevated but approachable, sophisticated but not pretentious.

Supporting assets include more than 100 restaurants, wine bars and nightlife venues; patios; resort and hotel guests; culinary events; Restaurant Week partnerships; Arizona Chef Week; media placements; chef profiles; cocktail and dessert trails; and seasonal dining content. Storytelling opportunities include “where to dine before the show,” “Old Town patio season,” “culinary weekend,” “chef-driven Scottsdale,” and “wine, art and dinner.”

Events & Festivals

Events give visitors a reason to choose a date, invite others and build an itinerary. Old Town’s event experience includes seasonal programming, signature events, cultural celebrations, holiday activities, gallery events, music, markets and public-space activations. The visitor value proposition is a destination that feels alive and timely.

This experience is uniquely Old Town because events take place within an already attractive destination environment. Visitors can attend an event and then stay for dinner, shopping, nightlife or galleries. Events therefore function as both standalone attractions and catalysts for broader district spending.

Supporting assets include Western Week, Scottsdazzle, June Days, Canal Convergence, ArtWalk, seasonal markets, public performances, merchant contests and event partnerships. Storytelling opportunities include monthly “what’s on” content, event itineraries, photo guides, family-friendly highlights, nightlife tie-ins and hotel packages.

Boutique Retail

Old Town’s retail experience should be presented as discovery-oriented, local, design-forward and walkable. Visitors are not simply shopping for goods; they are exploring a district with local boutiques, jewelry, fashion, gifts, Western goods, art, home design and specialty retail. The value proposition is retail with a sense of place.

This experience is uniquely Old Town because it connects boutique shopping with galleries, dining, public spaces and Scottsdale’s Western and luxury identity. It offers an alternative to purely mall-based retail while still benefiting from proximity to Scottsdale Fashion Square.

Supporting assets include more than 320 retail stores, boutique districts, galleries, jewelry stores, Western retail, specialty gifts, luxury-adjacent shopping, seasonal gift guides and merchant programs. Storytelling opportunities include shopping trails, “find it in Old Town,” local maker profiles, holiday gift guides and fashion or design itineraries.

Western Heritage

Western heritage differentiates Old Town from other upscale urban districts. The visitor value proposition is the chance to experience Scottsdale's history, architecture, public art, Western retail, museums and events in a way that feels distinctive and rooted in place. This experience must be handled with care: it should be authentic, respectful and contemporary, not nostalgic caricature.

This experience is uniquely Old Town because the district carries Scottsdale's "West's Most Western Town" identity while also offering modern dining, hospitality and cultural experiences. Western heritage can serve as a brand anchor that complements rather than replaces the district's contemporary appeal.

Supporting assets include Western Week, Western Spirit: Scottsdale's Museum of the West, historic character, public art, Western retail, civic branding, heritage architecture, storytelling signage and themed events. Storytelling opportunities include history walks, Western Week guides, "then and now" content, museum partnerships, public art interpretation and family itineraries.

Wellness

Wellness is an increasingly important travel motivator and a natural extension of the Scottsdale brand. Old Town can support wellness through walkability, spa-adjacent itineraries, healthy dining, yoga or fitness pop-ups, shaded walking routes, beauty and wellness retailers, resort connections and lower-intensity leisure experiences. The visitor value proposition is relaxation and renewal in a compact, attractive setting.

This experience is uniquely Old Town because wellness can be paired with dining, shopping, galleries, public art and resort stays. It does not need to compete with desert resorts or spas; it can extend the wellness trip into the city center.

Supporting assets include hotels, spas, fitness studios, healthy dining, shaded routes, public spaces, outdoor patios, beauty and wellness businesses, and seasonal wellness programming. Storytelling opportunities include morning itineraries, "wellness weekend in Old Town," spa-to-supper content, walking routes and wellness weeks.

Nightlife

Nightlife is part of Old Town's visitor economy and should be presented as one component of a broader evening experience. It includes bars, lounges, music, wine bars, cocktail lounges, late dining, events and after-dark walkability. The visitor value proposition is the ability to extend the day into a lively evening.

This experience is uniquely Old Town because nightlife occurs adjacent to premium dining, hotels, galleries and events. Marketing should balance energy with sophistication, emphasizing curated evenings, group outings, date nights, conference attendee itineraries and responsible enjoyment.

Supporting assets include restaurants, lounges, bars, live music, hotel guests, conference groups, ride-share partnerships, public safety coordination and evening events. Storytelling opportunities include “dinner and drinks,” “after the event,” “date night,” and “conference attendee evening guide.”

Public Spaces and Walkability

Walkability is one of Old Town’s most important competitive advantages. Visitors can move between experiences without a complex itinerary. This creates a sense of discovery and makes Old Town more valuable than a single attraction. The visitor value proposition is ease: park once, walk between multiple experiences and build a flexible day or evening.

This experience is uniquely Old Town because the area’s compact form supports spontaneous exploration. Walkability also helps connect less visible businesses to visitor traffic and makes public art, architecture, patios and storefronts part of the experience.

Supporting assets include streetscapes, public art, wayfinding, parking resources, Ambassador assistance, maps, itineraries and signage. Storytelling opportunities include walking itineraries, “one afternoon in Old Town,” self-guided public art routes, hidden gems, Southwest history, among others.

Architecture and Design

Architecture and design help Old Town tell a richer story. Visitors notice buildings, signage, patios, interiors, public art, historic materials, galleries, hotels and streetscapes. The value proposition is a destination that feels visually distinctive and design-forward.

This experience is uniquely Old Town because it combines Southwestern character, civic design, resort-adjacent luxury, historic references and contemporary hospitality. Design can help connect arts, dining, shopping and heritage into a more cohesive brand story.

Supporting assets include historic buildings, civic spaces, public art, gallery interiors, hotel lobbies, restaurant design, streetscape improvements, signage and architectural tours. Storytelling opportunities include design walks, photo routes, public art and architecture itineraries, “beautiful places to dine,” and features on design-forward businesses.

6. Brand Positioning

The brand platform should translate Old Town's experiences into a clear and consistent public message. The goal is not to create a separate brand detached from Scottsdale. The goal is to clarify Old Town's role within the broader Scottsdale destination brand and provide a common language for City staff, partners and stakeholders.

Brand Promise

Old Town offers visitors a walkable, memorable and distinctly Scottsdale experience where arts, culture, dining, shopping, events, Western heritage and modern hospitality come together in the heart of the city.

Positioning Statement

For visitors seeking a destination that feels elevated, authentic and easy to explore, Old Town is the cultural and culinary heart of Scottsdale: a walkable city center where Southwestern character, arts and culture, boutique retail, memorable dining and signature events create one of the Southwest's most distinctive urban experiences.

Brand Pillars

Brand Pillar	Meaning	Visitor Proof Points
Sophisticated but Approachable	Old Town offers quality, hospitality and design without feeling closed off or overly formal.	Chef-driven restaurants, patios, galleries, boutique retail, hotels, polished public spaces and visitor-friendly itineraries.
Authentically Scottsdale	Old Town reflects the city's history, desert setting, Western identity and contemporary hospitality culture.	Western Week, Western Sprit: Scottsdale's Museum of the West, public art, Southwestern design, local businesses and historic character.
Walkable and Experience-Rich	Visitors can combine multiple experiences in a compact area.	Dining, galleries, events, public art, nightlife, shopping and hotel proximity.
Arts and Culture at the Core	Creative assets give Old Town depth and distinction.	Galleries, Scottsdale Arts, public art, museums, Canal Convergence, ArtWalk and performing arts.
Culinary Destination	Dining is a central reason to visit and a primary driver of	Restaurants, wine bars, cocktail lounges, patios, brunch, culinary trails, chef

Brand Pillar	Meaning	Visitor Proof Points
	return trips.	profiles and seasonal dining campaigns.
Memorable in Every Season	Old Town offers reasons to visit throughout the year.	Scottsdazzle, Western Week, Spring Training, June Days, summer friends and family campaigns and fall arts season.

Voice and Tone

Old Town's voice should be confident, warm, polished and specific. It should avoid generic tourism language and should not overstate luxury in a way that makes it feel inaccessible. The tone should invite visitors into a premium but welcoming experience.

Use More
Specific experiences: galleries, patios, chef-driven dining, public art, boutique shopping, Western Week, Scottsdazzle.
Warm and polished language.
Clear visitor benefits.
Authentic references to place.
Measurable objectives and accountable language.

Messaging Hierarchy

Level	Message
Primary Message	Old Town Scottsdale is the walkable cultural and culinary heart of Scottsdale.
Supporting Message 1	Explore performing arts, galleries, museums, public art and signature events in a district shaped by creativity and Southwestern character.
Supporting Message 2	Dine, sip and stay a while in one of the region's most compelling culinary and nightlife districts.
Supporting Message 3	Shop local boutiques, discover design-forward storefronts and find gifts, art and fashion with a distinct sense of place.

Level	Message
Supporting Message 4	Experience Scottsdale's Western heritage through museums, events, public art, storytelling and walkable historic character.
Supporting Message 5	Build your own itinerary by combining dining, shopping, art, events and public spaces in one accessible district.

7. Personas

Personas translate audience research into practical marketing decisions. The plan aligns with Experience Scottsdale's audience framework while focusing City tactics on in-market conversion. The personas below should guide creative content, media targeting, campaign timing and partnership development. They are not rigid categories. A single visitor may fit multiple personas, and campaigns may target multiple audiences at once.



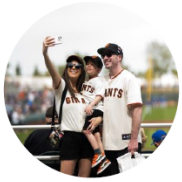
Luxury Traveler
High-yield couples and families seeking effortless indulgence, premium resorts, and curated experiences. They drive top ADR, resort revenue, and shoulder-season demand.



The Family Unit
Memory-focused families and multi-generational travelers who stay longer and fill summer and school-break periods, supporting volume and repeat visitation.



Wellness Warriors
Purpose-driven travelers seeking balance, nature, and wellness. They strengthen spring and fall demand and activate summer value periods.



The Sports Goer
Event-driven visitors traveling for Spring Training, major sporting events, and golf. They anchor predictable demand during peak winter and spring seasons.



Foodies
Experience-first travelers motivated by culinary discovery. They travel year-round and support urban hotels, midweek stays, and dining-driven visitation.



Indulgent Individuals
Self-reward travelers seeking relaxation and accessible luxury. They are critical to summer occupancy and year-round luxury relevance.

Persona Summary

Persona	Core Motivation	Primary Experiences	Best Campaign Fit
Luxury Travelers	Relaxation, rejuvenation and curated luxury without compromise	Culinary & Wine, Arts & Culture, Boutique Retail, Architecture and Design, Wellness.	Culinary & Wine, Fall Arts Season, Holiday, Spring Training, Arts & Culture
Indulgent Individuals	Self-reward, indulgence, relaxation and play	Culinary & Wine, Nightlife, Boutique Retail, Wellness, Events & Festivals.	Culinary & Wine, Shopping & Boutique, Scottsdazzle, Summer Friends & Family.
Foodies	Exceptional dining, authentic cuisine, culinary discovery and social currency	Culinary & Wine, Nightlife, Events & Festivals, Public Spaces & Walkability.	Culinary & Wine, June Days Spring Training, June Days, Summer Friends & Family
Family Unit	Connection, quality time and easy	Events & Festivals, Public Spaces &	Scottsdazzle, Western Week,

Persona	Core Motivation	Primary Experiences	Best Campaign Fit
	access to family-friendly experiences	Walkability	Spring Training, Friends & Family.
Wellness Warrior	Mind-body alignment through fitness spa, healthy living and nature immersion	Public Spaces & Walkability, Culinary & Wine, Wellness, Boutique Retail	Walkable, Shopping & Boutique, Summer Friends & Family, June Days
Sports Goer	Live sports, fandom, shared group experiences and energy	Nightlife, Public Spaces & Walkability, Events & Festivals	Spring Training, Summer Friends & Family

Luxury Travelers

They travel as a couple or family for 4.5 days, staying at our highest-end resorts. They seek walkability and a variety of amenities at their fingertips and are influenced by word of mouth, travel professionals and social media.

Who they are:

40-65 years old

$250K+ household income

Travel as couples or family for 4.5 days

When they visit:

Top visitation in fall, late September to early December

Also visits in spring and to enjoy seasonal events, late January to March

Behaviors:

Primary motivation is relaxation, rejuvenation and curated luxury without compromise

Seek walkability, a variety of amenities at their fingertips and unique experiences

Stay at the highest-end resorts

Responds to content focused on luxury resort offerings along with unique and authentic experiences only available in Scottsdale

Decision Drivers:

Resort and spa caliber, dining quality, privacy, service excellence, authenticity

Decision making is heavily influenced by trusted travel advisors, premium cards, word of mouth, social media and trusted luxury ecosystems

Barriers:

Perceived sameness among luxury destinations

Media Preferences:

Luxury publications, travel advisors, premium social and video for inspiration

Scottsdale Selling Points:

High-end resort density, walkable luxury areas, authentic and curated experiences focused on art, culture and desert experiences

Preferred Old Town experiences include chef-driven dining, wine, galleries, public art, design-forward hotels, boutique retail, wellness, patios and curated cultural events. Media should emphasize quality, beauty, planning ease, polished itineraries and premium but approachable experiences.

Example message: “Spend an evening in the cultural and culinary heart of Scottsdale, where galleries, chef-driven dining, public art and boutique shopping come together in one walkable destination.”

Indulgent Individuals

They travel as couples or families for 4 days, staying at upper mid-range hotels to luxury resorts. They are seeking relaxation and self-reward and respond to content that plays up Scottsdale’s many ways to disconnect.

Who they are:

35-45 years old

$150K+ household income

Travels as couples or groups for 4 days

When they visit:

Top visitation in summer months when they can take advantage of discounted rates

Also visits in spring to enjoy seasonal events, late Jan. - March

Behaviors:

Primary motivation is self-reward, indulgence, relaxation and play

Seeks opportunity to disconnect, maximize their budget and fun with accessible luxury, lavish experiences and buckets list items

Stays at upper mid-range hotels to luxury resorts with spas

Responds to content which focused on Scottsdale's many ways to disconnect and treat oneself

Decision Drivers:

Budget motivated, strong demand when premium value is accessible on luxury experiences, spas, dining and shopping

Decision making is heavily influenced by social media, friends and online resources

Barriers:

Perception of luxury destination

Media Preferences:

Social-first inspiration, content creators that align with interests (lifestyle, travel, shopping, etc.)

Scottsdale Selling Points:

Scottsdale's spa culture, shopping districts, nightlife, summer season with discounted rates and experiences

Preferred Old Town experiences include culinary and wine, nightlife, boutique retail, wellness, events and public spaces. Media should emphasize "make a day of it," "extend the evening," "plan the weekend," and "treat yourself" without becoming overly casual.

Example message: "Make Old Town your Scottsdale escape: brunch, boutiques, galleries, patios, dinner and a night out, all within a few walkable blocks."

Foodies

Foodies travel alone or in couples for 2.5 days, staying near the heartbeat of the destination like Old Town Scottsdale. They are influenced by social media, online resources and review sites and respond to content that shows the variety of dining offerings.

Who they are:

35-60 years old

$150K+ household income

Travels alone or in pairs/couples for 2.5 days

When they visit:

Not typically influenced by seasonality and will travel throughout the year

Behaviors:

Primary motivation is exceptional dining, authentic cuisine, culinary discovery and social currency

Seeks a variety of highly rated eateries at all prices ranges, authentic cuisine and unique dining options

Stay near the heartbeat of the city (Old Town, Quarter, etc.)

Responds to content which showcases a variety of dining offerings

Decision Drivers:

Choose destinations based on reputation and variety, not just price or season

Decision making is heavily influenced by word of mouth, social media, online research, review sites and influencers.

Barriers:

Narrow perceptions of Scottsdale's food scene

Media Preferences:

Short-form video, creator lists, dining review sites and ecosystems

Scottsdale Selling Points:

Density of quality dining scene, from celebrity chefs to local gems, chef credibility and walkability

Preferred Old Town experiences include culinary and wine, cocktail and wine bars, brunch, dessert, patios, food events, nightlife and arts-and-dining pairings. Media should feature strong photography, chef and bartender stories, seasonal menus, “where to eat” content, culinary trails and easy reservation or itinerary links.

Example message: “Taste your way through Old Town Scottsdale, from patio brunch and chef-driven dinners to wine bars, cocktails and late-night bites.”

Family Unit

Family Units travel for 5 days, staying at mid-range hotels to upper mid-range resorts with many family-friendly amenities and nearby activities. They seek connection, family time and outdoor adventure and are influenced by social media, friends and online resources.

Who they are:

35-55 years old

$150K+ household income

Travel as couples or family for 5 days – including parents with children and multi-generational travel

When they visit:

Top visitation is over the summer and aligns with spring and winter school breaks

Will also visit for family celebrations including anniversaries, birthdays and reunions

Behaviors:

Primary motivation is connection, quality time and easy access to family-friendly experiences

Seek connection, family time, experiences and outdoor adventure

Stay at the mid-range hotels to upper mid-range resorts with family amenities and nearby by activities

Responds to content focused on a range of outdoor activities and ways to enjoy Scottsdale as a family

Decision Drivers:

Resort amenities, outdoor activities, ease of planning, safety and convenience

Decision making is heavily influenced by social media, friends and online resources

Barriers:

Cost sensitivity, heat concerns, uncertainty around kid-friendly options

Media Preferences:

Social video, Pinterest planning, parent creators and newsletters

Scottsdale Selling Points:

Family resorts with amenities, outdoor adventure, all-ages friendly activities and dining

Sports Goer

They stay at mid-range to high-end hotels and resorts near attractions. They seek recreation and entertainment options, are influenced by social media and online research, and respond to content that is energetic and lighthearted.

Who they are:

35+ years old

$150K+ household income

Travel as couples or small groups for 4.5 days

When they visit:

Visitation aligns with sporting events: WM Phoenix Open and Spring Training

Will visit late October-April for golf, some will also travel in summer for discounted golf rates

Behaviors:

Primary motivation is live sports, fandom, shared group experiences and energy

Seeks sporting events, golf and other recreation and entertainment options nearby

They extend stays by pairing events with dining, entertainment and resort experiences

Stay at mid- to high-end hotels and resorts near additional attractions

Responds to content which is fun, energetic and lighthearted

Decision Drivers:

Proximity to venues, ticket access, golf availability, nightlife Decision making is heavily influenced by word of mouth, social media, sports teams and influencers and online research

Barriers:

Ticket cost, peak crowding, competing event destinations

Media Preferences:

Sports podcasts, highlights-driven social and YouTube

Scottsdale Selling Points:

Spring Training, major tournaments, golf season, dining and nightlife

Wellness Warrior

Wellness Warriors travel alone, in pairs or in small groups for 5 days. They stay at mid- to high-end hotels and resorts with spas and healthy food programs as they seek abundant health offerings and itineraries.

Who they are:

35-55 years old

$150K+ household income

Travels alone, in pairs or small groups for 5 days

When they visit:

Top visitation in spring and fall

Will visit in summer to leverage discounts at wellness-focused resorts

Behaviors:

Primary motivation is mind-body alignment through fitness, spa, healthy living and nature immersion

Seeks abundant health offerings, authentic experiences and being in nature

Stay at mid- to high-end resorts with spas, fitness offerings and healthy food programs

Responds to authentic storytelling, outdoor experiences and wellness credibility

Decision Drivers:

Integrated spa, fitness, healthy dining, trails and desert landscapes

Decision making is heavily influenced by social media, online research and travel professionals

Barriers:

Heat perception, skepticism of “wellness lite” and wellness trend-driven destinations

Media Preferences:

YouTube, wellness creators, fitness apps, podcasts

Scottsdale Selling Points:

Spa density, Sonoran Desert, health-conscious dining, abundant wellness offerings

Scottsdale is a holistic wellness destination, not a trend-driven one, with brand equity in health, longevity and lifestyle travel

8. Campaign Architecture

Campaigns package Old Town experiences at the right time for the right audiences. They should not be treated as isolated projects. Each campaign should have a defined objective, target personas, featured experiences, timing, tactics and measures of success. The plan uses a combination of evergreen campaigns and seasonal campaigns.

Evergreen Campaigns

Evergreen campaigns run throughout the year, with seasonal adjustments to creative and media weight. These campaigns ensure that Old Town's core identity remains visible even when a major seasonal event is not active.

Campaign	Objective	Target Personas	Featured Experiences	Key Tactics	Success Measures
Arts & Culture	Maintain Old Town's identity as a culturally rich district.	Luxury Travelers, Indulgent Individuals, Conference Attendees, Day Visitors.	Arts & Culture, Architecture and Design, Dining, Walkability.	Paid media, gallery guide, public art itineraries, Scottsdale Arts coordination, ArtWalk content, social videos, hotel concierge guides.	Website engagement, itinerary views, social shares, partner participation.
Culinary & Wine	Position Old Town as a leading culinary and dining destination.	Foodies, Luxury Travelers, Indulgent Individuals, Conference Attendees, Staycation Visitors.	Culinary & Wine, Nightlife, Walkability, Events.	Paid media, dining landing pages, and print placements, paid media culinary trails, chef interviews, hotel concierge guides.	Restaurant website page views, campaign clicks, social engagement, visitation, business participation.
Shopping and Boutique	Increase awareness	Luxury Travelers,	Boutique Retail,	Paid media, shopping	Retail website page

Campaign	Objective	Target Personas	Featured Experiences	Key Tactics	Success Measures
Retail	of Old Town's retail mix and encourage shopping as part of visitor itineraries.	Day Visitors, Friends and Family Visitors, Staycation Visitors.	Western Heritage, Arts & Culture.	Guides, merchant toolkits, Fashion Square cross-promotion, influencer walks.	traffic, merchant participation, social engagement, seasonal sales tax trends.
Walkable Old Town	Promote Old Town as an easy-to-explore destination where visitors can combine multiple experiences.	All personas, especially Conference Attendees and Day Visitors.	Walkability, Public Spaces, Public Art, Dining, Shopping.	Maps, itineraries, parking information, Paid media ambassador content, information kiosks, wayfinding integrations.	Visitor dwell time, map views, visitor satisfaction feedback, ambassador interactions.
Seasonal Experiences	Keep Old Town relevant across changing visitor patterns and weather conditions.	All personas with seasonal emphasis.	Events, Dining, Shopping, Wellness, Public Spaces.	Paid media, seasonal landing pages, paid media, PR, merchant toolkits, photo opportunities, event calendars.	Campaign impressions, website traffic, event attendance, visitation indicators.

Seasonal Campaigns

Seasonal campaigns provide urgency and relevance. They should be planned early, supported by dedicated landing pages and coordinated with partners. Each seasonal campaign should include a creative brief, media plan, stakeholder toolkit, campaign calendar, measurement plan and post-campaign summary.

Campaign	Timing	Objective	Target Personas	Featured Experiences	Key Tactics	Success Measures
Western Week	Jan.	Celebrate Scottsdale's Western heritage and create a distinctive winter visitation driver.	Day Visitors, Friends and Family Visitors, Luxury Travelers, Conference Attendees.	Western Heritage, Events & Festivals, Arts & Culture, Public Spaces.	Paid media, PR, event listings, hotel concierge guides, social video, ambassador support, merchant toolkit.	Event attendance, website traffic, media impressions, social engagement.
Spring Training	Feb.-March	Capture regional visitors and baseball-related travel, encouraging Old Town dining, shopping and entertainment	Day Visitors, Foodies, Indulgent Individuals, Conference Attendees.	Culinary & Wine, Nightlife, Shopping, Walkability.	Paid media, dining guides, rideshare or hotel partnerships, social content, concierge guides.	Clicks from stadium geofences, dining guide views, visitation patterns, restaurant participation.
June Days	June	Extend activity into early summer and create a concentrated reason to visit Old Town.	Residents, Staycation Visitors, Day Visitors, Friends and Family Visitors.	Events, Culinary & Wine, Shopping, Wellness, Public Spaces.	Event calendar, merchant promotions, public relations, social videos, photo contests	Event attendance, campaign engagement, business participation, website traffic.
Summer Friends & Family	July-Labor Day	Encourage residents and regional hosts to bring guests to Old Town during a lower-demand	Friends and Family Visitors, Residents, Staycation Visitors, Day Visitors.	Dining, Shopping, Arts & Culture, Western Heritage, Wellness.	Discounts, merchant toolkits, email newsletter, social video, indoor experience	Toolkit downloads, itinerary shares, website traffic, business participation,

Campaign	Timing	Objective	Target Personas	Featured Experiences	Key Tactics	Success Measures
		period.			guides.	visitation indicators.
Fall Arts Season	Sept-Nov	Reinforce Old Town's arts and culture identity as seasonal visitation returns.	Luxury Travelers, Art and Culture Visitors, Indulgent Individuals, Day Visitors.	Arts & Culture, Architecture and Design, Dining, Events.	Gallery guide, public art walks, Scottsdale Arts coordination, influencer tours, print and digital media.	Arts content views, event engagement, social saves, partner participation.
Scottsdazzle	Nov-Dec	Create a strong holiday identity that supports visitation, restaurants, retail and civic experience.	Residents, Friends and Family Visitors, Staycation Visitors, Day Visitors.	Holiday Events, Dining, Shopping, Public Spaces, Photo Opportunities	Holiday landing page, Paid media, print and out-of-home, merchant contests, photo installations, PR, email newsletters, social video, ambassadors.	Event attendance, website traffic, social engagement, retail and restaurant participation, visitation indicators.
Holiday Experiences	Nov-Jan	Package Old Town as a premium and festive holiday destination.	Luxury Travelers, Indulgent Individuals, Friends and Family Visitors, Day Visitors.	Dining, Shopping, Events, Hotel Stays, Public Spaces.	Gift guides, dining guides, hotel packages, social video, concierge guides.	Campaign reach, guide views, hotel and business participation, visitor origin.

Campaign Brief Template

Every campaign should be launched with a brief that creates consistency and accountability. A standard brief should include the following:

- Campaign objective and desired visitor behavior.
- Primary and secondary personas.
- Featured experiences and visitor value proposition.
- Key messages and creative tone.
- Campaign dates and media flighting.
- Paid, owned, earned media tactics.
- Business and stakeholder participation opportunities.
- Budget allocation.
- Success measures and reporting schedule.
- Post-campaign summary and lessons learned.

9. Marketing Channels and Media Strategy

The media strategy should reach visitors at different points in the visitor journey: inspiration, planning, in-market decision-making, on-site navigation and post-visit sharing. No single channel can perform all roles. The plan therefore uses a mix of paid media, owned channels, earned media, partner channels and visitor experience tools.

Channel	Role in Visitor Journey	Recommended Use	Primary Measures
Website	Primary information hub for visitors and campaign landing pages.	Build experience pages, itineraries, event pages, maps, dining guides, shopping guides and seasonal campaign hubs.	Website sessions, page views, time on page, outbound clicks,
Search	Capture visitors actively looking for things to do, places to eat, events and Old Town information.	Use paid search for high-intent queries during campaign periods. Improve organic content around dining, events, shopping, galleries, parking and itineraries.	Click-through rate, cost per click, conversion actions, search ranking improvements.
Social media	Inspire visitation, amplify events and create shareable proof of the Old Town experience.	Prioritize visual storytelling, reels, stories, itineraries, merchant features, event reminders and seasonal content. Coordinate with city channels and partner amplification.	Reach, engagement,
User-Generated Content	Show Old Town through authentic visitor content.	Use CrowdRiff to curate rights-cleared imagery for website pages, campaign recaps and social proof. Encourage photo contests and hashtag participation.	UGC assets collected, assets published, engagement, source diversity.
Digital Advertising	Reach defined personas and in-market visitors with targeted messages.	Use geofencing, audience targeting, retargeting and event-based targeting around hotels, resorts, stadiums, event venues,	Impressions, reach, clicks, cost per click, visitation lift where available.

Channel	Role in Visitor Journey	Recommended Use	Primary Measures
		shopping centers and airports.	
Connected TV	Build awareness and emotional connection through high-quality video.	Use selectively for broad seasonal campaigns, destination storytelling and high-value audiences. Pair with retargeting and website content.	Completed views, reach, frequency, site visits after exposure.
Print	Reach luxury, lifestyle and in-market audiences with high-quality storytelling.	Use placements in publications such as Phoenix Magazine, Arrived and travel or lifestyle guides when the editorial environment supports the message.	Estimated circulation, impressions, QR or vanity URL traffic, partner value.
Out-of-Home	Capture visitors and residents in high-traffic physical environments.	Use Phoenix and Scottsdale airports, Scottsdale Fashion Square digital displays, event sites and other high-value locations where audience fit is strong.	Estimated impressions, QR traffic where applicable.
Hotel Partnerships	Influence visitors already in Scottsdale.	Provide concierge guides, lobby content, itineraries, QR cards, campaign collateral and package ideas. Prioritize hotels serving target personas.	Partner participation, concierge feedback.
Concierge Outreach	Convert visitor questions into Old Town visits.	Maintain concise, current and high-quality concierge materials. Host briefings before major campaigns and seasonal periods.	Contacts reached, materials distributed, qualitative feedback, referral indicators.
Influencer Partnerships	Create third-party storytelling and social proof.	Use carefully selected local, regional and niche influencers aligned with dining, arts, luxury, family,	Reach, engagement, content quality,

Channel	Role in Visitor Journey	Recommended Use	Primary Measures
		wellness or shopping. Require clear deliverables and disclosure.	referral traffic
Public Relations	Earn credible coverage and extend campaign reach.	Develop story angles around culinary, arts, heritage, events, holiday programming, business features and seasonal travel.	Media placements, audience reach, earned media value.
Email Marketing	Reach subscribers and stakeholders with timely information.	Use newsletters for campaign launches, event roundups, seasonal itineraries, merchant opportunities and partner toolkits.	Open rate, click rate, subscriber growth

Paid, Owned, Earned and Partner Model

The city should manage Old Town marketing through an integrated paid, owned, earned and partner model. Paid media provides reach and targeting. Owned channels provide durable content and visitor information. Earned media provides credibility. Partner channels extend reach through Experience Scottsdale, hotels, merchants, restaurants, galleries, Scottsdale Arts, event producers and property owners. Each campaign should identify how all four categories will work together.

10. Activations and Visitor Experience Enhancements

Marketing does not end when a visitor arrives. Activations and visitor experience enhancements bridge promotion and place experience. They create moments that reinforce the brand, help visitors navigate the district, encourage social sharing and support business participation. In Old Town, activations should be practical, visually appealing, brand-aligned and easy for partners to understand.

Activation	Purpose	Recommended Use	Primary Measures
Ambassadors	Provide visitor assistance, wayfinding, event support and a welcoming human presence.	Equip ambassadors with campaign talking points, event calendars, QR guides and visitor feedback forms.	Interactions, questions answered, feedback, event support hours.
Passport Programs	Encourage visitors to explore multiple businesses or experience categories.	Develop culinary, art, retail or holiday passports that reward exploration and support merchants.	Sign-ups, redemptions, participating businesses, repeat engagement.
Culinary Trails	Package restaurants, wine bars, cocktails, dessert, brunch and patio dining into easy itineraries.	Create themed trails such as patio season, date night, wine walk, brunch, dessert and chef-driven dining.	Trail page views, participating businesses, social shares, QR scans.
Photo Opportunities	Create shareable moments that reinforce Old Town's identity.	Use seasonal installations, public art tie-ins, murals, frames, oversized Western or holiday elements and guided photo walks.	UGC volume, hashtag use, social engagement, image rights captured.
Wayfinding	Help visitors move between experiences and reduce friction.	Integrate maps, kiosks, signage, ambassadors, parking information and digital itineraries.	Map views, parking page traffic, visitor feedback
Hotel Activations	Bring Old Town into visitor environments before they make	Use lobby takeovers, concierge cards, QR displays, welcome	Hotels participating, QR scans, concierge

Activation	Purpose	Recommended Use	Primary Measures
	daily plans.	amenities, itinerary boards and seasonal displays.	feedback, campaign referrals.
Pop-Up Programming	Add energy and surprise during campaign windows.	Use music, dance, tastings, artist demos, wellness classes or small performances in appropriate public or partner spaces.	Attendance, social content, partner participation.
Seasonal Installations	Create visual anchors for campaigns and photo sharing.	Use holiday lighting, shade features, decorative trails, window painting, larger-than-life objects and temporary art.	Visitor counts where available, social engagement, business feedback, earned media.
Cooperative Programs with city-owned facilities	Support city-owned facilities: Scottsdale Arts, Museum of the West, and Scottsdale Stadium.	Bundle experiences, joint ticketing, discounts.	Increase visitation and dwell time.
Merchant Participation Programs	Help businesses connect to the city's marketing calendar.	Provide toolkits, graphics, recommended offers, co-op opportunities, matching funds and campaign participation forms.	Businesses participating, toolkit downloads, matching program awards, campaign content shared.

Activation Principles

- Activations should reinforce the core experiences, not distract from them.
- Activations should be simple enough for visitors to understand and businesses to participate in.
- Activations should create measurable interactions where practical, such as QR scans, sign-ups, redemptions or social engagement.

- Activations should be designed with maintenance, safety, accessibility and operational capacity in mind.
- Activations should be evaluated after each campaign and refined based on stakeholder and visitor feedback.

11. Partnership Strategy

Old Town marketing requires coordination across public, nonprofit and private partners. The city can set the strategic framework, fund direct advertising, manage public reporting and coordinate campaign planning. However, the visitor experience is delivered by a broader ecosystem of businesses, hotels, restaurants, galleries, cultural organizations, event producers, property owners and front-line hospitality workers.

Partner	Role	Coordination Approach
City Departments	Tourism & Events, Economic Development, Communications, IT, Transportation, Public Works, Police, Parks and Recreation and other departments contribute to marketing, operations, data, public space, events and visitor experience.	Regular interdepartmental marketing committee, shared calendar, defined roles and campaign briefs.
Experience Scottsdale	Leads broader destination marketing and provides audience research, market insights, industry relationships and destination-level alignment.	Coordinate personas, contribute to visitor messaging, campaign timing, trade and media opportunities, hotel outreach and content sharing.
Scottsdale Arts	Provides cultural programming, arts expertise, public art connections and major event alignment.	Contribute arts content, maintain event calendars, coordinate with galleries, develop public art itineraries and contribute to fall arts season promotion.
Old Town Merchants	Deliver the storefront, dining, retail and service experiences that visitors engage with directly.	Toolkits, matching program, quarterly merchant mixers, campaign sign-ups, business features and

Partner	Role	Coordination Approach
		feedback forms.
Hotels	Influence visitors already in market and support packages, concierge referrals and lobby information.	Concierge briefings, QR collateral, lobby displays, hotel offers and itinerary distribution.
Restaurants and Bars	Anchor culinary, nightlife and group dining campaigns.	Dining guides, culinary trails, chef content, seasonal dining campaigns and event tie-ins.
Galleries and Museums	Anchor arts, culture, heritage and design campaigns.	Gallery walks, museum itineraries, public art guides, artist features and cultural media outreach.
Event Producers	Create date-specific reasons to visit and support media hooks.	Shared event calendars, promotional packages, post-event reporting and visitor capture.
Property Owners	Provide opportunities for signage, displays, activations, window programs, lighting and tenant participation.	Seasonal installations, vacant storefront activation, property-level coordination and district improvements.

Stakeholder Communication

The city should maintain a predictable stakeholder communication cadence. This should include quarterly Old Town updates and merchant mixers, campaign preview emails, stakeholder toolkits, participation forms, post-campaign results, and targeted outreach to hotels, restaurants, galleries and property owners before major campaigns. The goal is to make participation easy and to build confidence that the city is using public funds intentionally.

12. Budget Framework

The proposed FY 2026-2027 budget for Old Town marketing is $2.5 million. The budget should prioritize direct advertising because the primary purpose of the program is to reach visitors and drive awareness of Old Town experiences. At the same time, the plan reserves funding for activations, business participation and creative services necessary to execute campaigns professionally.

Category	Budget	Share	Uses	Strategic Rationale
Direct Advertising	$1,600,000	64%	Paid media, including digital, connected TV, search, print, out-of-home, and seasonal media buys.	Provides the greatest direct market reach and supports year-round and seasonal campaign execution.
Events & Activation	$400,000	16%	Visitor-facing activations, seasonal installations, photo opportunities, ambassador support materials, pop-up programming and experience enhancements.	Connects marketing to the on-the-ground visitor experience and creates shareable reasons to visit.
Matching Marketing Program	$200,000	8%	Dollar-for-dollar support for individual businesses and groups of businesses, subject to clear eligibility and reporting requirements.	Encourages business participation and extends the City's investment through private-sector contribution.
Contracted Creative Services	$300,000	12%	Creative development, video, photography, design, media support, production, copywriting, reporting support and specialized expertise.	Ensures campaigns are visually strong, professionally executed and consistent with the brand platform.
Total	$2,500,000	100%	Full annual Old Town marketing program.	Supports a disciplined, measurable and experience-driven

Category	Budget	Share	Uses	Strategic Rationale
				marketing strategy.

Budget Management Principles

- Maintain the majority of funding in market-facing activities that directly reach visitors.
- Use contracted services only where specialized expertise or production capacity is necessary.
- Reserve flexibility for campaign opportunities, seasonal adjustments and high-value media placements.
- Require campaign briefs and measurement plans for major expenditures.
- Report expenditures publicly in a format that is understandable to elected officials, stakeholders and residents.
- Evaluate cost efficiency by campaign, channel and audience rather than by vendor activity alone.

13. Performance Measurement

Performance measurements should be practical, transparent and tied to the objectives. Marketing cannot claim credit for all changes in visitation or revenue, but it can track whether campaigns reached the intended audiences, drove engagement, supported visitor planning, increased partner participation and aligned with positive visitation and economic indicators.

KPI Framework

Metric Category	Examples	Data Sources	Why It Matters
Overall Metrics	Impressions, reach, frequency, video views, print circulation, out-of-home estimated impressions.	Media platforms, vendor reports, publisher reports.	Shows how broadly the city's message reached target audiences.
Website Metrics	Sessions, users, page views, campaign landing page views, time on page, clicks, map views, event referrals, QR scans.	Website analytics, QR tools, campaign dashboards.	Shows whether audiences engaged with Old Town content and planning tools.
Social Metrics	Followers, reach, engagement.	Platform analytics, social management tools.	Shows whether content is inspiring and shareable.
Visitor Metrics	Foot traffic, visitation and repeat visitation, dwell time, visitor origin, event attendance.	Placer.ai or comparable mobility data, event counts, ambassador observations.	Shows whether visitor activity is consistent with campaign objectives.
Economic Metrics	Sales tax trends, hospitality performance indicators, event-related business activity, business participation.	City finance data, tourism data, STR or hotel partner data where available, merchant feedback.	Shows whether marketing aligns with broader economic performance.
Campaign Metrics	Cost per thousand impressions, cost per click, click-through rate, conversion actions,	Vendor reports, analytics tools, campaign briefs.	Shows the efficiency and effectiveness of specific campaigns.

Metric Category	Examples	Data Sources	Why It Matters
	landing page engagement, post-campaign summary.		
Stakeholder Metrics	Merchant participation in the matching program and activations, hotel partners, concierge contacts.	City tracking, program applications, email metrics.	Shows that we are collaborating with the local business community.

Public-Facing Dashboard

A public-facing dashboard should communicate progress without overstating causation. It should be simple, updated regularly and organized around the same framework as the plan. Recommended dashboard sections include:

- Budget and spend to date by major category.
- Campaign calendar and active campaigns.
- Advertising reach and impressions.
- Website activity and most viewed experience pages.
- Social media reach and engagement.
- Visitor activity indicators, including foot traffic and visitor origin, where available.
- Business and stakeholder participation.
- Tax revenue trends and hospitality indicators, presented with appropriate caveats.
- Quarterly highlights, lessons learned and upcoming adjustments.

Evaluation Approach

Evaluation should occur at three levels. First, staff should review channel performance monthly to optimize active campaigns. Second, staff should prepare quarterly summaries for elected officials, the Tourism Development Commission and stakeholders. Third, staff should conduct an annual review that informs the next fiscal year's plan, budget and campaign calendar. This cadence balances real-time management with public accountability.

14. Governance and Reporting

The governance model should preserve the benefits of the in-house approach while maintaining professional execution and accountability. City staff should own strategy, budget, campaign priorities, public reporting and stakeholder engagement. Specialized external partners should support media buying, creative production, photography, video, analytics, influencer management or other tasks where outside expertise adds value.

Governance Tool	Purpose	Frequency	Audience
Annual Plan	Adopt or present annual strategic direction, budget framework and campaign calendar.	Annually before or near the start of the fiscal year.	City Council, Tourism Development Commission, public.
Quarterly Updates	Report on budget, active campaigns, results, stakeholder participation and upcoming activities.	Quarterly.	Tourism Development Commission, merchants, stakeholders.
Merchant Mixers	Share campaign opportunities, gather feedback and build participation.	Quarterly or campaign specific.	Old Town businesses, property owners, hotels, restaurants, galleries.
Campaign Briefs	Define objectives, audiences, messages, tactics and metrics before major campaigns.	Before each major campaign.	City staff, partners, vendors.
Post-Campaign Reports	Summarize performance, lessons learned and recommended adjustments.	After major campaigns.	City leadership, stakeholders.
Public Dashboard	Provide ongoing transparency into marketing activity and performance.	Monthly or quarterly updates.	Public, elected officials, stakeholders.

Decision Principles

- Prioritize campaigns that directly support Old Town visitation and business activity.
- Align campaign decisions with the Experiences -> Personas -> Campaigns -> Tactics framework.

- Use public funds to support district-wide economic vitality rather than narrow individual promotion, except through structured programs such as the matching marketing program.
- Coordinate early with affected departments and stakeholders when campaigns require public space, infrastructure, police, traffic, parking, permitting or operations support.
- Measure performance and use results to improve future investments.

15. Annual Marketing Calendar

The annual calendar should provide a practical roadmap while allowing flexibility for new opportunities, event changes and market conditions. Each month should identify a primary campaign, featured experiences, major activations and media emphasis. Evergreen campaigns continue throughout the year, but the emphasis shifts by season.

Month	Primary Campaign	Featured Experiences	Major Activations	Media Emphasis
July 2026	Summer Friends & Family	Dining, Shopping, Arts & Culture, Wellness, Indoor Experiences.	Friends and family itineraries, local discounts	Digital, email, stakeholder toolkits, local media.
August 2026	Summer Friends & Family / Wellness	Wellness, Dining, Shopping, Galleries, Staycation.	Wellness week culinary trails, resident-host guides.	Digital, social video, hotel partnerships, search, email.
September 2026	Fall Arts Season Launch	Arts & Culture, Architecture and Design, Dining, Public Art.	Gallery guides, public ArtWalks, Scottsdale Arts coordination, influencer.	Digital, PR, social, hotel concierge outreach, print where appropriate.
October 2026	Fall Arts Season / Culinary	Arts, Dining, Events, Shopping, Walkability.	Art and dining itineraries, patio season content, fall event calendar, photo walks.	Digital, social, out-of-home, PR.
November 2026	Scottsdazzle Launch / Holiday Experiences	Holiday Events, Dining, Shopping, Public Spaces, Photo Opportunities.	Holiday lighting, window programs, gift guide, dining guide, event kickoff.	Digital, out-of-home, print, email, social, PR.
December 2026	Scottsdazzle / Holiday Experiences	Events, Dining, Shopping, Family and Friends, Nightlife.	Holiday events, merchant contests, photo installations, hotel lobby displays.	Digital, social, PR.

Month	Primary Campaign	Featured Experiences	Major Activations	Media Emphasis
January 2027	Western Week / Winter Old Town	Western Heritage, Events, Museums, Dining, Public Spaces.	Western Week programming, history walks, museum and gallery tie-ins, hotel concierge briefs.	Digital, PR, event listings, hotel materials, social video.
February 2027	Spring Training Preview / Culinary & Wine	Dining, Nightlife, Shopping, Walkability.	Dining guides, group dinner itineraries, stadium-area guides.	Digital, search, geofenced media, concierge outreach.
March 2027	Spring Training / Peak Season Old Town	Dining, Nightlife, Galleries, Shopping, Public Art.	Baseball visitor itineraries, patio dining, rideshare or hotel tie-ins, influencer dining content.	Geofenced digital, social, search, out-of-home, partner channels.
April 2027	Culinary & Wine / Arts and Dining	Culinary, Wine, Galleries, Architecture, Events.	Featured dining placements, chef profiles, wine and art trails, and patios.	Print, digital, social, PR, hotel partnerships.
May 2027	Walkable Old Town / Shoulder Season	Walkability, Shopping, Dining, Arts, Wellness.	Self-guided itineraries, maps, public art routes, summer preview.	Digital, search, website, email, stakeholder toolkits.
June 2027	June Days / Summer Kickoff	Events, Dining, Shopping, Wellness, Friends and Family.	June Days programming, photo contests, merchant promotions, culinary trails.	Digital, social, PR, email, website.

16. Implementation Roadmap

Implementation should begin before the fiscal year starts. The city should prepare creative assets, campaign briefs, media plans, partner outreach, dashboard design and stakeholder materials in advance. The goal is to reduce last-minute execution and allow each campaign to benefit from early coordination.

Phase	Timing	Primary Actions	Deliverables
Pre-FY Planning	April-June 2026	Finalize annual plan, confirm budget, define campaign calendar, prepare media strategy, develop creative templates, align departments and partners.	Adopted or approved plan, campaign briefs, media calendar, stakeholder communication plan.
Quarter 1	July-September 2026	Launch Summer Friends & Family, prepare Fall Arts Season, activate dashboard, roll out stakeholder toolkit and matching program guidelines.	Campaign launch, dashboard baseline, first quarterly stakeholder update.
Quarter 2	October-December 2026	Execute Fall Arts Season, launch Scottsdazzle and holiday campaigns, deploy out-of-home and seasonal installations, report early results.	Holiday campaign performance, merchant participation, public dashboard update.
Quarter 3	January-March 2027	Execute Western Week, Spring Training and winter peak season campaigns; intensify hotel and concierge outreach.	Peak-season media performance, visitor indicators, campaign recaps.
Quarter 4	April-June 2027	Execute culinary, shoulder-season and June Days campaigns; complete annual evaluation and develop FY 2027-2028 recommendations.	Annual report, budget recommendations, next-year campaign calendar.

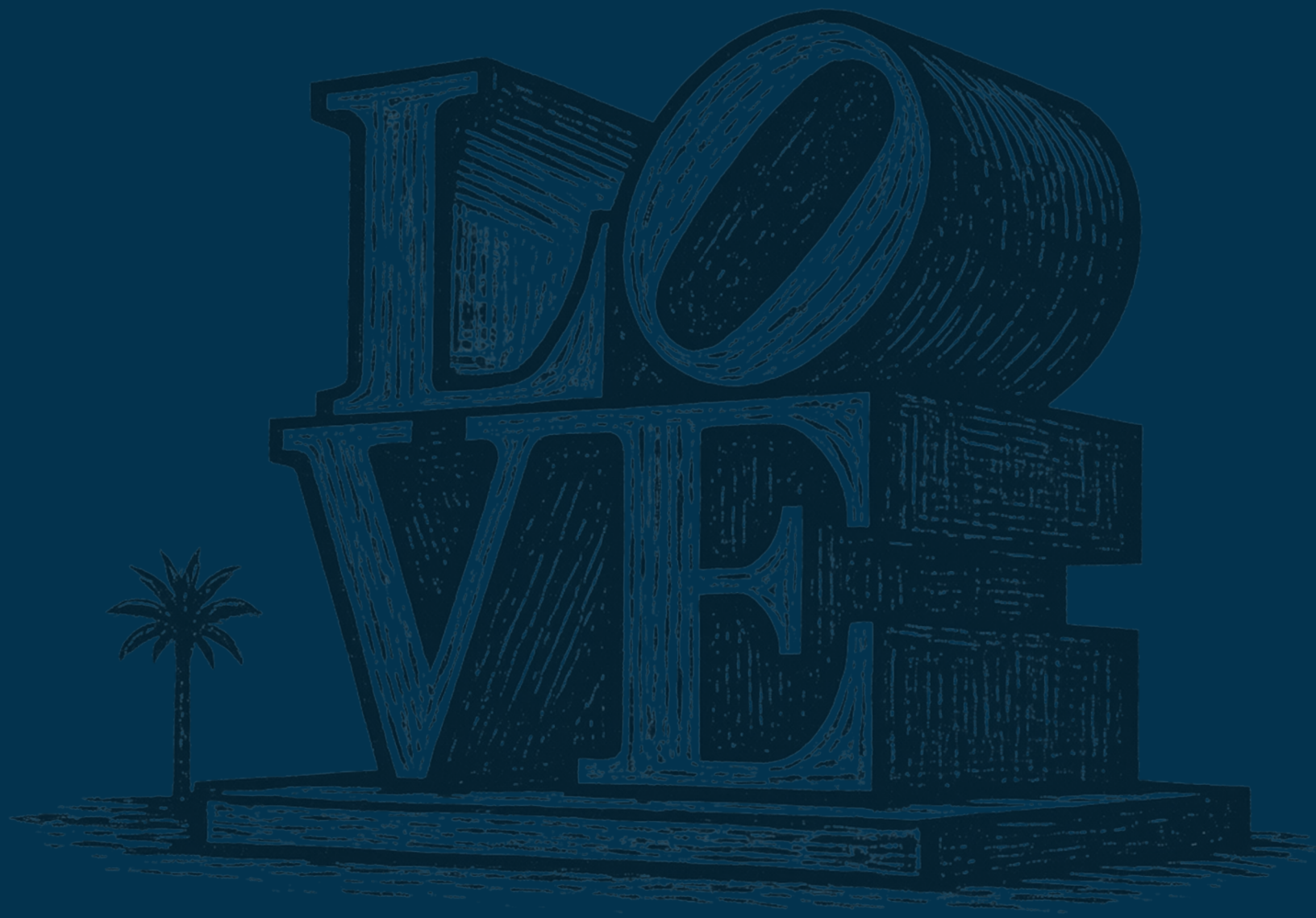
17. Conclusion

Old Town Scottsdale's competitive advantage is not any single attraction. It is the concentration of distinctive experiences within a walkable, recognizable and authentically Scottsdale city center. Restaurants, galleries, museums, public art, hotels, boutiques, nightlife, events, Western heritage, architecture and public spaces together create a destination that can appeal to multiple visitor audiences throughout the year.

The FY 2026-2027 Annual Marketing Plan provides a structure for promoting that advantage with greater clarity and accountability. By organizing the plan around Experiences -> Personas -> Campaigns -> Tactics, the city can explain what it is selling, who it is trying to reach, how it will package messages across the year and how it will execute and measure results.

The plan also clarifies the city's role. The city is not replacing Experience Scottsdale, nor is it attempting to market every business individually. Instead, the city is using dedicated Old Town marketing resources to complement broader destination marketing, reach visitors already in the region or planning near-term travel, strengthen district identity and support economic activity in the heart of Scottsdale.

With disciplined implementation, transparent reporting and continued stakeholder engagement, Old Town marketing can become a durable economic development tool. It can increase awareness, support local businesses, reinforce Scottsdale's brand identity and help ensure that Old Town remains one of the Southwest's most compelling urban destinations.



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