

# AGENDA

# 2:00 P.M.

CITY OF SEDONA, SPECIAL CITY COUNCIL MEETING WEDNESDAY, JANUARY 17, 2018

## NOTES:

- Meeting room is wheelchair accessible. American Disabilities Act (ADA) accommodations are available upon request. Please phone 928-282-3113 at least two (2) business days in advance.
- City Council Meeting Agenda Packets are available on the City's website at:

[www.SedonaAZ.gov](http://www.SedonaAZ.gov)

## GUIDELINES FOR PUBLIC COMMENT

### PURPOSE:

- To allow the public to provide input to the City Council on a particular subject scheduled on the agenda.
- This is not a question/answer session.
- The decision to receive Public Comment during Work Sessions/Special City Council meetings is at the discretion of the Mayor.

### PROCEDURES:


- Fill out a "Comment Card" and deliver it to the City Clerk.
- When recognized, use the podium/microphone.
- State your:
  1. Name and
  2. City of Residence
- Limit comments to **3 MINUTES**.
- Submit written comments to the City Clerk.

## 1. CALL TO ORDER/PLEDGE OF ALLEGIANCE/MOMENT OF SILENCE

## 2. ROLL CALL

## 3. SPECIAL BUSINESS

LINK TO DOCUMENT = 

- a. AB 2288 Discussion/possible direction regarding destination marketing and tourism promotion goals, objectives, and approach for the FY2018-2019 contract year. This will take place in the form of a joint meeting between the Sedona City Council and the Sedona Chamber of Commerce and Tourism Bureau's Executive Committee. 
- b. Discussion/possible action on future meeting/agenda items.

## 4. EXECUTIVE SESSION

If an Executive Session is necessary, it will be held in the Vultee Conference Room at 106 Roadrunner Drive. Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:

- a. To consult with legal counsel for advice on matters listed on this agenda per A.R.S. § 38-431.03(A)(3).
- b. Return to open session. Discussion/possible action on executive session items.

## 5. ADJOURNMENT

Posted: \_\_\_\_\_

By: \_\_\_\_\_

Susan L. Irvine, CMC  
City Clerk

Note: Pursuant to A.R.S. § 38-431.02(B) notice is hereby given to the members of the City Council and to the general public that the Council will hold the above open meeting. Members of the City Council will attend either in person or by telephone, video, or internet communications. The Council may vote to go into executive session on any agenda item, pursuant to A.R.S. § 38-431.03(A)(3) and (4) for discussion and consultation for legal advice with the City Attorney. Because various other commissions, committees and/or boards may speak at Council meetings, notice is also given that four or more members of these other City commissions, boards, or committees may be in attendance.

A copy of the packet with material relating to the agenda items is typically available for review by the public in the Clerk's office after 1:00 p.m. the Thursday prior to the Council meeting and on the City's website at [www.SedonaAZ.gov](http://www.SedonaAZ.gov). The Council Chambers is accessible to people with disabilities, in compliance with the Federal 504 and ADA laws. Those with needs for special typeface print, may request these at the Clerk's Office. All requests should be made **forty-eight hours** prior to the meeting.

CITY COUNCIL CHAMBERS  
102 ROADRUNNER DRIVE, SEDONA, AZ

The mission of the City of Sedona government is to provide exemplary municipal services that are consistent with our values, history, culture and unique beauty.

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**CITY COUNCIL  
AGENDA BILL**

**AB 2287  
January 17, 2018  
Special Business**

**Agenda Item: 3a**  
**Proposed Action & Subject:** Discussion/possible direction regarding destination marketing and tourism promotion goals, objectives, and approach for the FY2018-2019 contract year. This will take place in the form of a joint meeting between the Sedona City Council and the Sedona Chamber of Commerce and Tourism Bureau's Executive Committee.

<b>Department</b>	City Manager
<b>Time to Present</b>	30 minutes
<b>Total Time for Item</b>	4 hours
<b>Other Council Meetings</b>	January 11, 2017, March 1, 2017
<b>Exhibit</b>	A. PowerPoint Presentation B. SCoC&TB FY18 First Quarter Report to the City C. Sustainable Tourism Plan Background

City Attorney Approval	Reviewed 01/08/18 RLP	<b>Expenditure Required</b>	
			\$ 0
City Manager's Recommendation	For discussion and possible direction.	<b>Amount Budgeted</b>	
			\$ 0
		Account No. (Description)	N/A
		Finance Approval	<input checked="" type="checkbox"/>

**SUMMARY STATEMENT**

**Background:** On March 1, 2017, City Council held a work session to discuss how best to structure and memorialize the partnership between the City of Sedona and the Sedona Chamber of Commerce and Tourism Bureau (SCoC&TB) for future destination marketing and tourism promotion services.

The City Council has expressed the need and desire to:

- Structure the contract to promote more active involvement from the City Council in annual decisions related to desired outcomes and policy level objectives relating to the program of work, marketing approach, and product development programs and projects.
- Develop a more sustainable tourism approach that considers and addresses the need to better balance the interests of residents and tourists, and to mitigate the unintended consequences of such a robust tourist economy.

In order to adequately address these items moving forward, Council requested that, for the new contract period, a joint work session take place annually between the City Council and the SCoC&TB prior to development of the upcoming year's program of work, budget, and marketing plans. Because the Council is in the best position to represent and attempt to balance the interests of a broad range of stakeholders and the SCoC&TB has the expertise to position Sedona as a premier tourist destination, collaboratively they are in the best position to create a coordinated approach to tourism management that makes sense for both residents and visitors. This joint meeting is intended to be an opportunity for the Council and the SCoC&TB to engage in dialogue regarding current year goals and objectives, assess the state of the tourism industry, respond to changing needs, identify priorities, and develop a coordinated tourism approach for the upcoming year.

The SCoC&TB will still be required to bring back a fully developed program of work for destination marketing and visitor services, a product development plan, and a proposed budget for Council approval prior to July 1, 2018 for the FY19 contract period.

Representatives from SCoC&TB will provide a brief state of the industry to set the stage for this discussion. The PowerPoint presentation is attached as Exhibit A. Additional background materials include the FY18 First Quarter Report (July–Sept 2017) from the SCoC&TB to the City, attached as Exhibit B; and an outline of the project scope for the Sustainable Tourism Plan, attached as Exhibit C.

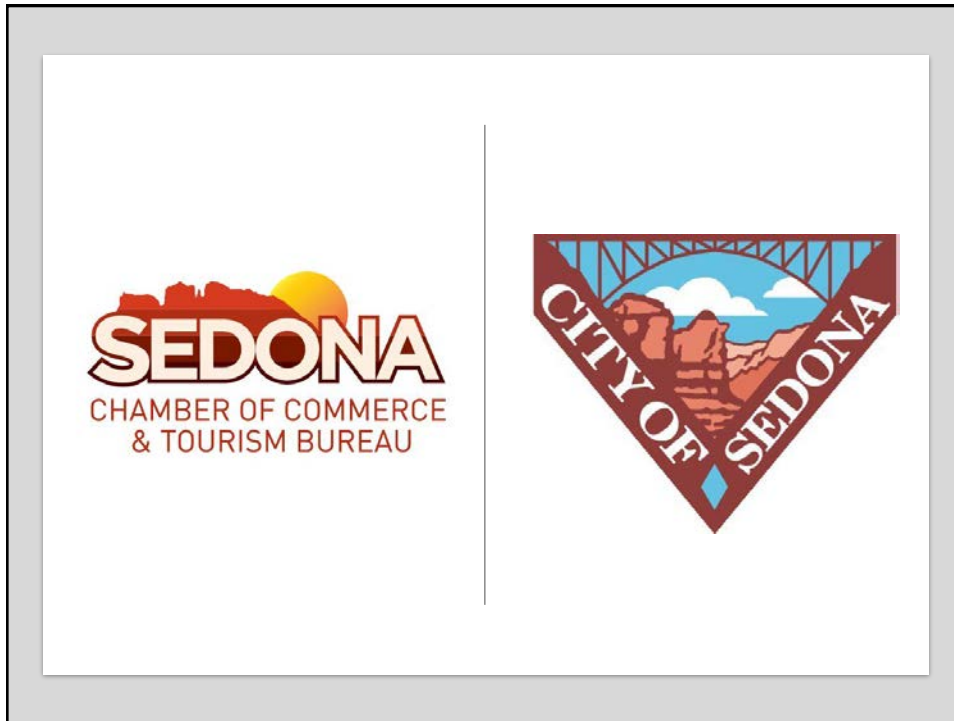
**Community Plan Consistent:**  Yes -  No -  Not Applicable

**Board/Commission Recommendation:**  Applicable -  Not Applicable

**Alternative(s):** N/A

#### **MOTION**

**I move to:** for information, discussion, and possible direction.



## Agenda

1. Introductions
2. State of the Industry
  - Review performance metrics
3. Overall strategy discussion
  - Sustainable Destination Management Plan
  - Quality over Quantity
    - Summer & Winter Focus?
      - » Did we press the brakes too hard?
      - » How do we find the sweet spot?

# Agenda

## 4. Discussion

- Product Development Focus Areas:
  - Transportation / Sustainability / Arts / Wellness
  - 401 Jordan Road
  - Sedona Northern Lights

## 5. Other Priorities?

### Board Members

**Lonnie Lillie** Chairman, Best Western PLUS Arroyo Roble Hotel & Creekside Villas

**Stephanie Giesbrecht** Vice Chairman, Northern Arizona Healthcare

**Marc Sterling** Treasurer, Sterling Accounting & Tax

**Jeremy Hayman** Secretary, Sedona Golf Resort

**Linda Goldenstein** Immediate Past Chairman, Goldenstein Gallery

**Desiree Brackin** Brackin Benefits

**Al Comello** Comello Media Services

**Whitney Cunningham** Aspey, Watkins and Diesel, P.L.L.C.

**Greg Hanss** L'Auberge de Sedona and Orchards Inn

**Jennifer Perry** Prysm, LLC

**Mike Hermen** Pink Jeep Tours

**Darla Deville** APS

**Kyle Larson** Larson Newspapers

**Ralph Woellmer** Matterhorn Inn & Shoppes

SEDONA  
ARIZONA

**SEDONA**  
Chamber of Commerce & Tourism Bureau


ACCREDITED  
Destination Marketing Organization

## Our Mission

To enhance economic vitality  
and promote Sedona as  
the world's most desirable destination  
for residents, businesses and travelers

- ✓ **Celebrates Local Culture**
- ✓ **Protects the Environment**
- ✓ **Sustains the Local Economy**

## FY-17 Metrics

Sales Tax 9%   
+ \$1,288,000

Bed Tax 27%   
+ \$800,000

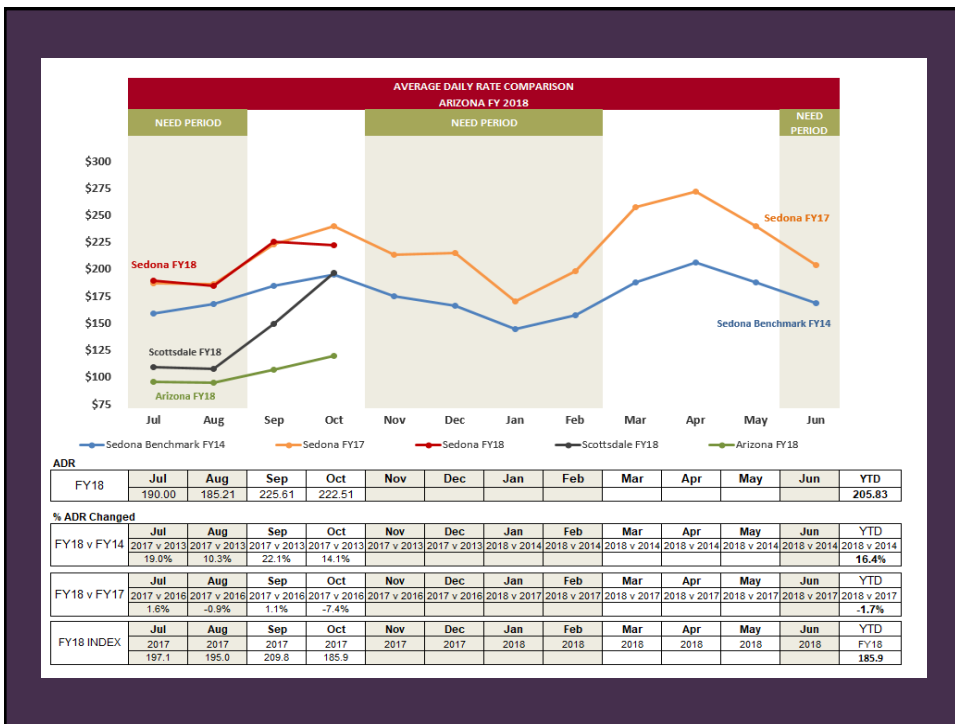
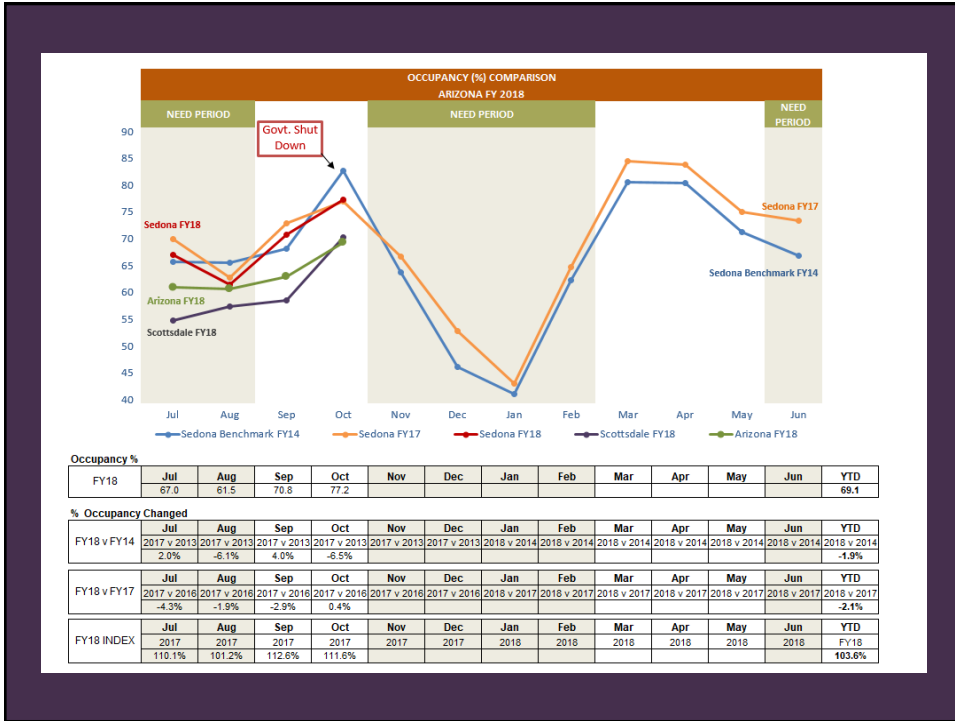
## FY-18 Metrics

Sales & Bed Tax Revenues by Month											
City Sales Tax Revenues						Bed Tax Revenues					
Month	FY 2017 Actuals	FY 2018 Collections	Actual Variance	FY 2018 Budget	Budget Variance	Month	FY 2017 Actuals	FY 2018 Collections	Actual Variance	FY 2018 Budget	Budget Variance
July	\$ 1,219,320	\$ 1,297,282	6%	\$ 1,313,370	-1%	July	\$ 273,893	\$ 272,841	0%	\$ 263,120	4%
August	1,239,948	1,205,770	-3%	1,244,800	-3%	August	247,780	260,798	5%	272,690	-4%
September	1,271,915	1,360,591	7%	1,349,510	1%	September	261,443	323,072	24%	299,010	8%
October	1,487,329	-	-	1,196,380	-	October	359,754	-	-	287,640	-
November	1,253,394	-	-	1,404,260	-	November	290,342	-	-	362,650	-
December	1,235,437	-	-	1,224,380	-	December	246,245	-	-	212,690	-
January	982,482	-	-	1,190,810	-	January	195,588	-	-	219,740	-
February	1,216,544	-	-	1,244,320	-	February	256,512	-	-	292,050	-
March	1,655,296	-	-	1,605,650	-	March	482,880	-	-	420,260	-
April	1,679,459	-	-	1,771,350	-	April	472,559	-	-	533,190	-
May	1,487,276	-	-	1,544,940	-	May	402,312	-	-	399,850	-
June	1,540,059	-	-	1,584,030	-	June	322,421	-	-	414,320	-
<b>Totals</b>	<b>\$ 16,268,459</b>	<b>\$ 3,863,643</b>	<b>4%</b>	<b>\$ 16,673,800</b>	<b>-1%</b>	<b>Totals</b>	<b>\$ 3,811,727</b>	<b>\$ 856,711</b>	<b>9%</b>	<b>\$ 3,977,200</b>	<b>3%</b>

Sales Tax 4% 

Bed Tax 9% 







# Long Term Goals

1. To attract, manage and monitor tourism for the benefit of residents, industry and visitors
2. To make visiting Sedona a positive and seamless process
3. To sustain a reasonable balance between tourism and the quality of life in Sedona



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ARIZONA

**98% of visitors** believe that Sedona  
is an excellent (68%) or good (30%)  
place to visit compared  
to other options 



**Strategies**

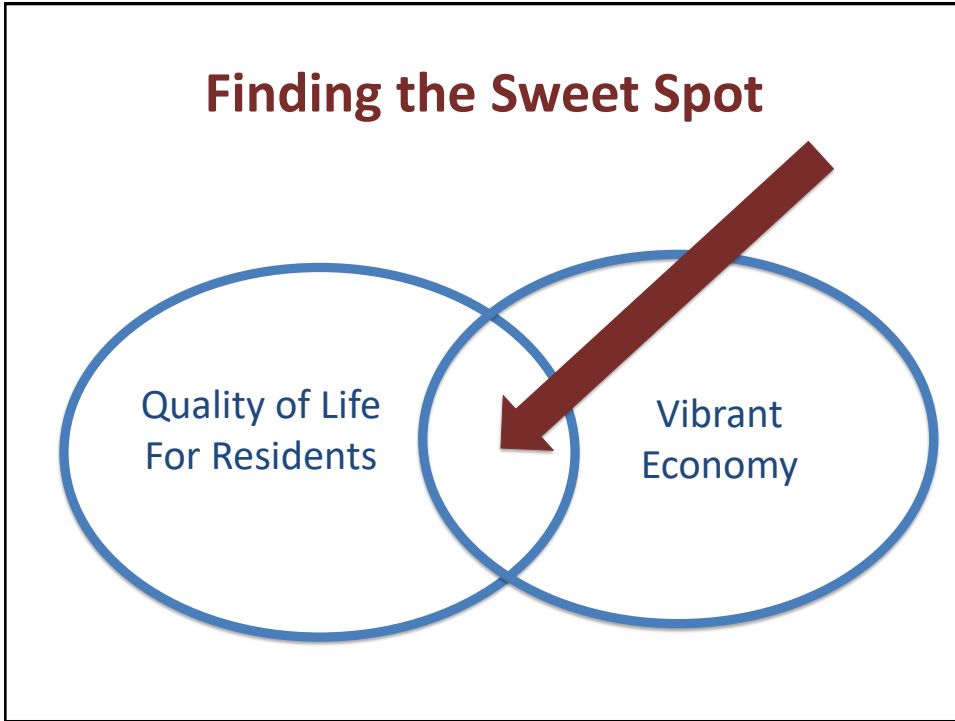


## REFINED APPROACH



## Quality over Quantity





SEDONA  
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Arts & Culture      Outdoor Adventure      Wellness

A banner featuring a desert landscape background. At the top, a teal bar contains the text "Arts & Culture", "Outdoor Adventure", and "Wellness". Below this, a colorful banner spells out "SUMMER" in white letters on multi-colored flags. At the bottom, a blue banner with white snowflakes spells out "WINTER".



SEDONA  
ARIZONA

## Target Audience

**AGE 35-54 PRIMARY, AGE 55+ SECONDARY**

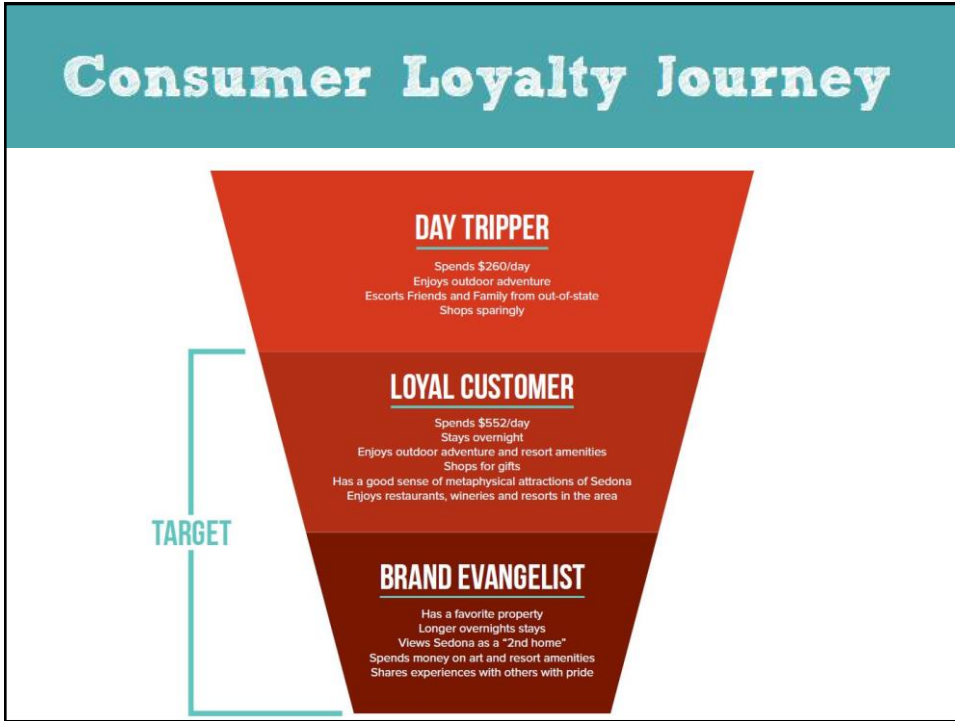
ANNUAL  
HOUSEHOLD  
INCOMES

**\$150,000+**



**COLLEGE-EDUCATED**

SEDONA  
ARIZONA







# Group/Meeting Sales



## BLUR THE LINE BETWEEN VACATION & BOARD MEETING



# Travel Trade Industry

Taubman Museum of Art presents

## Great Trains & Grand Canyons

featuring 5 nights in Sedona





**6 Days October 15, 2017**

**Highlights**

- Tied Rail Journeys
  - Grand Canyon Railway
  - Hole-in-the-Rock Railroad
  - Grand Canyon West Park
  - Oak Creek Canyon
  - Black & Bar's Steakhouse
  - Sedona Trolley Tour
  - Chapel of the Holy Cross
  - Thunderpiper & Unten Sedona
  - Montezuma Castle
  - Jerome
  - Checkwagon Supper & Show
  - Old Town Scottsdale

**Inclusions**

- Roundtrip Airfare - RGA
- 5 Nights Accommodations
- Sightseeing per Itinerary
- Admissions per Itinerary
- All Meals
- 5-Breakfasts & 3-Dinners
- Hotel Transfers
- Professional Tour Director
- Motorcoach Transportation
- Baggage Handling

**Booking Discount - Save \$200 per couple!**

**Tour Rates**

Booking Discount*	\$2499 pp double
Regular Rate:	\$2599 pp double
Single Supplement:	+\$675

\*See notes for booking discount details

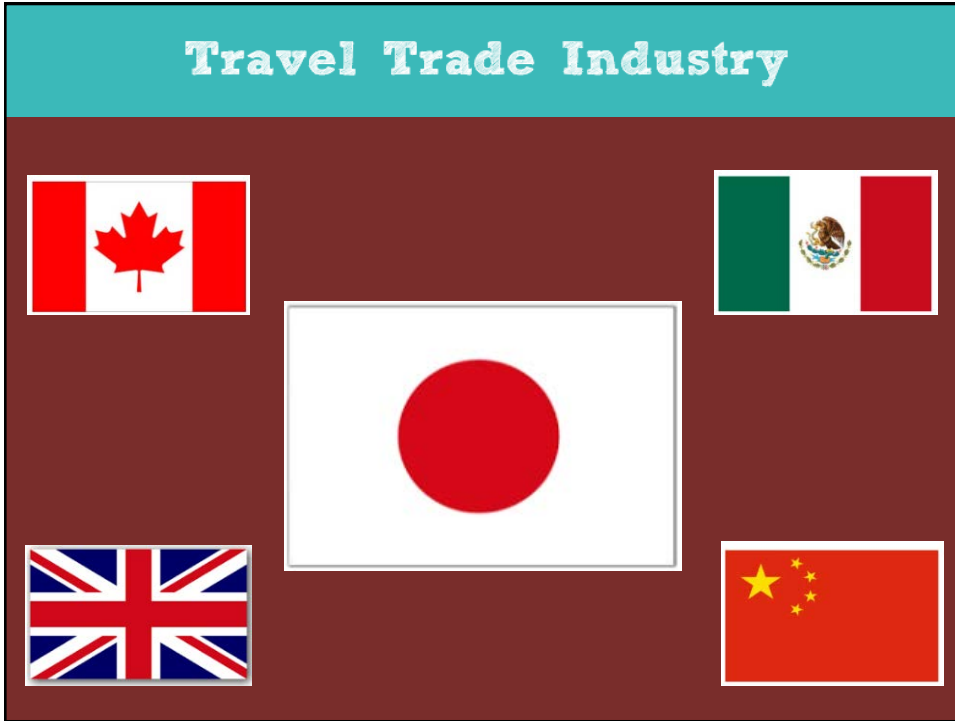
**Contact Information**

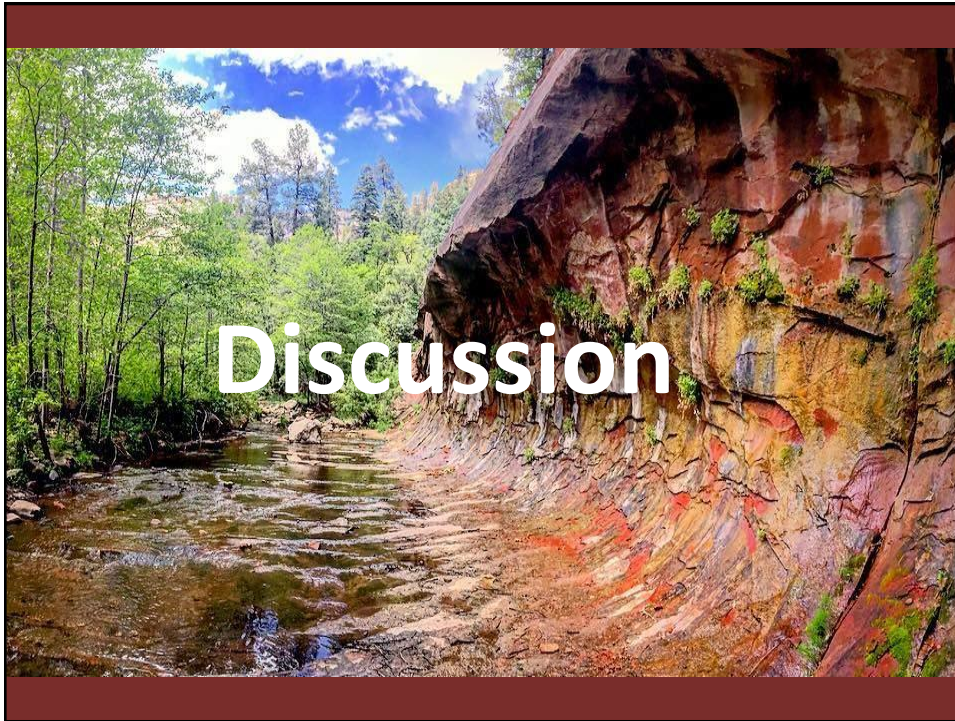
Taubman Museum of Art • Attn: Christina Hatch  
 110 Salem Ave SE • Roanoke, VA 24011  
 540.204.4120 Fax: 540.342.5796  
[chatch@taubmanmuseum.org](mailto:chatch@taubmanmuseum.org)

Booking #1187025

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SEDONA  
ARIZONA



**11,400 Hours Donated  
in FY17  
Value = \$256,500**



## Tourism Product Development

*Assist in Sedona tourism development that promotes the visitor industry's long term viability, while enhancing resident's quality of life.*

This is our  
**Product...**

How do we sell  
it?



## Tourism Product Development

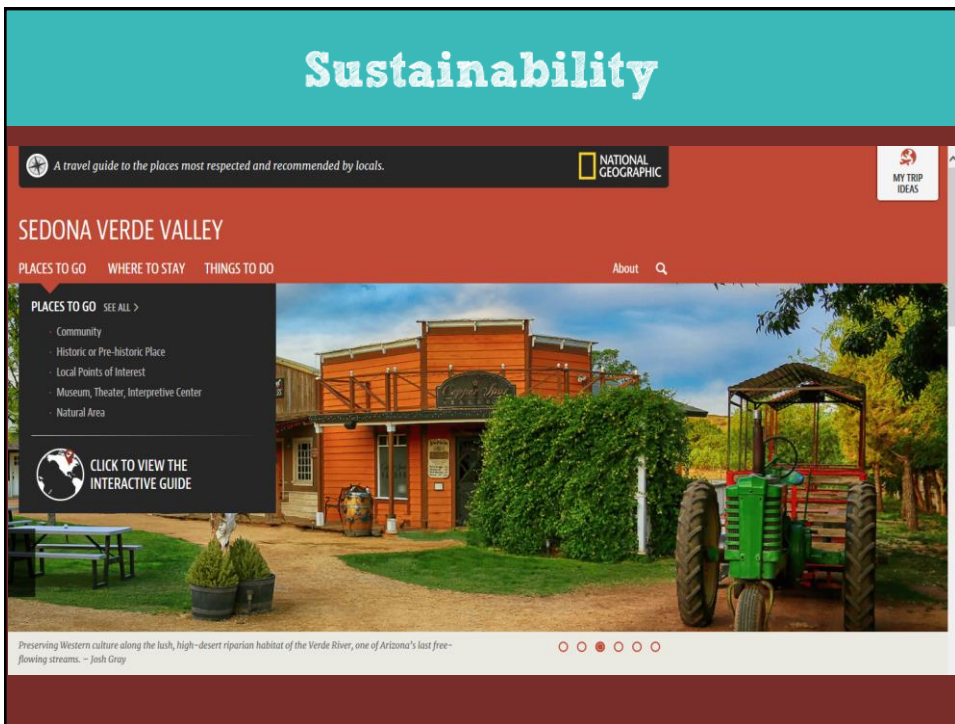
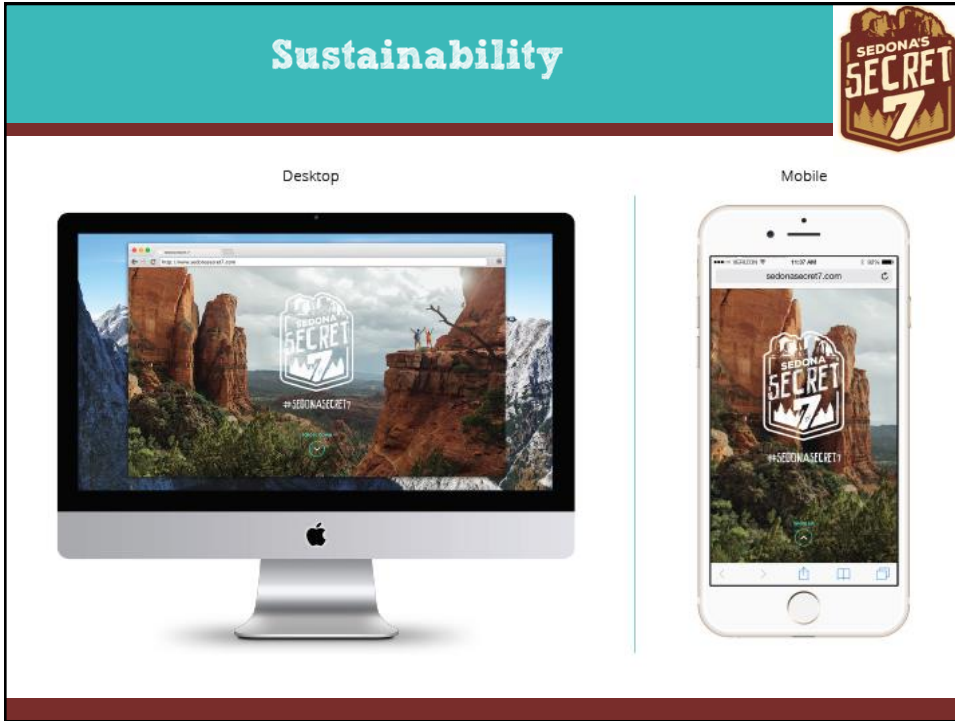
*Assist in Sedona tourism development that promotes the visitor industry's long term viability, while enhancing resident's quality of life.*

This is our target  
**customer...**

What **PRODUCT** do  
they want?







# Sustainability



*travel forever*



Welcome to the Global Sustainable Tourism Council

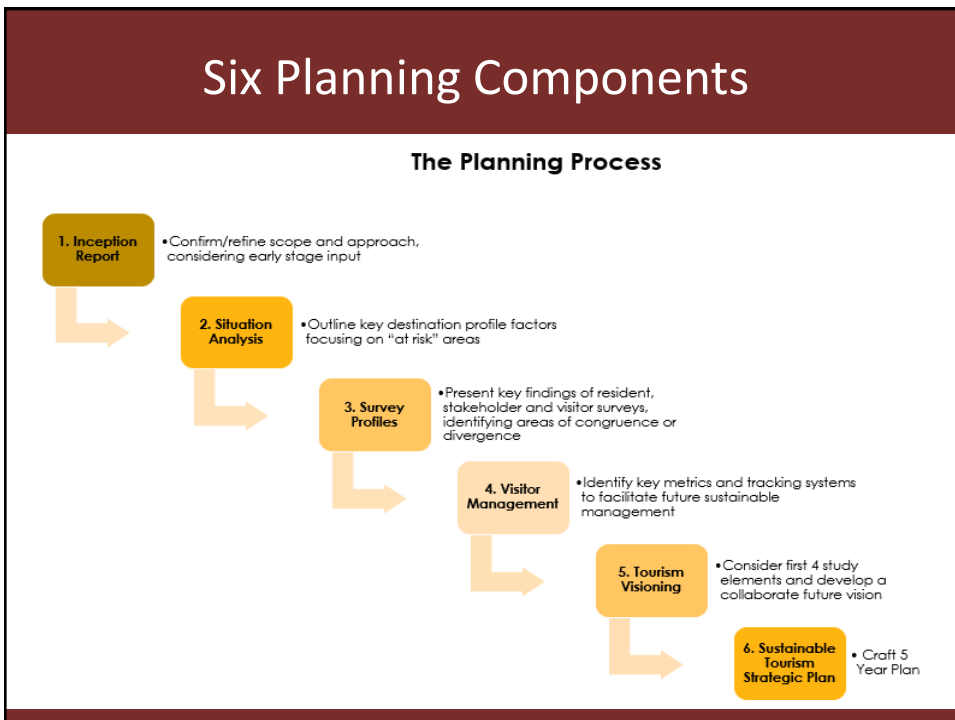
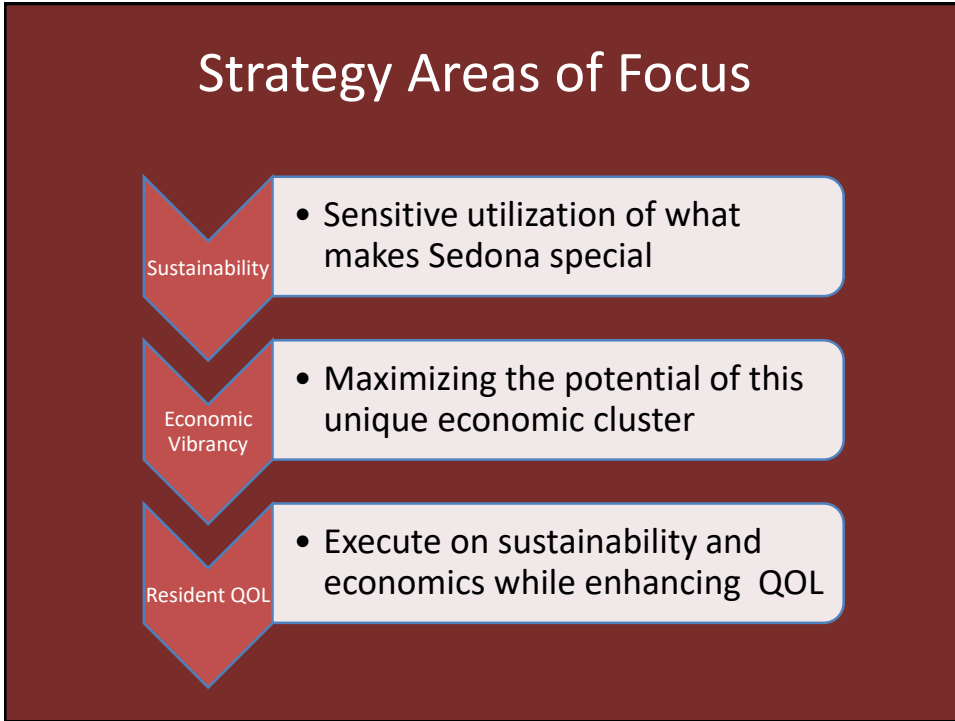
# Sustainability

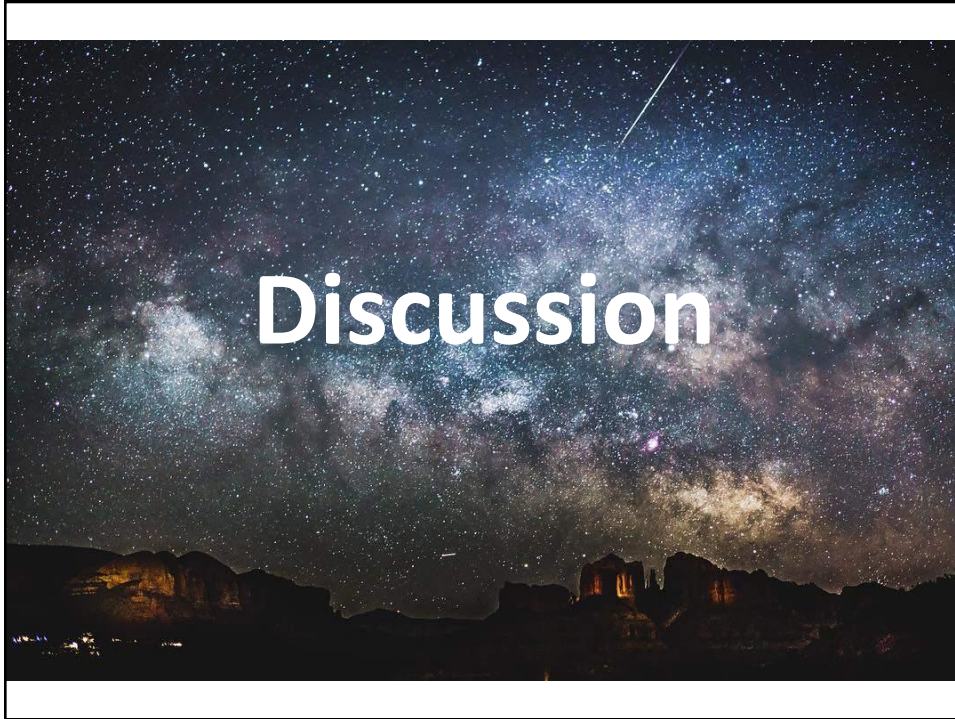


## Sustainable Destination Management Plan









## Transportation

**401 Jordan Road Property Acquisition**  
Approximately 50+ NEW parking spots in Uptown



# Transportation





## Transportation

Community  
Focus Area  
Process



## Transportation

Pedestrian ADA Walkway at  
Forest Road & the Visitor Center





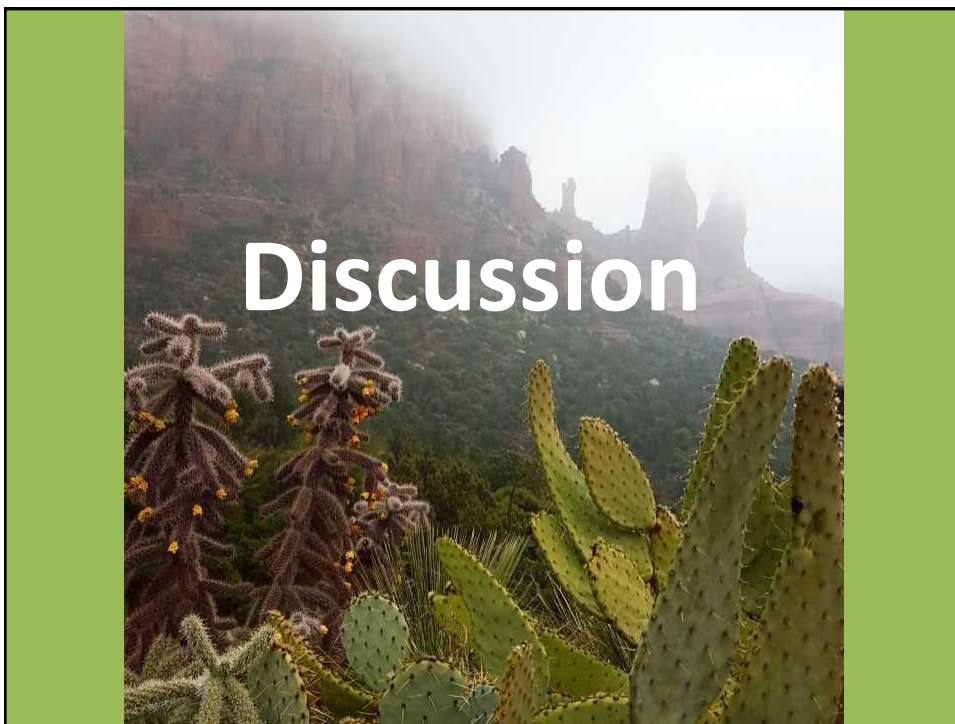
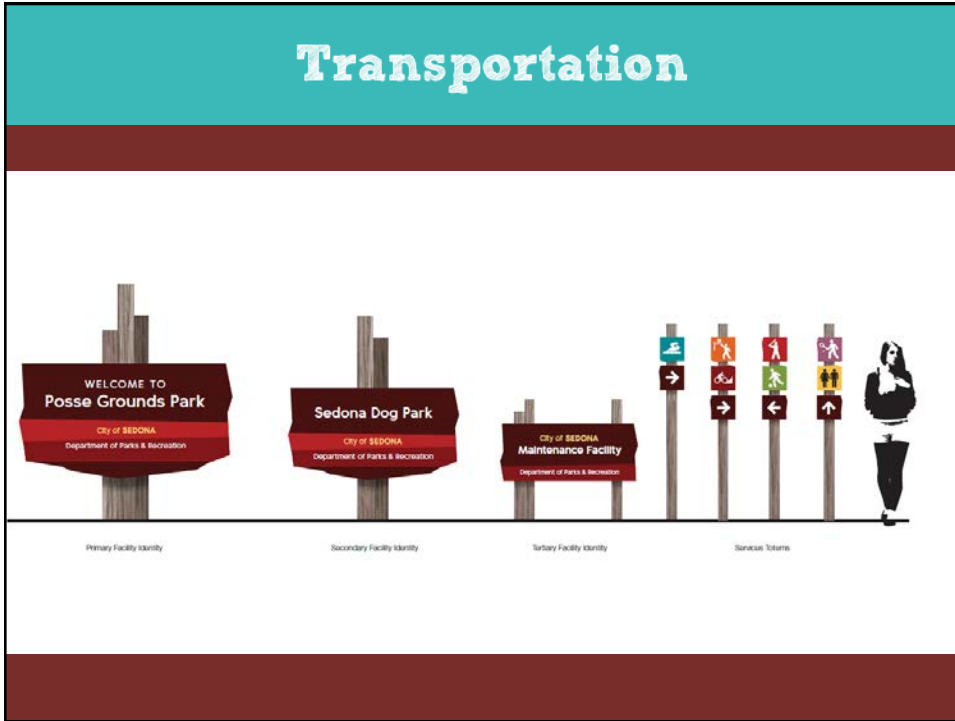
# Transportation

## Wayfinding Plan

The Transportation Wayfinding Plan displays several sign designs and their dimensions. On the left, a 'FREE PARKING' sign is shown with a height of 24" and a width of 24". Below it are 'Front View', 'Side View', and 'Back View' labels. In the center, a person silhouette is used for scale. To the right, a 'LOT 1' sign is shown with a height of 48" and a width of 24". Below it are 'Front View' and 'Side View' labels. On the far right, six smaller parking lot signs (LOT 2 through LOT 7) are displayed, each with a height of 48" and a width of 24".

# Transportation

The Transportation Wayfinding Plan shows various pedestrian and accessibility signs. On the left, three 'Pedestrian Guide' signs are shown for 'West Sedona', 'Gallery Row', and 'Uptown', each with a height of 48" and a width of 24". Below them are labels: 'Pedestrian Guide West Sedona', 'Pedestrian Guide Gallery Row', and 'Pedestrian Guide Uptown'. In the center, an 'Elevator Guide' sign is shown with a height of 48" and a width of 24", featuring an elevator icon and an upward arrow. Below it is the label 'Elevator Guide'. To the right, an 'Accessible Path Guide' sign is shown with a height of 48" and a width of 24", featuring a wheelchair icon and a rightward arrow. Below it is the label 'Accessible Path Guide'. At the bottom, a person silhouette is used for scale, and labels for 'Elevator Guide', 'Accessible Path Guide', 'Pedestrian Guide New Post Mount', and 'Pedestrian Guide Existing Post Mount' are provided.

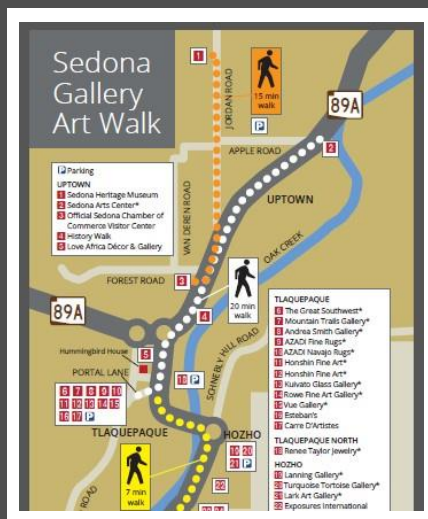
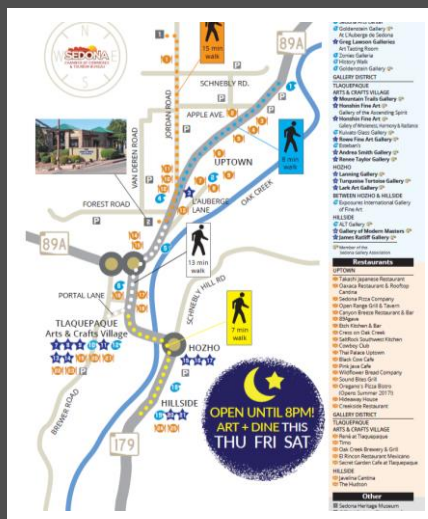




# Elevate the Arts



# Elevate the Arts

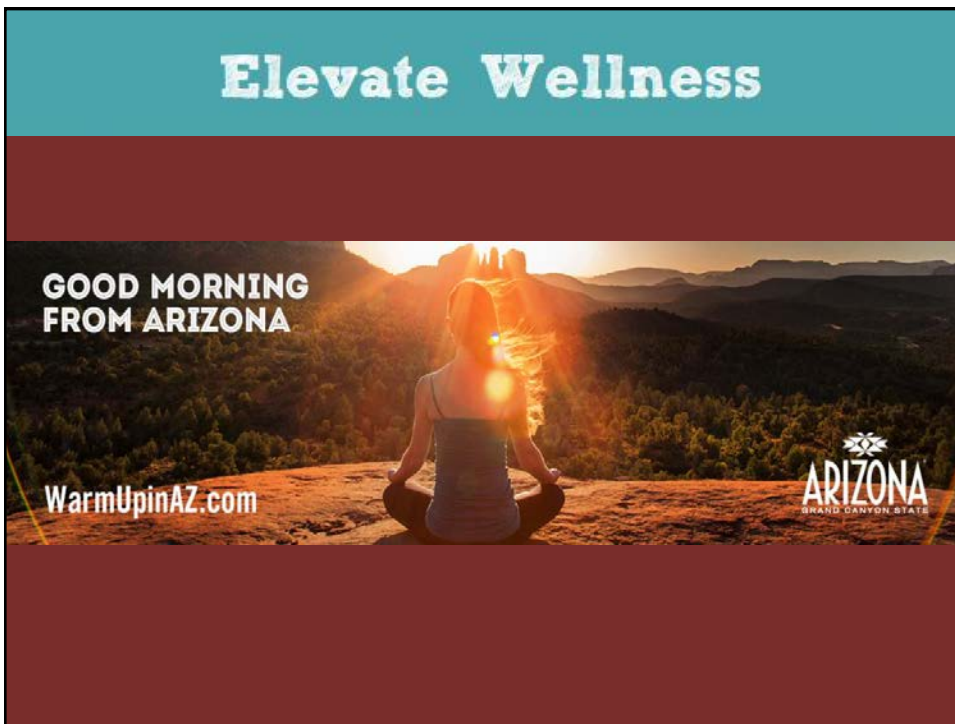
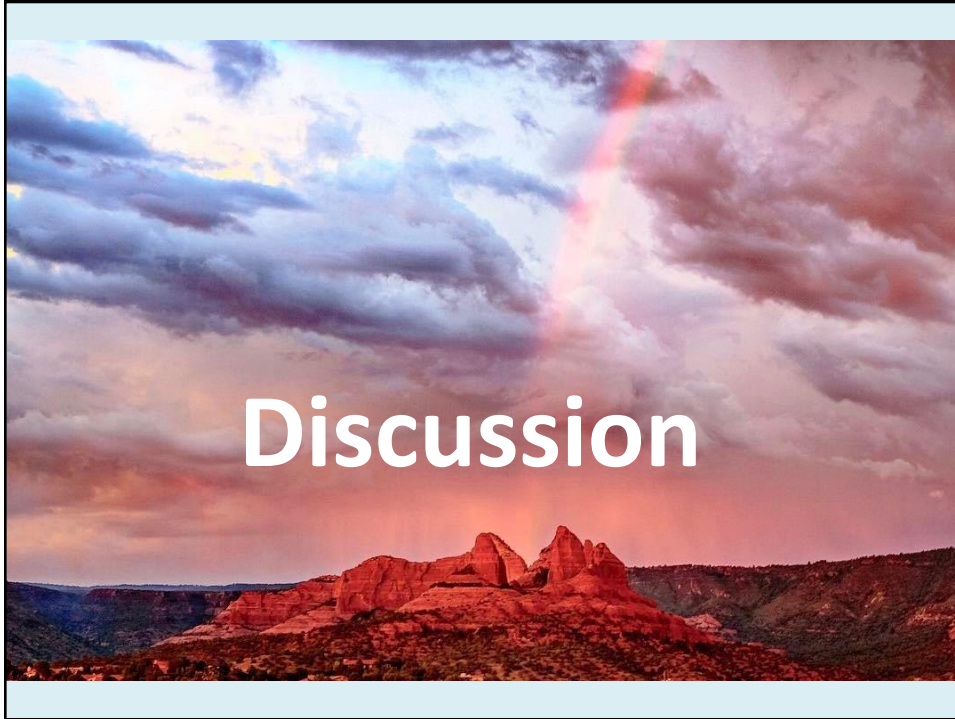


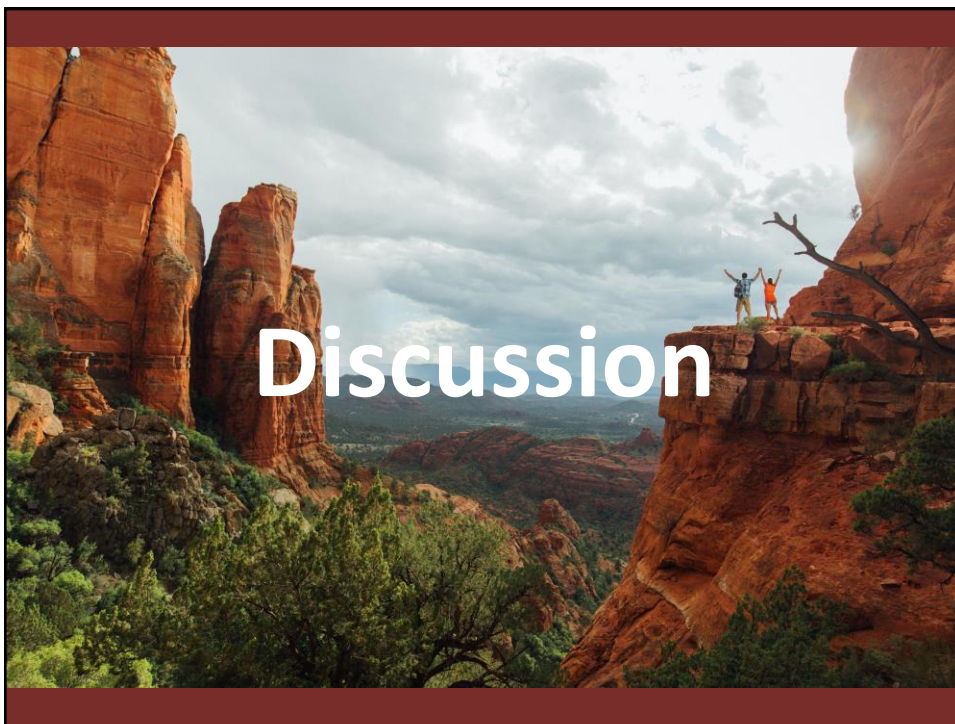
## Elevate the Arts



## Feedback

- Chipotle – UP 35%
- Pink Jeep Tours – UP 30% - 40%
- Open Range – “Insanely busy”
- Soundbites Grill – Tripled revenue
- Oak Creek Brewery - We had trouble moving tables to allow new patrons to replace them. Seemed like a wonderful show but it did not generate any revenue for our restaurant.
- Coffee Pot Restaurant – UP 10-15%
- More to come...







## **Quarterly Report to City of Sedona**

**December 2017**

**Representing Q1 FY18 Results  
(July – September 2017)**



The Sedona Chamber of Commerce & Tourism Bureau has been awarded accreditation from the Destination Marketing Accreditation Program (DMAP). The DMAP accreditation requires Destination Marketing Associations to demonstrate compliance composed of 58 mandatory standards, and is globally recognized by the destination marketing industry as the highest achievement in destination excellence.

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## Executive Summary

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This report communicates the efforts of the Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) as it relates to Marketing, Public Relations, Sales, Product Development and Visitor Services for the time period of July – September 2017, also known as the first quarter of the fiscal year (Q1).

When we market Sedona, we do so only during need seasons (summer and winter), and with a focus on quality over quantity by promoting Sedona to overnight markets and higher-income households. During Q1, we focused on a high-impact summer marketing campaign that resulted in nearly 20,000,000 paid impressions through television, outdoor billboards (Tucson only), airport signage, social media advertising, and various forms of content and digital marketing. During this time, we also generated 133,812,055 impressions through editorial placement and social media; we generated nearly 5,000 room night opportunities from group sales Requests for Proposals; we met with 212 travel trade industry professionals; and, we serviced nearly 70,000 visitors via phone, email and in-person.

Sedona continued to improve in all key tourism indicators in Q1 as illustrated below, albeit a more modest growth compared to the prior two years. It's believed that the down summer season is partly due to the SCC&TB's "tapping the breaks on marketing" to address resident concerns of over-tourism. Our programs impact lodging metrics which are key in evaluating the performance of Sedona's tourism industry. These lodging metrics are important because we know that, on average, for every \$1 spent on lodging, \$4 is spent in the community.

- 3.1% decrease in Occupancy and 0.6% increase in ADR YTD over FY17
- 4.0% increase in Occupancy YTD over FY14 (Benchmark Year)
- 17.3% increase in Average Daily Rate YTD over FY14 (Benchmark Year)
- 9% increase in bed tax revenues and 4% increase in sales tax revenues

*FY14 is considered the Benchmark Year before the commencement of the 55% bed tax allocation destination marketing contract with the City of Sedona.*

Research continues to be the foundation for the SCC&TB's strategies. Recent research efforts indicated the following, which appropriately mirrors our marketing strategies:

- Sedona continues to be the primary destination for out-of-state visitors.
- Trip spending by overnight visitors has increased from \$500 (in 2015) to \$552 (in 2016) indicating that we are successfully attracting a more affluent audience.
- 98% of visitors believe that Sedona is an excellent (68%) or good (30%) place to visit compared to other options.

Our most recent research program was our Experience Sedona Guide (ESG) Conversion Study.

- Of those surveyed, 84% rated the ESG as "very good" or "superior".
- Not only is the printed version popular, but 70% of those surveyed also viewed the digital version of the ESG before their visit.
- Most notably, 75% (up from 65%) of those who received the ESG visited Sedona.

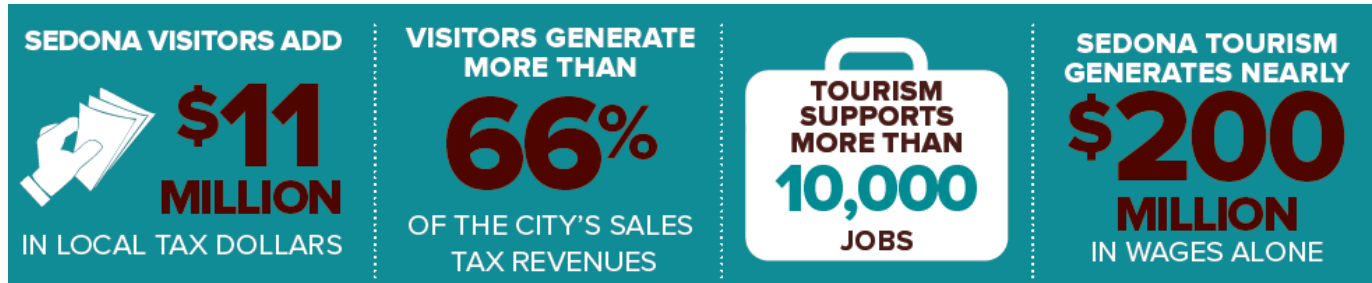
As we continue into Fiscal Year 2018 (July 2017 – June 2018), the SCC&TB will:

- Continue to market Sedona only during need seasons (summer and winter).
- Focus on quality over quantity, by promoting Sedona to new markets (Tucson and Chicago who will be inclined to overnight) and targeted demographics (higher income households).
- Increase in sales efforts to bring in mid-week and need-season business.
- Address our destination management strategy, as we move forward on the Long Range Sustainable Tourism Management Plan.

## Sedona Tourism Impacts

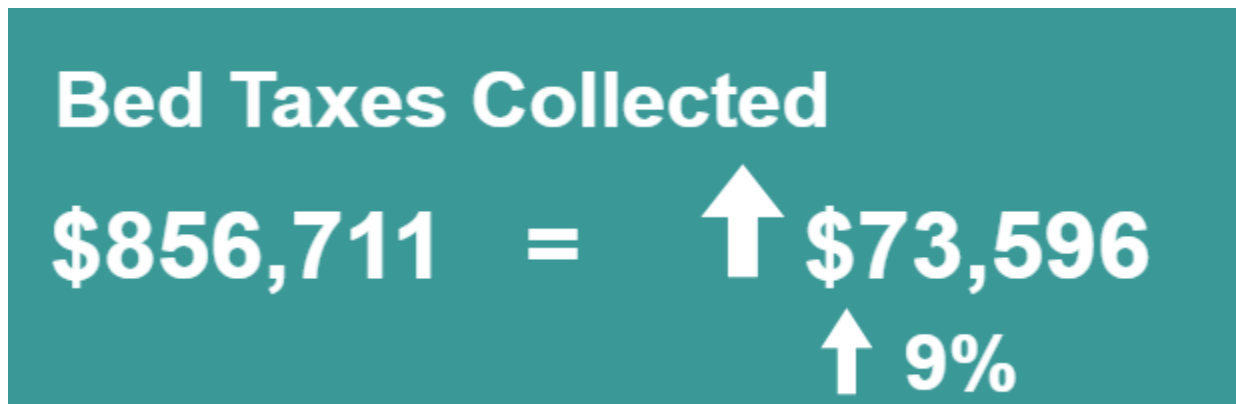
### Overview

Tourism is the lifeblood of Sedona. This dynamic industry generates \$11 million in local tax dollars, 10,000 jobs, \$200 million in wages alone, and constitutes more than 66% of the City's sales tax revenues which fund city operations and departments such as Parks & Recreation, our police force and road upgrades, to name a few.



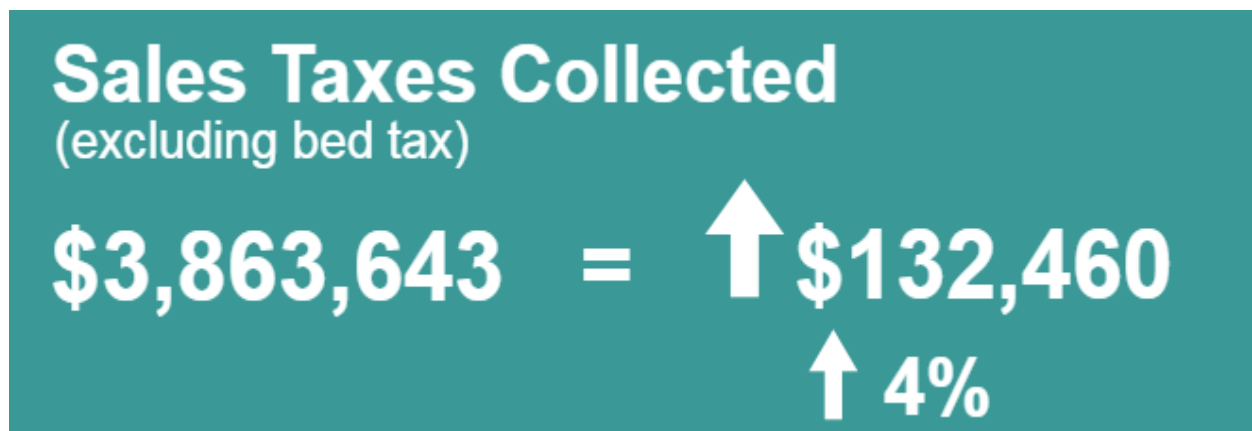
### Bed Tax Economic Impact

\$856,711 in bed tax was collected on lodging rooms alone in Q1 FY18 (July – September 2017), resulting in a 9% increase (\$73,596) over Q1 FY17. In order to generate the extra \$73,596 in bed tax dollars, \$2.1 million more dollars were spent at Sedona lodging properties July – September 2017 compared to the same time period the year before. This is important, as research indicates that for every \$1 spent on lodging, \$4 is spent in the community.



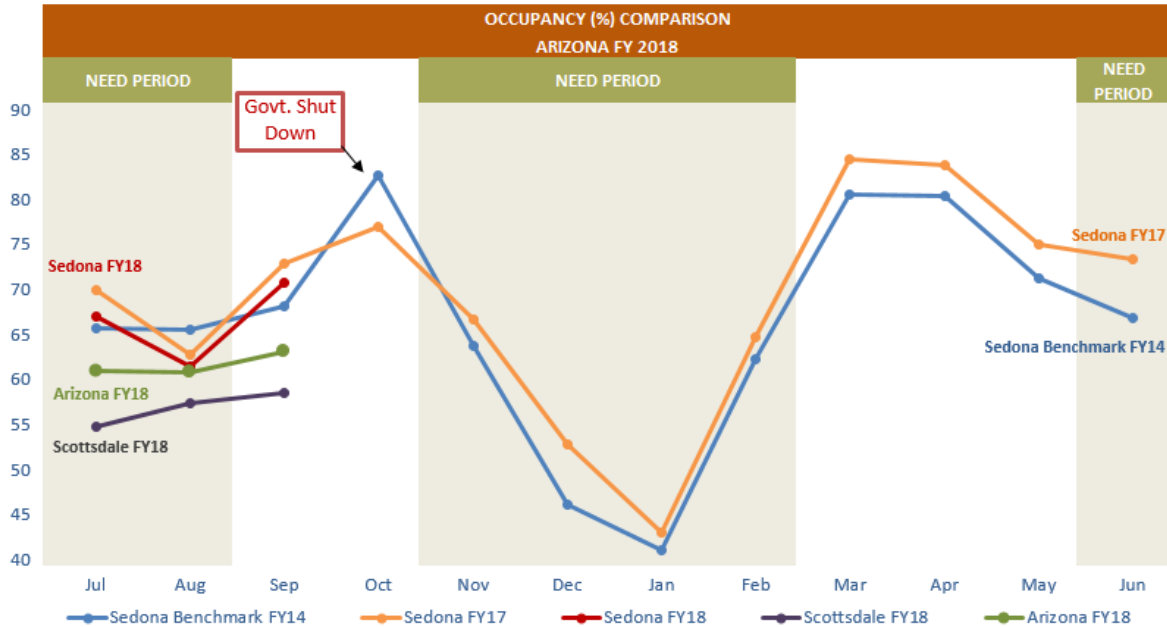
### Sales Tax Economic Impact

Sales tax collections for this same time period were up 4% (\$132,460) compared to the previous fiscal year.





# Tourism Industry Measurements, Occupancy



## Occupancy %

FY18	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	67.0	61.5	70.8										66.4

## % Occupancy Changed

FY18 v FY14	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2017 v 2013	2017 v 2013	2017 v 2013	2017 v 2013	2017 v 2013	2017 v 2013	2018 v 2014	2018 v 2014	2018 v 2014	2018 v 2014	2018 v 2014	2018 v 2014	2018 v 2014
	2.0%	-6.1%	4.0%										0.0%

FY18 v FY17	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2017 v 2016	2017 v 2016	2017 v 2016	2017 v 2016	2017 v 2016	2017 v 2016	2018 v 2017	2018 v 2017	2018 v 2017	2018 v 2017	2018 v 2017	2018 v 2017	2018 v 2017
	-4.3%	-1.9%	-2.9%										-3.1%

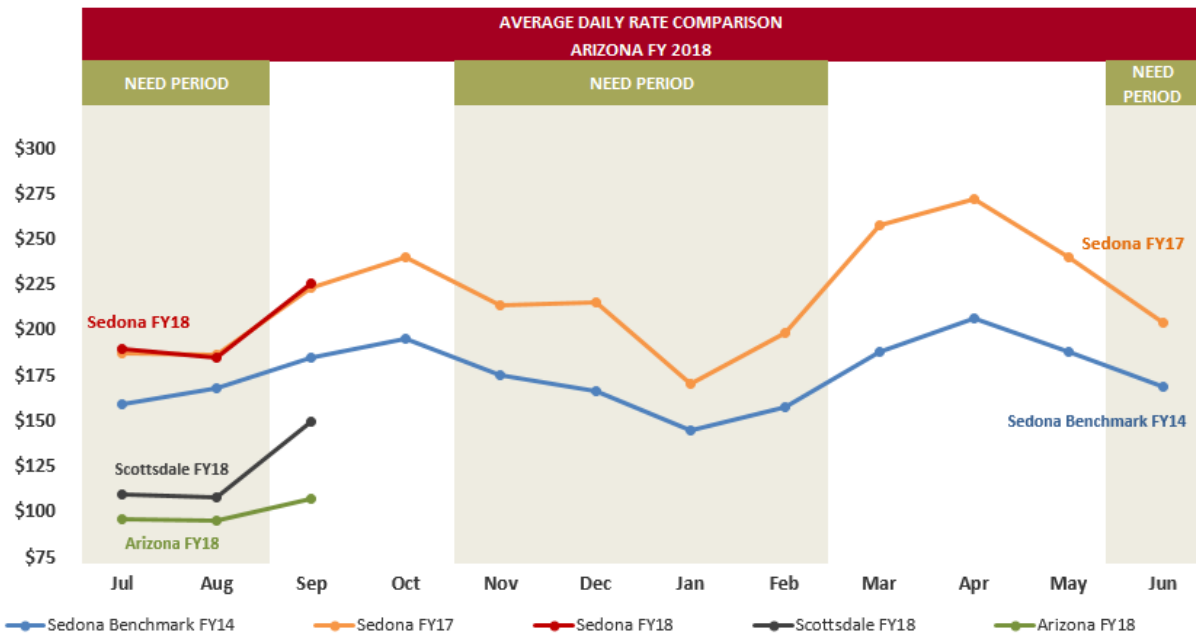
FY18 INDEX	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2017	2017	2017	2017	2017	2017	2018	2018	2018	2018	2018	2018	FY18
	110.0%	101.1%	112.4%										103.8%

**Analysis:** Heading into the fall season, we are seeing an overall increase in occupancy from the summer months. September 2017 closed with a 4% increase in occupancy compared to Benchmark FY14. However, in comparing to last fiscal year (FY17), we are still seeing the effects of an overall down 2017 summer season. This downturn could indicate that we are still seeing the effects of the SCC&TB “tapping on the brakes” on its marketing. Marketing is a discipline of compounding effects. Even though the summer campaign ended in August, the effects of reduced campaign efforts (15% of the Phoenix budget was reallocated and billboards removed) could still be impacting brand awareness well beyond the campaign end date.

This data combined with stakeholder input is determining the direction of future marketing, with the intent to find the balance between respecting resident desires and supporting local businesses and our primary tourism industry.

**Notes:** The above graph compares the occupancy rates of Arizona, Scottsdale and Sedona FY18 (July 2017 – June 2018) against Fiscal Years 2014 and 2017. FY14 is considered the benchmark year before the commencement of the 55% bed tax allocation destination marketing contract. Index refers to Sedona’s market penetration compared to Sedona’s competitive set that includes Santa Fe, Scottsdale, Napa/Sonoma, Park City and other similar destinations.

# Tourism Industry Measurements, ADR (Average Daily Rate)



**ADR**

FY18	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
		190.00	185.21	225.61									

**% ADR Changed**

FY18 v FY14	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2017 v 2013	19.0%	10.3%	22.1%									

FY18 v FY17	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2017 v 2016	1.6%	-0.9%	1.1%									

FY18 INDEX	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2017	197.1	195.0	209.9	2017	2017	2017	2018	2018	2018	2018	2018	2018
													187.8

**Analysis:** Sedona FY18 began with a modest increase in Average Daily Rate (ADR) compared to last fiscal year. The largest areas of growth are the increases being seen compared to Benchmark FY14 (19%, 10% and 22%). These metrics continue to be in line with the goal of attracting a more affluent visitor with a higher spending ratio – a strategy implemented once the new destination marketing contract with the City was instituted. Sedona’s ADR continues to outpace Arizona averages. History has illustrated an opportunity for growth in mid-December through March, in line with Scottsdale increases during that timeframe.

**Notes:** The above graph compares the average daily rates of Arizona, Scottsdale and Sedona FY18 (July 2017 – June 2018) against Fiscal Years 2014 and 2017. FY14 is considered the benchmark year before the commencement of the 55% bed tax allocation destination marketing contract. Index refers to Sedona’s market penetration compared to Sedona’s competitive set that includes Santa Fe, Scottsdale, Napa/Sonoma, Park City and other similar destinations.

**Source:** This report reflects 2,505 hotel and B&B room nights which represents Sedona area properties with 16 or more rooms excluding timeshare. Non-reporting hotels represent 20% of total room nights and STR assigns an estimated occupancy and ADR based on their chain scale classification and tract tier or tract scale. Non-reporting independent hotels (most non-reporting hotels are independents) are assigned occupancy and ADR based on their tract tier classification and area performance.

## Marketing Highlights

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**The Summer Campaign** began in June and wrapped up in August. This year's theme was "Come Up. Cool Down" targeting Phoenix and Tucson. Billboards were placed in Tucson only (*see sample at right*), in addition to Phoenix Sky Harbor Baggage Claim Signage, Facebook and digital advertising, content advertising, and TV spots targeting summer travelers from Phoenix and Tucson. This marketing generated **nearly 20 million impressions** during the course of the 3-month long campaign (June-August). This is 31 million fewer impressions compared to Summer 2016 due to the removal of Phoenix billboards given resident and City Council's concern of increased daytrip traffic.



**Launched a refreshed VisitSedona.com:** Several key features including:

- An aerial tour of Sedona on the homepage, along with new images and seasonal HD video footage sitewide.
- A fresh partner preview equipped with social media integration, Google maps, and links to email, phone numbers, websites, and a "Book Now" feature.
- User-generated content throughout the site showcasing real time video and images from Sedona fans.
- An updated media section that will contain recent accolades, an image gallery, unique story ideas and the latest press releases.

Along with these improvements, a new calendar of events was added, as well as a fresh blog layout with larger and more prominent images. Another significant change on the new site are the partner listings, where users can find any related events they are hosting and blog posts.



**Launched Sedona Secret 7:** We utilized the "Travel Like a Local in Arizona" AOT eNewsletter with our article "Sedona's Hidden Travel Tips" to gather 332,990 impressions and 1,857 clicks to drive traffic to SedonaSecret7.com in August. Added to that were 787,500 impressions from Arizona Republic, 622,222 impressions from Expedia, and 777,778 impressions from Sojern, all available from AOT's Grand Pitch Prize winning.

**Monthly Consumer & Valley Concierge eNewsletter:** Our very engaged database of approximately 85,000 active subscribers received "Discover the Secrets of Sedona" eNewsletter in August which had an open rate of 29.37% and a CTR of nearly 13%. Email performance continues to come in above the campaign average performance due to the database cleanse performed at the beginning of May.

**Arts & Culture Video Series:** In effort to elevate the arts – one of our FY18 objectives – we launched the Art & Soul video series. As part of our sponsorship of this program, we promoted four videos featuring esteemed local artists, which we highlighted on our websites, through eNewsletters and social media. Ken Rowe was the first artist in July. Ken Rowe was promoted through social media reaching over 34,740 people. The Honshin video – the second in the series – was promoted in August through social media reaching over 23,676 people. Mike Meadow (*see right*) was the third in the series that we promoted in September. The FaceBook video had 8,825 views and through social media was able to reach over 22,840 people.



ART AND SOUL MIKE MEADOW

September starts the high season for Sedona, so we dropped paid advertising and started the planning for the Winter Marketing Campaign. We maintained ongoing tactics to continue to engage existing consumers.



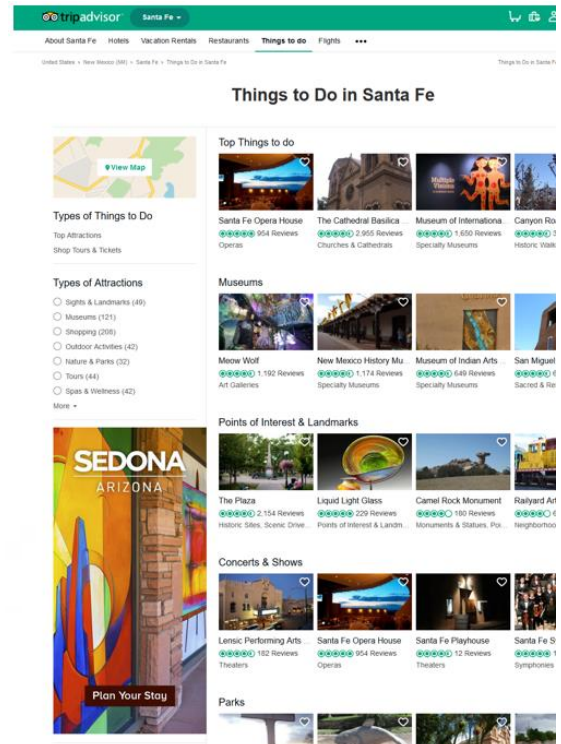
The new VisitSedona.com and Sedona Secret 7 websites were running well and picking up over 77% new visitors. Top visited pages: Home, Calendar of Events, What is a Vortex, Things to Do, Where to Stay, Visitor Guide Request, and Outdoor Adventure.

VisitSedona FaceBook and YouTube videos of Secret 7 Behind the Scenes had a reach of 20,373 people (see left).

A new format for the online guides generated a huge bump in the number of views: Experience Sedona Guide over 74,194 views (up 1,512% year over year); the Destination Event Planner 198 views (up 304%); and, the Home Town Guide 446 views (up 503%). These are now viewable without “flash” and are mobile friendly.

Monthly Consumer & Valley Concierge eNewsletter: Our very engaged database of nearly 100,000 active subscribers received “Discover Your Inner Artist in Sedona” eNewsletter in September which had an open rate of 26.39% and a CTR of 9.5%. Email performance continues to come in above industry averages.

TripAdvisor: We average 100,000 views of the Sedona Destination Page each month. We’ve continued our



partnership advertising program, recently adding new features such as native advertising through article publication, events and content marketing. One of the most impressive measurements is that users are spending an average of 18 minutes reading our partners’ content! In addition, we place Sedona banner ads in TripAdvisor on other destination pages (such as Santa Fe on the right). Those banner ads had 163,354 impressions and over 6,062 clicks to our website in September alone.



**Research:** The SCC&TB has a number of research initiatives underway for Fiscal Year 2018, including monthly and annual hospitality trend reports from Smith Travel Research and our monthly online Sedona Visitor surveys. All findings can be found at SedonaChamber.com under Reports & Research. Our most recent research program was our Experience Sedona Guide (ESG) Conversion Study.

- Of those surveyed, 84% rated the ESG as “very good” or “superior”.
- Not only is the printed version popular, but 70% of those surveyed also viewed the digital version of the ESG before their visit.
- Most notably, 75% (up from 65%) of those who received the ESG visited Sedona.

## Communication Highlights

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### Top FY18 Accolades: (assisted 95 media professionals)

- ELLE Magazine “12 of the Best Vacation Destinations for You and Your Best Friends”
- Travel+Leisure “The Top 10 Domestic Destination Spas”
- Vogue Magazine “Renew Your Vows in One of These Spiritual, Far-Flung Ceremonies”
- Travel Channel “10 Rugged Adventures Near Big Cities”
- Vogue Magazine “Travel Guide: The Most Mystical Places to Visit in the United States”
- Architectural Digest “9 of the Best Spas in the U.S. That Should Be Your Next Vacation”
- Harpers Bazaar “The 11 Most Beautiful Castles in America”
- Sunset “12 Amazing Holiday Vacation Packages”
- MSN “The 23 most relaxing vacation destinations in the world”
- Conde Nast Traveler “The 10 Friendliest Cities in the U.S.”
- WestJet Magazine “Best Places to Travel Solo”
- Orbitz “World’s best religious sites for a spiritual awakening”
- Travel Channel “10 Best Fall Getaways for you + Your BFFs”



Visit Sedona

Published by Kegn Marissa Moorcroft (?) - October 30 at 4:00pm - 🌐

America's Most Beautiful Natural Landscapes via Travel Channel!

<http://www.travelchannel.com/.../americas-most-beautiful-natu...>



**Impressive Press Trips: (hosted 25 media)**

Forbes Travel Guide	Houstonia Magazine
Where Traveler	Bride & Groom Magazine
Travel Channel <i>(at right)</i>	HGTV
Toronto Sun	The Montecito Journal
EnRoute Air Canada	Redbook

**Exciting Film Assists: (15 film professional assists)**

REI	Eddie Bauer
Nat Geo Kids	Nippon TV Japan
Discovery ID	Ford

**Communications Overview:**

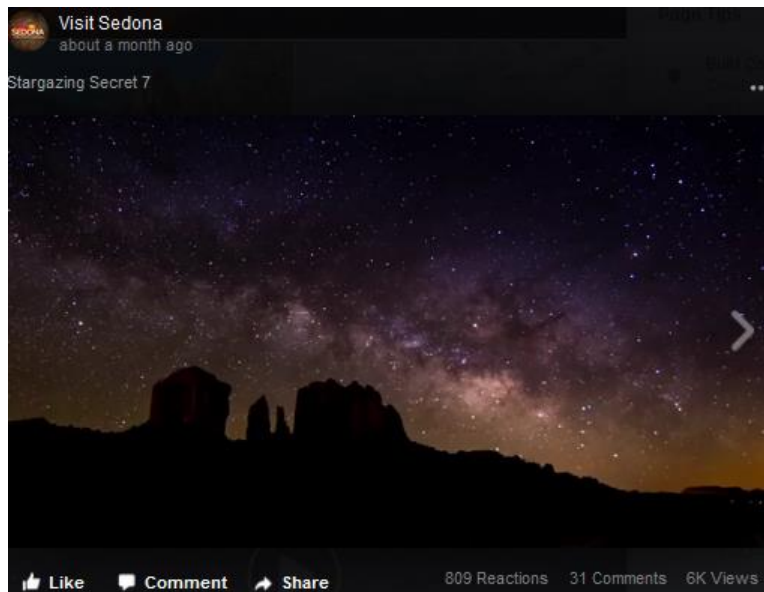
- Implemented PR plan for Sedona Secret 7, Walk Sedona, and Sedona Northern Lights.
- Managed complaints and feedback from visitors.
- Sponsored over 8 annual events; maintained online event calendar and annual event calendar.
- Sent monthly press release to targeted domestic media through a PR distribution/tracking software called Meltwater, based on the Public Relations Program of Work theme.
- Sent monthly “Round Up” e-news to approximately 3,000 domestic and international media with an average open rate of 26% and an 8% click through rate.
- Attended a media event in Tucson.

**Social Media Growth:  
(manage 12 social media outlets)**

@VisitSedona Facebook fans:  
119,000 → 122,000 (3% increase)

@visitsedona Instagram fans:  
33,000 → 34,500 (5% increase)

@SedonaAZ Twitter fans:  
10,000 → 11,000 (10% increase)



## Sales Highlights – Group/Meeting

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Overall, we reached 24% of our goal to generate room night opportunities via RFPs. Some of our highlights from Q1 include the following sales activities.

### Meetings/Events Leads and Bookings

Our lodging partners received 33 new group leads during this Q1 (July-September 2017) representing 4,768 room night opportunities. Two events for August and February 2018 respectively became definite during the Q1 which may generate 590 room nights.

	July-September	YTD	FY18 Goal	% Goal
Generate 20,000 room night opportunities from group sales RFPs	4,768	4,768	20,000	24%
Conduct Familiarization (FAM) tours for 30 pre-qualified meeting planners	0	0	35	0%
Identify and meet a minimum of 300 professional meeting planners	5	300	300	2%
Generate 10,000 page views for Meeting & Sales web pages on VisitSedona.com	3,889	3,889	15,000	26%

### HelmsBriscoe Destination Partner Program

Met with our HB destination contact to review partnership benefits and best practices. Created HB partner profile and submitted all applicable requested information.



### Incentive Programs

Prepared two separate initiatives to incentivize meeting planners to book business during Sedona's off-peak and need times.

### Meeting Sales e-News Outreach

- FY2018 Q1 e-Newsletter was sent out to 1,310 meeting industry professionals, with a 22% open rate.

### Trade Shows/Sales Missions

- Attended August monthly MPI Arizona Sunbelt Chapter meeting. Met with five industry meeting planners and made introductions as the new Sales Manager for the SSC&TB.
- Successfully completed four e-Blasts to help increase confirmed appointment bookings for IMEX America.

### Other Sales & Marketing Efforts

- Contributed to an online article for Corporate and Incentive Travel Magazine, highlighting what's new for groups in Sedona. Conducted an interview for online publication Successful Meetings, offering insider tips for groups. Featured in an online selfie contest with SmartMeetings.com.

### Sales Manager Transition

Hired Leslie Brearley as the new sales manager. Her background as a sales manager for Marriott National Group Sales will make the transition easy and she will continue building awareness with industry professionals to position Sedona as the premiere Arizona meeting and events destination.

# Sales Highlights – Travel Trade Industry

Overall, we have had a good start of this fiscal year by reaching 36% of our goal for hotel and service request leads and 22% of our goals for service request referrals for Sedona businesses. Some of our highlights from the Q1 include the following sales activities.

## Los Angeles Sales Mission (July)

- Target: Los Angeles area receptive operators
- Participated in **AOT Chinese Tour Operator Breakfast Event** on July 26 and reached out to 36 Chinese tour operators. The show included tradeshow style networking and destination presentations. Sedona overnight packages that included gift certificates from Hilton Sedona Resort at Bell Rock, Amare Resort & Spa, Guidance Air, Sedona Trolley, Oaxaca Restaurant, and El Rincon were presented at the event.
- Conducted sales calls to 16 tour operator offices and reached out to 69 tour operators with Arizona tourism partners.



## Japan Sales Mission (September)

- Target: Japanese wholesale travel trade and industry professionals
- This sales mission was conducted in partnership with Flagstaff Convention & Visitors Bureau, Experience Scottsdale, and Visit Tucson to promote Sedona and a regional Arizona itinerary ideas to the Japanese travel trade and media. The sales mission included the following activities that reached out to 114 travel trade industry professionals including 7 media professionals:
- Tokyo Seminar at JATA in partnership with Hertz Rent-A-Car, American Airlines, and Las Vegas CVA on September 15
- Sales calls/destination training at JTB Royal Road Ginza, MIKI Tourist with AmericanTours International, Kinki Nippon Tourist Individual Tour Co., Ltd., Club Tourism, H.I.S. Tours, S Planner, Hankyu Travel, JTB World Vacations, ST World, JALPAK, Nippon Travel Agency, Brand U.S.A., Travel Gallery, and United Airlines.
- Sedona Marathon Workshop conducted by Nano Association (Sedona Marathon Japan Office)



## German Sales & Marketing Efforts

- Sedona was represented at Diamir Erlebensreisen "Globetrotter Days" in Dresden. This is a popular travel market for the region around Dresden. Approx. 1,500 visitors over the two days attended.
- Sedona was represented at the FTI North American Roadshow, which was attended by 227 travel agents. The selected travel agents came to the wealthy secondary-sized cities in Kassel, Leipzig, Regensburg, Kempten and Ulm. Sedona is included in the new FTI Tool "FTI 360" that allows travel agents to create a fly & drive tour for their customers easily. They can get the driving times and the hotel information with availability and rates.



## U.S. & International Travel Trade Industry Sales & Marketing Support

	July-September	YTD	FY18 Goal	% Goal
Hotel Leads & Service Request Leads generated	18	18	50	36%
Service Request Referrals made to Sedona businesses	185	185	850	22%
# of Travel Trade Professionals reached at tradeshow/sales missions	212	212	400	53%



**Travel Trade FAMs**

- During this Q1 (July - September 2017), 7 FAM tours were conducted showcasing Sedona to 48 travel trade industry professionals from Japan, the U.K., Belgium, and the United States. \$10,628 in-kind was received to host these FAMs. One of the highlights include a FAM tour sponsored by American Airlines Japan and Hertz Rent-A-Car to bring Japanese tour operators to showcase Sedona and Las Vegas to promote Fly & Drive programs.

	July-September	YTD Total	FY18 Goal	% Goal
Travel Trade FAM	7	7	20	35%

**e-Newsletter Outreach & Web Stats**

- AOT Canadian Travel Trade Summer e-Blast: sent out to 23,040 contacts, open rate 24.2%
- Japanese “What’s New in Sedona” e-Blast: sent out to 842 contacts, open rate 42%

	July-September	YTD Total	FY18 Goal	% Goal
VisitSedona.com Travel Trade Page Views	1,449	1,449	6,000	24%

**Travel Trade Coop Programs**

- Received results from Black Tomato and Arizona (AOT, Visit Tucson, Experience Scottsdale and Sedona) cooperative sales & marketing campaign. Black Tomato is an U.K. online Luxury tour operator specializing in tailor-made travel all over the world.

Page Views: 20,920  
 Unique Page Views: 16,900  
 Most Popular Quiz Itinerary: Serene Sedona - 64% of views  
 Most Successful Feature: Serene Sedona – 33% of total page views  
 Newsletter: Open rate 32%  
 Social Reach: 4,382 total impressions on Twitter  
 5,560 total reach on Facebook  
 335 total likes on Instagram

## Visitor Services Highlights

	July-FY18	July-FY17	% of Variance by Month
<b>Walk-ins Assisted</b>			
	16,556	22,140	-25%
<b>Telephone Inquires</b>			
	409	473	-14%
<b>Email Inquires</b>			
	79	62	27%
<b>ESGs Distributed:</b>			
<b>Mail Fulfillment (sent via mail)</b>	4,072	2,787	46%
<b>Online ESG</b>	3,432	5,014	-32%
<b>ESGs Distributed to Various Locations</b>	25,000	7,300	242%

	Aug-17	Aug-16	% Variance by month	YTD FY 18	YTD FY 17	% Variance by month
<b>Walk-ins Assisted</b>						
	14,881	20,873	-49%	31,437	43,013	-27%
<b>Telephone Inquires</b>						
	490	961	-49%	899	1,434	-37%
<b>Email Inquires</b>						
	53	5741	-7%	132	119	11%
<b>ESGs Distributed:</b>						
<b>Mail Fulfillment (sent via mail)</b>	3,033	2,571	18%	7,105	5,358	33%
<b>Online ESG</b>	3,298	5,106	-35%	6,760	10,120	-33%
<b>ESGs Distributed to Various Locations</b>	9,300	16,500	-44%	34,300	23,800	44%

	Sept-17	Sept-16	% Variance by month	YTD FY 18	YTD FY 17	% Variance by month
<b>Walk-ins Assisted</b>						
	22,125	26,953	-18%	53,562	69,966	-23%
<b>Telephone Inquires</b>						
	547	833	-34%	1,446	2,267	-36%
<b>Email Inquires</b>						
	40	56	-29%	172	175	-2%
<b>ESGs Distributed:</b>						
<b>Mail Fulfillment (sent via mail)</b>	2,850	1,966	45%	9,955	7,324	36%
<b>Online ESG</b>	74,194*	4,603	1512%*	80,924*	14,723	450%
<b>ESGs Distributed to Various Locations</b>	13,100	12,500	5%	47,400	36,300	31%

\*The cause for the huge increase in online views – the new html version, which can be seen on mobile.

### Volunteer Refresher Training Session



Volunteer Refresher Training Session was conducted at the Best Western PLUS Arroyo Roble Hotel & Creekside Villas on Thursday, July 13. The session included speakers from the Volunteer Rangers, Off-Road information, Customer Service Review, Red Rock Ranger District and Mountain Bike Safety from The Verde Valley Cyclist Coalition. Thirty volunteers attended the training session. Next session will be held in November.

### Sedona Metaphysical & Spiritual Affinity Group Host Volunteer FAM



The SMSA Affinity group held a Volunteer FAM for the volunteers and staff at the Sedona Creative Life Center on Tuesday, August 15 from 6-8pm. 21 volunteers and 2 staff members attended the event. The volunteers & staff were educated on the mission statement of the SMSA Affinity group and their products & services. They also provided a great buffet of delicious food, readings & healing sessions. Many of the volunteers and staff experienced a session or two. Many of the volunteers shared throughout the evening they were happy to learn more about the spiritual side of Sedona and the SMSA Affinity group.

### New Volunteer Training Session



Trained eight new volunteers at the Red Rock Ranger District on Thursday, August 31. We are happy to welcome our newest staff member Chris Hall, and our volunteers Tom Zimmerman, Melanie Bullock, Barbara Earnshaw, Mary Ann Freeman, Sheila Knies, Ludmilla Loisy, Misty McLean and Jack Singer.

## Tourism Product Development Highlights

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Tourism product development has continued to be a strong focus for the SCC&TB this year. The shift towards product development has allowed us to move from the traditional approach of: This is our product. How do we sell it? To a more strategic approach of: This is our target customer. What product do they want?

This type of development requires proactive efforts that either create, link or enhance products or experiences that make Sedona even more attractive to Sedona’s target audience.

**Create:** This is typically the first approach that destinations look to when thinking of proactive product development and can be very powerful. Whether new attractions, museums, central convening areas or compelling events, these efforts can introduce a whole new experience for the destination. The challenge with the “create” approach is that it can be quite expensive. An example includes new events like Sedona’s VegFest and Sedona Northern Lights.

**Link:** In many instances this is an approach that holds the greatest potential as it focuses on existing products and typically requires limited resources to implement. Too often existing products operate in silos, not linking and integrating experiences that could resonate with visitors. Concepts that can build greater integration among heritage, outdoor recreation, culinary and other powerful segments will likely evolve. Examples of this include the Walk Sedona/Gallery Art Walk program, Sedona’s Secret 7, the Art & Soul Videos and the Arts Events Brochure.

**Enhance:** When destinations think about product development they often overlook existing products that could play a greater role but have been allowed to lose much of their appeal through lack of reinvention and enhancements that speak to today’s visitors. This approach would look for ways to enhance existing products, allowing them to be synergistic with targeted Sedona customer segments. Examples include the Sedona Trail Keepers program, the 401 Jordan Road project, and the Wayfinding Plan.

Interest in Tourism Product Development continues to grow, and subsequently, new initiatives must be able to address each of the following four pillars of criteria in order to be executed upon:



In FY18, the SCC&TB and the Tourism Product Development Committee (TPDC) continues to work on evolving many of the current and long-range programs as shown below. The TPDC will continue to review, evaluate and assist prospective product concepts being pursued by other development entities. The committee will continue to collaborate further with the City of Sedona as an initiating point for future product development and work to help complement the Community Plan.

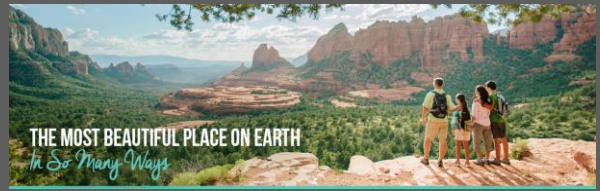
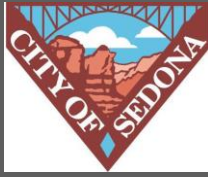
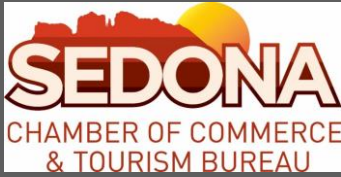
In reviewing the status of programs below, note that the TPDC typically assists new product development in one of four ways:

1. **Development** - They serve as the lead developer of the program.
2. **Advocacy** - They can be a voice of advocacy for projects that address the committee’s mission and pillars, speaking with Sedona political and business leaders, as well as area residents. Often this type of support can be critical in moving a project forward.
3. **Technical Assistance** - Technical assistance (may or may not be funded) can be provided for products looking to more extensively evaluate market or financial feasibility, or to better evaluate potential alignments with other products and services already positioned in Sedona. Technical expertise is provided by the members of the committee.
4. **Funding Assistance** - Projects could receive funding assistance through the TPDC.

<b>Tourism Product Development Initiatives</b>					
<b>Transportation</b>					
	<b>Developer</b>	<b>Advocacy</b>	<b>Technical Assistance</b>	<b>Funding Allocated</b>	<b>Status</b>
401 Jordan Road Acquisition & Parking Improvements	X	X	X	X	100%
Pedestrian ADA Walkway at Forest Road		X		X	100%
Roundabout 101 Video	X	X	X	X	100%
Wayfinding Plan			X		75%
Saturday Hike Bus		X	X	X	Cancelled
Walk Sedona Program	X	X	X	X	100%/ Ongoing
<b>Sustainability</b>					
	<b>Developer</b>	<b>Advocacy</b>	<b>Technical Assistance</b>	<b>Funding Allocated</b>	<b>Status</b>
USFS Trail Funding: Sedona Trail Keepers	X	X		X	100%/ Ongoing
Long Range Destination Management Plan		X		X	100%/ Ongoing
Sedona's Secret 7	X	X	X	X	100%/ Ongoing
SVV Geotourism & Nat Geo Mapguide	X	X	X	X	100%/ Ongoing
<b>Elevate the Arts</b>					
	<b>Developer</b>	<b>Advocacy</b>	<b>Technical Assistance</b>	<b>Funding Allocated</b>	<b>Status</b>
Sedona Northern Lights Event	X	X	X	X	100%
Art History Video	X	X	X	X	FY18
Art Collector Story	X	X	X	X	FY18
Arts Events Quarterly Brochure				X	100%
Art + Dine in the Evenings Program	X	X	X	X	Launched Spr '17; Cancelled
<b>Elevate Wellness</b>					
	<b>Developer</b>	<b>Advocacy</b>	<b>Technical Assistance</b>	<b>Funding Allocated</b>	<b>Status</b>
Sedona Wellness Story	X	X	X	X	FY18

# Financial Report

				TOURISM DEPARTMENT			VISITOR SERVICES DEPARTMENT		
				FY18 Budget Tourism	Actuals July 2017 - Sept. 2017	% of Total Tourism Budget	FY18 Budget Visitor Services	Actuals July 2017 - Sept. 2017	% of Total Visitor Services Budget
Bed Tax Revenue:									
			City of Sedona	\$ 1,776,700	\$ 783,200	44%	\$ 410,000	\$ 205,000	50%
			City of Sedona - administrative fee	\$ 105,000	\$ 52,500	50%	\$ 45,000	\$ 22,500	50%
			<b>Total Bed Tax Revenue</b>	<b>\$ 1,881,700</b>	<b>\$ 835,700</b>	<b>44%</b>	<b>\$ 455,000</b>	<b>\$ 227,500</b>	<b>50%</b>
Expenses:									
Advertising/Marketing:									
			Advertising/Promotion/Marketing	\$ 308,000	\$ 70,054	23%	\$ 16,000	\$ 940	6%
			Internet Support & Marketing	\$ 304,000	\$ 87,742	29%	\$ 30,000	\$ 26,700	89%
			Marketing Collateral	\$ 14,000	\$ -	0%	\$ 15,000	\$ 1,891	13%
			Media & Communications	\$ 74,000	\$ 43,076	58%	\$ 29,000	\$ 166	1%
			Research	\$ 12,000	\$ 897	7%	\$ 8,000	\$ -	0%
			Trade Shows & Sales Missions	\$ 95,500	\$ 29,941	31%			
			Product Development	\$ 523,000	\$ 95,595	18%			
			Meetings/Sales	\$ 90,000	\$ 38,706	43%			
			Regional Programs	\$ 8,000	\$ 3,000	38%			
			Postage & Delivery	\$ 69,418	\$ 18,543	27%	\$ 9,416	\$ 749	8%
			Dues & Subscriptions	\$ 7,000	\$ 545	8%	\$ 2,200	\$ 16	1%
			Storage & Handling	\$ 1,253	\$ 287	23%	\$ 4,893	\$ 911	19%
			<b>Total Advertising/Marketing</b>	<b>\$ 1,506,171</b>	<b>\$ 388,386</b>	<b>26%</b>	<b>\$ 114,509</b>	<b>\$ 31,373</b>	<b>27%</b>
			Building & Grounds Maintenance	\$ 9,000	\$ 1,069	12%	\$ 15,000	\$ 4,442	30%
			Computer/Technology	\$ 9,250	\$ 4,506	49%	\$ 9,250	\$ 188	2%
			Credit Card/Bank Charges	\$ 3,766	\$ 1,059	28%	\$ 3,966	\$ 1,206	30%
			Total Equipment Repair & Lease	\$ 3,450	\$ 909	26%	\$ 3,600	\$ 266	7%
			Total Professional Fees	\$ 6,799	\$ 467	7%	\$ 6,299	\$ 427	7%
			Supplies	\$ 10,000	\$ 914	9%	\$ 3,000	\$ 1,276	43%
			Phone, DSL, T1, Internet, Long distance	\$ 7,000	\$ 1,476	21%	\$ 7,000	\$ 1,733	25%
			Utilities - Gas, Elec., Water, Sewer, Trash	\$ 6,000	\$ 857	14%	\$ 6,000	\$ 4,229	70%
			Volunteer Recognition & Dev.	\$ -	\$ -		\$ 30,000	\$ 11,494	38%
			benefits						
			44% Salaries & benefits in Tourism Dept						
			77% Salaries & benefits in Visitor Services	\$ 187,170	\$ 46,793	25%	\$ 269,470	\$ 67,368	25%
			<b>Total Expense</b>	<b>\$ 1,773,891</b>	<b>\$ 446,436</b>	<b>25%</b>	<b>\$ 494,379</b>	<b>\$ 186,748</b>	<b>38%</b>
Total Contracted amount of City Funding (55% of the bed tax collections in FY15)				\$ 1,881,700	\$ 446,436	24%	\$ 455,000	\$ 186,748	41%



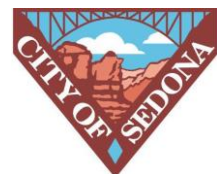
# Sustainable Tourism Development Strategic Plan

Refining Project Scope

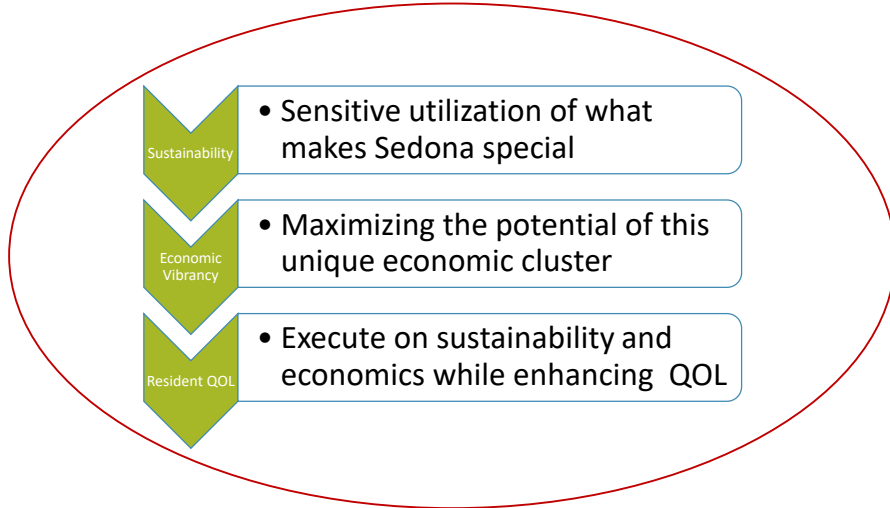


## What We'll Cover Today

1. Broad goals of strategy – confirm alliance
2. Scope discussion and refinement
3. Makeup of Strategy Steering Committee
4. Timing of Committee's first meeting

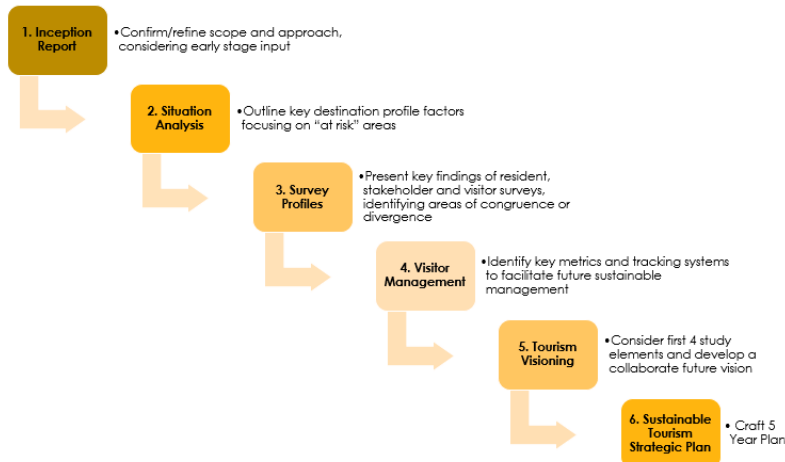


## Strategy Areas of Focus



## Six Planning Components

### The Planning Process





## Component 2 – Situation Analysis

- a) Visitor Base and Growth Trends
  - Current size, composition, changes, factors influencing growth
- b) Product Inventory and Sustainability Risk Assessment
  - Risk assessment factor, quantitative & qualitative, hierarchy of risk
- c) Lodging Scale and Performance
  - Past trends (ADR, Occ, Supply/Demand), private inventories, future additions
- d) Support Infrastructure
  - Roadways, parking, mass transportation
- e) Marketing and Promotional Initiatives
  - SCC&TB targets, segmentation, recent refinements
- f) Other Sustainable Research Findings
  - Sustainability best practices



## Component 3 – Survey Research

- a) Resident Survey
- b) Stakeholder/Business Survey
- c) Visitor Survey
- d) Public Sector Focus Group



## Component 3 – Survey Research - Residents

### Resident Survey

#### How to study

1. Random sample of tax assessors database or other – mail survey
2. Open online survey advertised in community newspaper/newsletter
3. Need promotion of both methods
4. Later in visioning component focus group involving residents

#### What to study

1. Quality of life indicators – economic, environment and social-cultural
2. Development options - acceptable and expected
3. Limits of acceptable change – existing and desired conditions, thresholds
4. Interaction with visitors, benefit from tourism, and employment in tourism
5. Perceptions of community and destination sustainability
6. Satisfaction with destination management and marketing
7. Tenure with community, home ownership, and demographics
8. Other



## Component 3 – Survey Research - Visitors

### Visitor Survey

#### How to study

1. Analysis of existing Sedona Tourism Bureau data
2. Reweight and analyze NAU data
3. Visitor intercept at Secret 7 and other attractions during Jan to July. Random selection. 4 times per month – weekend and weekdays.

#### What to study

1. Existing survey items
2. Maya's sustainability scales
3. Visitors comments about areas visited (or avoided)
4. Limits of acceptable change – existing and desired conditions, thresholds



## Component 3 – Survey Research – Stakeholder/Business Survey

### Stakeholder and Business Survey

#### How to study

1. Online survey using email addresses from member lists and any other lists

#### What to study

1. Management practices
2. Future investments, support for future community and destination initiatives
3. Sustainability initiatives
4. Employment practices
5. Items similar to resident and visitor surveys



## Component 3 – Survey Research - Public Sector Focus Groups

### Public Sector Focus Group

#### Who to invite

1. Forest Service
2. State Parks
3. County government
4. Park, city or county planners

#### What to study

1. Current and future initiatives
2. Partnership and collaborative opportunities
3. Sustainability programs and grants
4. Actions to ensure Sedona's sustainability outcomes
5. Reaction to findings to-date from residents, visitors and other stakeholders



## Component 4 – Visitor Management

- a) Integration of Components 2 & 3
  - Areas of congruence/lack of congruence among constituent groups
- b) Implications of findings
  - Social carrying capacity, levels of acceptable change (LAC), how full should we make the “Sedona suitcase”



## Component 5 – Tourism Visioning

- a) Summarize findings of first 4 study components
  - Elements incorporated in analysis, key findings
- b) Public input session
  - Review draft findings, receive feedback, build public buy-in



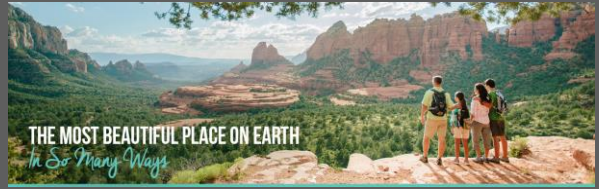
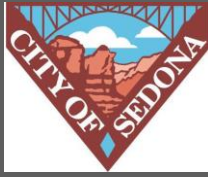
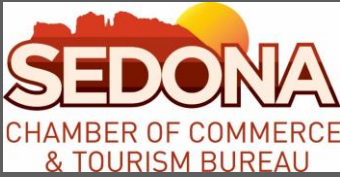
# Component 6 – Sustainable Tourism Strategy

- a) How to act on study findings
- b) Plan elements
  - Vision/Mission
  - Limited number of broad “Goal Tracks”
  - Objectives
  - Strategies
  - Tactics
- c) Responsible parties
- d) Near, mid, long term priorities



# Project Timing

Sedona Sustainable Tourism Development Strategic Plan													
Task	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Component 1</b>													
Introductory Meeting	■												
Inception Report		■											
<b>Component 2</b>													
Growth Trend Analysis		■	■										
Product Inventory and Risk Assessment		■	■	■									
Lodging Scale and Analysis			■	■	■								
Support Infrastructure Analysis			■	■	■	■							
Marketing and Promotional Analysis			■	■	■	■	■						
Sustainable Practices Research			■	■	■	■	■	■					
<b>Component 3</b>													
Resident Survey					■	■	■	■	■	■	■	■	■
Stakeholder Survey					■	■	■	■	■	■	■	■	■
Visitor Survey					■	■	■	■	■	■	■	■	■
Public Agency Focus Group							■	■	■	■	■	■	■
<b>Component 4</b>													
Visitor Management Implications							■	■	■	■	■	■	■
<b>Component 5</b>													
Public Input /Vision Development										■	■		
<b>Component 6</b>													
Develop and Test Mission/Goals/Objectives											■	■	
Develop and Test Strategies and Tactics												■	■
Develop Written Document													■



# Sustainable Tourism Development Strategic Plan

Refining Project Scope

