

NOGALES INNOVATION CENTERS

At the Intersection of
Good Fortune and Good Ideas

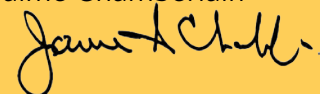


Walk down any street in Nogales and you'll feel it—our community's growing desire to achieve socio-economic independence and prosperity. We know it's possible, and after much exploration and collaboration, a small group of resourceful, strategically-minded citizens has laid out a path. Integral to this new direction are the Nogales Innovation Centers. Located at several repurposed properties in downtown Nogales, the centers will fuel the talent and innovativeness of our vibrant, multi-cultural community and lead us to an inspirational future.

Because diverse cities like ours are playing an increasingly important role in the global economy, Nogales's trendsetting endeavor will serve as a model for others. Help fund this economic engine through the campaign we call "The New Next," and you'll have the deep satisfaction of investing in an idea, and a future, that will inspire communities everywhere. To meet our goal of raising \$2 million dollars, we need your support.

Sincerely,

Jaime Chamberlain

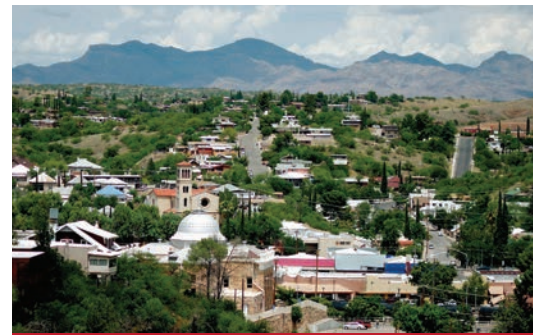


Chairman, The New Next Capital Campaign

Nilo Larriva



President, Nogales Community Development



NOGALES COMMUNITY DEVELOPMENT MISSION STATEMENT

Our mission is to build thriving communities in Nogales and Santa Cruz County—one business, one person at a time—by providing project management for commercial revitalization, business support for entrepreneurs, asset development for individuals and affordable housing for families and individuals.



At the Intersection of Good Fortune and Good Ideas

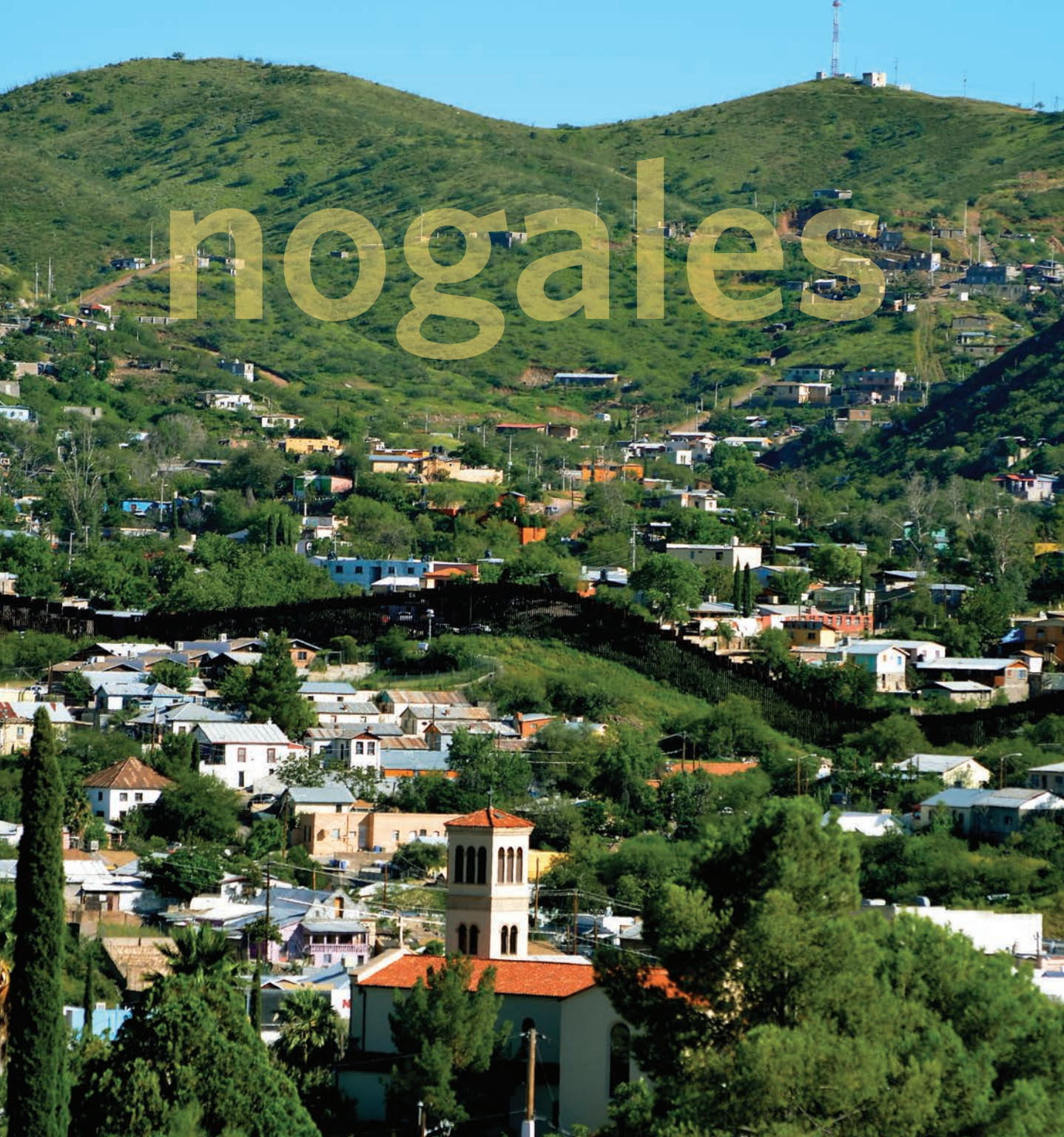
Today, no matter where we live in the U.S., we're constantly brushing shoulders with the rest of the world. In large part the Internet has brought this about, but the new global economy, which isn't so new anymore, plays a role, too. Longtime trade relationships, such as the one we've built with Mexico, better our everyday lives. It's wonderful to eat sweet, juicy grape tomatoes from Culiacan in January. Most of us take such small luxuries for granted, but without ports of entry like the Mariposa Land Port of Entry in Nogales, Arizona, we wouldn't have them to enjoy. Last year, \$26 billion worth of international trade—largely fresh produce and manufactured goods—entered the United States at Nogales.

The innovation centers are a tangible solution that can close the gap between aspiration and accomplishment in Nogales and beyond. By harnessing our community's internationality and "frontier" energy we're upping the odds of our success.

—Nils Urman

Nogales Community Development





A Natural Gateway For International Exchange

Located on a high-elevation pass that serves as a natural gateway for the movement of people and goods between Southern and Northern Hemispheres, Nogales has been a global city since 1882. That's when two railway lines, the New Mexico-Arizona and a Mexican railroad originating in Guaymas, Sonora, met in Nogales, Arizona and when the first entrepreneurial visionaries began to see just how fortunate Nogales was. Many people who call Nogales home have long appreciated its fortuitous location, rich history—the city boasts more than 200 buildings in the National Register of Historic Sites—and semi-arid climate. (Nogales is less hot and gets more rain than arid Arizona cities like Phoenix.) The mainstream press has emphasized the challenges the city's faced, rather than its obvious good fortune. This is about to change.

Coinciding as it does with the recently completed expansion of the Mariposa Land Port of Entry in 2014, this campaign for the innovation centers represents a major step forward in the community's historic progress.

—Bruce Bracker, *President,
Nogales Port Authority and Owner, Bracker's Department Store*



As Director of Sustainability at a forward-thinking local business, James Martin, who has expertise in renewable energy and sustainable agriculture, has chosen the kind of career path the Nogales Innovation Centers will encourage.

A VIBRANT HUB



The proposed multi-use workspace rendered here, and located at what was previously a retail store, will provide our diverse community with a mix of public, private, retail and office spaces for small business development.



A Vibrant Multi-Cultural Hub Anticipating the Future

In ways, Nogales, Arizona is a forerunner of the small modern city of the future. This lively, cross-cultural hub has long attracted forward-looking business people and out-of-the-box thinkers who love the area for its imagination and internationality. The streets of Nogales tick with energy. In this city of 20,000 people, situated at the crossroads of a busy and vital trade corridor, one feels the strong pulse of everyday life, and, perhaps, because of the proximity of sister city, Nogales, Sonora with a population of more than 300,000, one has the sense of being in a far larger metropolis.

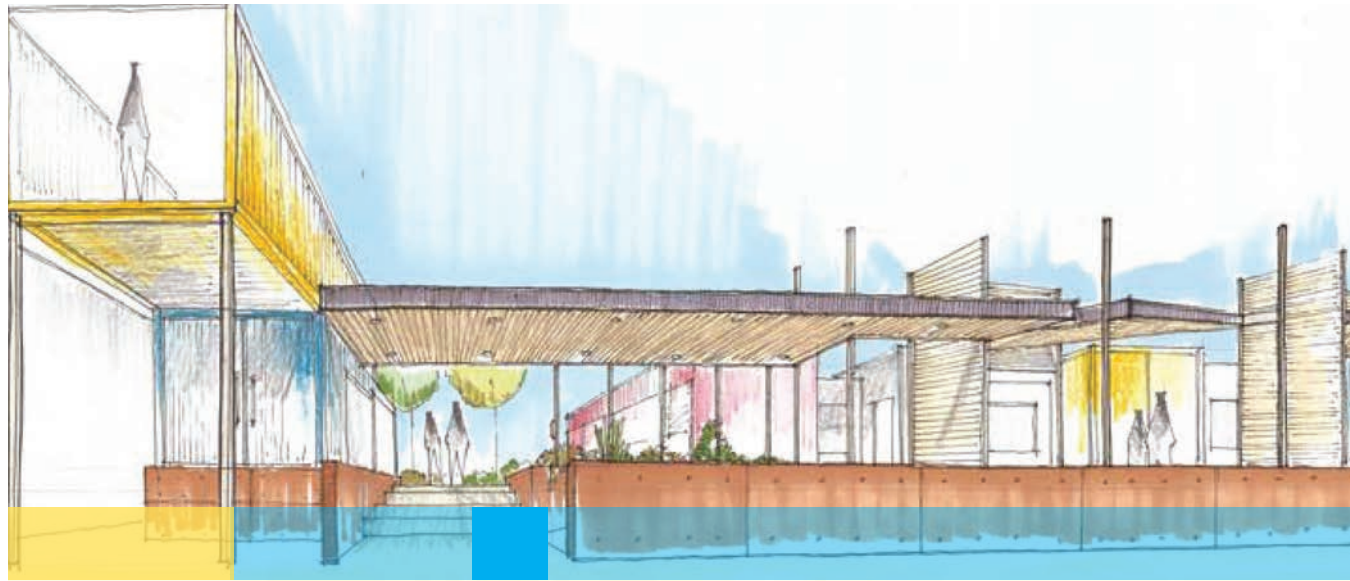
In fact, these days, many Nogales citizens are bursting with anticipation as great ideas to amplify the city's resources and proactively shape the future are taking hold. These resident stakeholders are people from all walks of life—manufacturers, distributors, farmers, retailers, artists—and they're collaborating with Nogales Community Development (NCD) to lift our city toward more innovation and prosperity. NCD is a small, active organization that's received major financial support for its regional activities from the U.S. Departments of Housing and Urban Development, Commerce, Health and Human Services and Agriculture-Rural Development as well as North American Development Bank, JP Morgan Chase, Arizona Community Foundation, Wells Fargo Foundation and others.

NCD is setting the stage for Nogales's new collaborative workspaces with competent leadership that's recognized nationally for its impactful work.

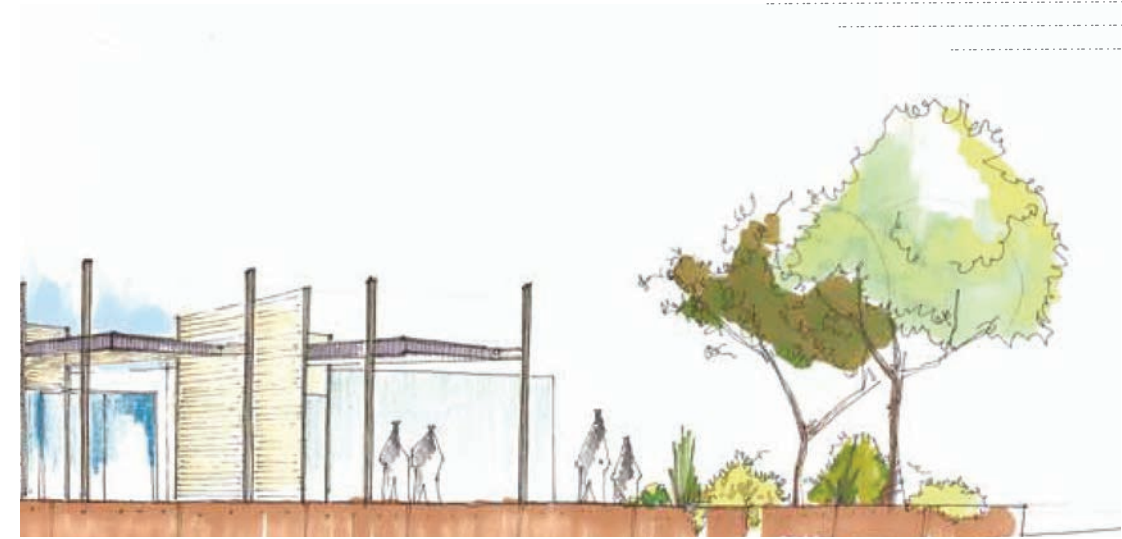
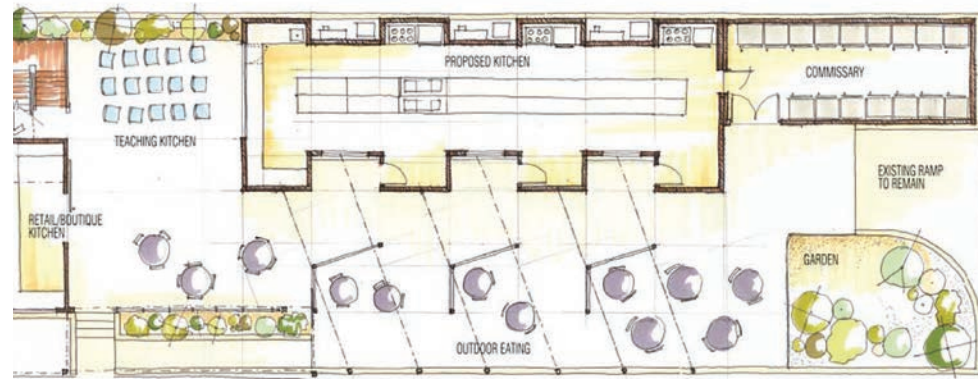
—Susan Kunz, Chief of Health and Wellness,
Mariposa Community Health Center



Lifelong gardener Socorro Garcia markets her fruits and vegetables at The "Little" Mercado in downtown Nogales. Community gardens located throughout the innovation centers will enable more small-scale growers to sell their produce locally.



With several generous, well-equipped kitchen spaces, a commissary, community gardens and shaded tables, the community kitchen on Morley Avenue will bring seasoned chefs, food entrepreneurs and novice cooks to share ideas, new techniques and good food, enriching Nogales's flavorful culinary traditions.



An Economic Generator in the Heart of Downtown Nogales

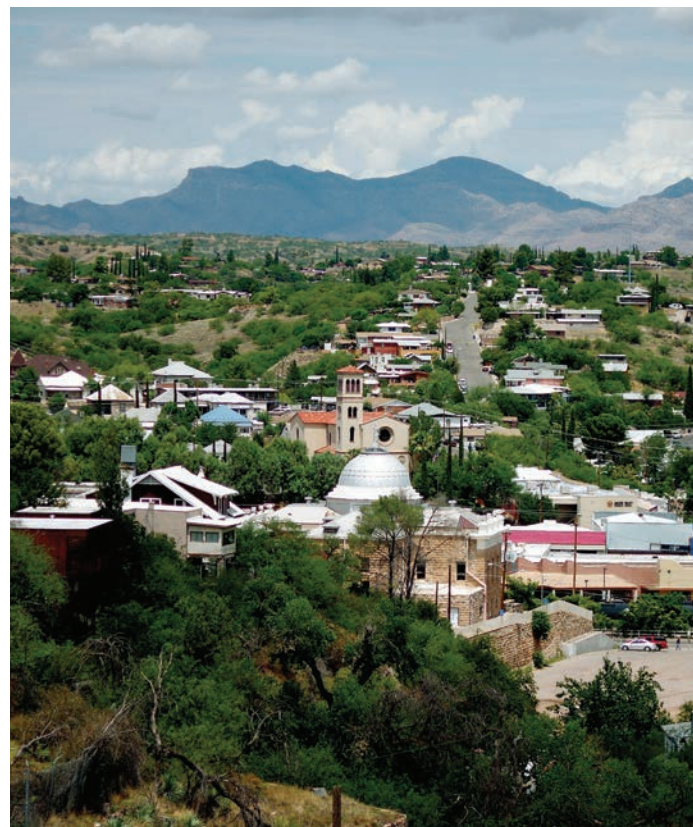
At NCD, we strive to be efficient, nimble and adaptive. Since transitioning in 2004 from the Main Street Program to a community development corporation model, we've effectively addressed our primary concern—to mend the gap between the educational and income shortcomings of citizens living along the U.S.-Mexico border and the area's great potential. In this, we've had good success, and today, interest in our most recent brainchild—Nogales Innovation Centers—is especially keen. Many believe the adjacent centers, strategically located in the heart of the city, will give Nogales the fresh infusion needed to boost the economic well-being of the entire community.

NCD envisions the centers as a cultural hub where people of all ages, ethnicities and walks of life take their careers and businesses to a new level. Our first step is to refurbish underused buildings, including the historically significant Foxworth-Galbraith property. True to the nature of our diverse city, the innovation centers will bring together a unique combination of potential and talent in state-of-the-art offices, meeting spaces, career-training facilities and a collaborative business incubator. Similar workspaces are already producing good results right up the road in Tucson and Phoenix.



At UA's College of Architecture, Nogales-born Edgar Parra participated in the branding and design contest for the new innovation centers. Edgar sees the centers as attracting other young creatives who'll contribute to the community's economic future.

a collaborative business incubator



The low-rent, licensed commercial kitchen at The "Little" Mercado will allow food entrepreneurs like Cesar Martinez, Irma Velez and Teresa Ortiz to ramp up production and sales. Among many opportunities, this incubator will offer management training, revolving loan programs as well as food storage and distribution facilities for entrepreneurs and local non-profits.

What's unique about the Nogales Innovation Centers is that they're part of a larger community-managed environment, the Nogales Community Campus. NCD and a group of key partners are developing this vibrant live-learn-work campus by capitalizing on a number of historic real estate assets in the heart of downtown. This breakthrough initiative will meet the needs of our citizens and lead to economic self-sufficiency along our section of the U.S.-Mexico border. Although most "community" campuses are associated with a university or corporation, true to our city's independent nature, the Nogales Community Campus isn't. It's wholly of the people and for the people, including our elders. The campus will bring seniors to our downtown again as the programs at the historic Bowman Senior Residences will focus on the residents' needs and interests.

Integral to this larger campus are the innovation centers, which will be developed at several locations, including The "Little" Mercado property on Morley Avenue (7,000 square feet) and the Foxworth-Galbraith property (31,000 square feet, consisting of a former hardware store and lumberyard). Together, the complementary centers will offer critical career and business training, financial capability training and business loans, as well as housing opportunities and housing counseling.

Smaller border communities like Nogales face unique challenges in the areas of business, housing, food, education and employment. The innovation centers will allow us to address these challenges with solutions that strongly encourage entrepreneurship in the U.S.-Mexico border region.

—Marisela Parra, Past President and Current Board Member, Nogales Community Development

THE NEW NEXT



Make it happen!

Be a Part of the Robust Revitalized Nogales

The innovation centers are an exciting first for Nogales that set us apart from almost every city our size. The centers will go beyond meeting traditional challenges of food, housing, education and employment to encourage entrepreneurship along the U.S.-Mexico border and cast Nogales in a new light. It's time we closed the gap between aspiration and realization along our border. These collaborative training and business spaces will do just that.

If you want to see Nogales fulfill its destiny as the fortunate forerunner of small global cities of the future, invest in this revitalizing project and know you were there at the beginning of a new era. The engine is running. The timing is perfect. With reasonable support, we'll reach our goal of \$2 million. We're counting on your foresight and love of place. Support the innovation centers and define Nogales's role in the 21st century as The New Next.

You can help us ignite tremendous entrepreneurial innovation in our community with your financial support. Help us make it happen and turn this energy into power.

—Terry Shannon, Jr. Owner, Shannon Brokerage Co., and President,
Nogales-Santa Cruz County Economic Development Foundation

Accomplished professionals in digital media, such as award-winning director/producer LuisCarlos Davis, will find financial and technological support as well as a stimulating cooperative space in which to take their projects to fruition at the innovation centers.



The New Next: Downtown Nogales

To ignite the future for Nogales entrepreneurs, the innovation centers will feature:

- **Business offices and services**
- **A computer training lab**
- **A community health and learning center**
- **Business incubators, including a commercial kitchen**
- **Collaborative working spaces**
- **Stackable, formally-delivered workshops and trainings**
- **A makerspace where artisans share resources and craft their wares**
- **Community gardens**

Because of the abundance of creativity and innovation that naturally percolate in a place where a diversity of people and ideas converge, the business innovation centers will produce even greater results here, at the frontier, than they have elsewhere.

—Jaime Chamberlain, Director of The New Next Capital Campaign and President, Chamberlain Produce

If you'd like to shape the future of Nogales by supporting The New Next, get in touch with Nils Urman at Nogales Community Development:

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520-397-9219 (office)
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*Where our
community takes off*



the
NEWNEXT
Campaign *for* Nogales Innovation Centers

 **NOGALES COMMUNITY
DEVELOPMENT**

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