

AGENDA

3:00 P.M.

CITY OF SEDONA, SPECIAL CITY COUNCIL MEETING

WEDNESDAY, JANUARY 9, 2019

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

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 2445 **Discussion/possible direction** regarding the draft Sustainable Tourism Plan including possible direction for follow up meetings relating to future workplans and budget. 
- b. **Discussion/possible action** regarding future meetings/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 regarding matters listed on this agenda per A.R.S. § 38-431.03(A)(3).
- b. Return to open session. Discussion/possible action regarding 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. 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.

THIS PAGE INTENTIONALLY LEFT BLANK.



**CITY COUNCIL
AGENDA BILL**

**AB 2445
January 9, 2019
Special Business**

Agenda Item: 3a

Proposed Action & Subject: Discussion/possible direction regarding the draft Sustainable Tourism Plan including possible direction for follow up meetings relating to future workplans and budget.

Department	City Manager
Time to Present	60 minutes
Total Time for Item	3 hours
Other Council Meetings	November 28, 2018, December 12, 2018
Exhibits	A. Summary of Inception Report, Surveys, and Public Input B. Draft Sustainable Tourism Plan C. Draft Strategy Outline D. Ideas for Dynamic Indicators

City Attorney Approval	Reviewed 12/31/18 RLP	Expenditure Required	\$ 0
City Manager's Recommendation	Discuss and provide direction on the draft Sustainable Tourism Plan.	Amount Budgeted	\$ 0
		Account No. (Description)	N/A
		Finance Approval	<input checked="" type="checkbox"/>

SUMMARY STATEMENT

At the November 28th and December 12th Special Council meetings, the Sustainable Tourism Plan was presented. This meeting Council will review a complete draft plan. The draft plan will include follow up from previous meetings, including additional details on tactics, refined priorities, and a proposed dashboard of key indicators that is the result of meetings with Council and the advisory committee. Due to tight timeframes from previous meetings and the holiday schedule, the draft plan will be submitted to Council for review not later than Monday, January 7th.

Background: The Sedona Chamber of Commerce and Tourism Bureau (Chamber) in partnership with the City, a consultant team, and a local advisory group have been working for more than a year to create a draft Sustainable Tourism Plan. The Plan is meant to be a comprehensive approach to managing tourism in a way that ensures a vibrant economy while preserving a healthy environment and high quality of life. The purpose of this meeting is to review the draft plan and provide any direction necessary to complete the plan in time for it to be used

for conversations regarding next year's budget and workplan scheduled between January and June 2019 with the City and Chamber.

History/Timeline: Over the last five years there has been a significant shift in the way we think about and manage tourism:

- **2013-2014:** The City and Chamber began conversations about how to expand investment in destination marketing to accelerate the recovery from the Great Recession
- **2015:** The City and Chamber implemented a new contract pledging 55% of bed tax revenues for destination marketing, management of the visitor center, and product development
- **2015-current:** Significant growth in the tourist economy brought higher employment, growth in sales and bed taxes, new amenities for tourists and locals but also traffic congestion, parking issues, and other negative impacts
- **2016:** The Chamber began shifting its approach from traditional destination marketing to "tourism management" with the intent of expanding the focus from economics to include quality of life, health of the environment, and quality of the visitor experience.
- **2016:** The Chamber, City, and other community stakeholders completed the Global Sustainable Tourism Council (GSTC) Destination Assessment, which identified numerous existing tools for sustainable tourism management but also identified a lack of integration of those tools and a lack of a formal process and plan
- **2017:** The Chamber and City awarded a contract to Nichols Tourism Group and ASU to undertake a Sustainable Tourism Plan and define an ongoing process for better comprehensive tourism management
- **2018:** The Chamber, City, consultant team, and advisory group helped to draft the Plan
- **2019 and Beyond:** The Plan will be used to achieve integration of economic, cultural, and environmental indicators and will guide future annual workplans and budgets for tourism management

Process: To achieve a comprehensive and integrated plan, numerous tactics were deployed:

- Contracted with a consultant team including Nichols Tourism Group and faculty from Arizona State University School for Sustainable Tourism
- Created a citizen advisory group including the Mayor, City staff, representatives from the tourism industry, environmental advocates, and citizens at large
- Collected data on economic conditions including trends and forecasts
- Utilized three survey instruments to ascertain opinions from business owners, visitors, and residents
- Hosted open house workshops to further engage community members, share data, and solicit input
- Examined national and international best practices in tourism management
- Generated a draft plan with objectives, goals, and strategies

Key Considerations: Good strategic plans follow a tried and true process and include common components. Council is encouraged to bring any and all accumulated context to the table for this discussion. At the same time, that context should be filtered through an orderly and established process to ensure the best outcomes. The key components to a good plan include:

- A clear and specific vision of a desired future state/outcome
- Clear objectives linked to the vision
- Strategies that are **S**pecific, **M**easurable, **A**ttainable, **R**esults-oriented and **T**ime-bound

- Accountability through assigned roles and responsibilities
- An identified process for continued implementation, evaluation, assessment, and changes to the plan

Community Plan Consistent: Yes - No - Not Applicable

Board/Commission Recommendation: Applicable - Not Applicable

Alternative(s):

MOTION

I move to: for discussion and possible direction only.

THIS PAGE INTENTIONALLY LEFT BLANK.

Sustainable Tourism Development Strategy Plan

Inception Report – Provided on 11/6/17

On October 19, 2017, representatives from Nichols Tourism Group and Arizona State University (the Study Team) met with Jennifer Wesselhoff and Michelle Conway from the Sedona Chamber of Commerce and Tourism Bureau (SCC&TB), along with Justin Clifton and Karen Osburn from the City of Sedona. A PowerPoint presentation gives further details on each component, particularly for component 3 – the research studies and what to measure.

The purpose of the meeting was to review broad goals for the study itself, discuss the six main components of the strategy process as outlined by the Study Team in their July 21, 2017 RFP submittal and identify any refinements to the scope. This Inception Report summarizes key feedback received by the Study Team and clarifies areas that will be incorporated in the scope of services associated with the assignment. These refinements are presented in a bulleted fashion to facilitate understanding by all parties.

Component 1 - Overall Study Goals and Inception Report

- Overall goals as outlined in the proposal are accurate – sustainable tourism is important to maintain Sedona’s character--want to make sure “Planning” is in alignment with conclusions regarding “How much is too much.”
- Want to make sure the SCC&TB is communicating economic impacts effectively – might have been too conservative in the past.
- Tourism brings unintended consequences, but it contributes approximately 66% of sales taxes. Make sure we understand what the tradeoffs are that need to be considered?
- In general, the community wants to remain vibrant, but how much change can residents handle. We want to be on the same page with the residents and the city in terms of tourism development. What are the trade-offs?

We want to understand the residents’ feelings/sentiments and consider if these are similar to other similar destinations or different. Some of the issues we have heard are helicopter noise, off road vehicle issues, destruction of cultural heritage sites, and the obvious crowding and parking in Uptown areas and select outdoor areas.

- There has been some research related to tourism and public lands recreation in and around Sedona, but how to bring them together?

Component 2 – Situation Analysis

- Want to make sure the analysis of visitation trends incorporates trends in development – have bricks and mortar expansions influenced growth?
- Should consider Senate Bill 1350 – short term rentals in analysis.
- New Transportation Study will be an important element to consider – main elements completed – full report should be finalized shortly.
- Should incorporate National Citizen Sentiment Survey in analysis process – results may be available in December – will forward the survey instrument in the meantime. Sent
- Consider incorporating employee housing and available workforce in support infrastructure analysis. Also, incorporate affordable housing issue and work force on business survey.
- Review the existing promotional initiatives in marketing plan and sustainable tourism practices in GSTC audit documents.
- Also consider what types of businesses have developed to respond to changing visitor demand.
- Consider how current regulations are influencing the development of future business or tourism opportunities – e.g., no organized yoga and motor coach parking on Forest Service lands.
- Consider opportunities in growing/evolving markets (e.g., China). What are the future trends in tourism?

- Review existing visitor data (Forest Service, State Parks). Is the public land agencies data accurate? Check the data collection process to see the same visitor is counted multiple times.
- Consider different strategy to increase capacity, such as dispersion strategy.
- Consider SWOT Analysis (with stakeholders, including tour operators- motor coach).

Component 3 – Survey Research

Resident Survey

- For residents’ survey, will likely focus on City of Sedona residents only, but will have additional discussions before final determination.
- ASU will draft and share the survey and ask for feedback from the Chamber. Survey cover letter- on ASU letter head but mention City and Chamber to show the collaboration and credibility.

Visitor Survey

- Survey sites: survey at diverse locations; survey not only at trail heads, but also other places to capture diversity of visitors. For example, overflow parking visitors.
- The chamber has a good foundation of visitor survey. Look at what we already have in terms of understanding visitors. Where is the gap?

Stakeholder/Business Survey

- Online survey
- Labor pool, housing issue –ask this group.
- Include both general and specific detailed questions.
- What is their business revenue growth profile? Are their revenue growth projections in line with reasonable / sustainable growth?

Public Sector Focus Group

Two focus groups

- 1- Policy makers (public lands)- additional questions: about plan, compatibility with new activities, such as Yoga etc., motor coach, parking. Include person from airport.
- 2- Others- Nonprofits including Red Rock Trail Fund, OHV Task Force, Sustainability Alliance, Oak Creek Water Council

Component 4 – Visitor Management

- Ensure what is “valued” by different segments (resident, business and visitor) is understood – noting similarities and differences.

Component 5 – Tourism Visioning

- No refinements from that presented in proposal.
- Go back to the public to report the findings. How are we putting this together? What are the scenarios of different alternatives?
- What do they value most – access or parking. Less congested open space or open public lands. Issue of tradeoffs. Choice modelling type of questions.

Component 6 – Sustainable Tourism Strategy

- Ensure there are metrics to track and consider progress—measurable indicators and define what is success
- Ensure to identify who has roles and responsibilities in future implementation of plan.
- Continuation of the steering committee (Or similar group) for longer term to implement the plan and monitor the progress.
- Ensure broad range of both business and resident interests are reflected in the Steering Committee makeup to show balance of economic, social and environmental community values.
- Include new people, including Keep Sedona Beautiful, Red Rock Trail Fund, Darcy, and remove some board members.

Project Timing

- By the end of the year we will have critical issues known through the situation analysis. We will share those with the City and Chamber, so you will have some ideas for the January 17th Council Meeting.
- Meet with the steering committee- after the SWOT analysis is done.

What is next:

- Situation Analysis
- Develop instruments for surveys
- Obtain research instruments, datasets, and report from SCC&TB
- Determine composition of steering committee

Sedona 2018 Resident Survey Report

Report date: October 9, 2018

Overview

In an effort to develop a sustainable tourism plan for the community of Sedona including residents and businesses in partnership with the Chamber and Tourism Bureau, new insights from visitors, residents and businesses were needed to construct a plan for today's situation and a desired future state. This report provides primary data on Sedona's residents collected during June and July of 2018. An eight-page mail survey was sent to a sample of 1,000 residents by ASU researchers with 376 returned for a response rate of 38%. Seventy-three (73%) percent of address were in Sedona and another 8 percent in Arizona.

Key Findings

The data results from the study are organized into the following themes – methods, demographics and residency of respondents, involvement in tourism, knowledge and opinions about tourism, residents' opinions about quality of life, and segmentation analyses.

Methods

- 1,000 questionnaires were sent by mail to a randomly selected sample of residents with two follow-ups sent to non-respondents; 376 surveys were completed for a 38% response rate.

Demographics

- Average age of the respondents was 67 years old. The largest age segment was the baby-boomers, 54-72 years old (65%). Women (52%) were slightly more common than men (48%) as respondents. Most respondents were highly educated (76% with a college degree) and financially well-off (41% with incomes of \$100,000 or more). *Figure 1; Tables 1-3.*

Residency

- Most respondents noted they were full-time residents of Sedona (74%) and had lived there for an average of 15 years. Very few current residents grew up in Sedona (2%). Most visited either as a tourist (85%) and/or for business (24%) before moving to the community. That experience as a visitor was highly influential on their decision to move to Sedona with 58% indicating that it influenced their decision either quite a bit or a lot. *Figure 2; Tables 4-6.*
- On open-ended questions respondents were able to indicate why they first moved to Sedona and why they continued to live there. For both, scenic beauty was the most common answer, followed by climate, outdoor activities and quietness. The answers then diverged somewhat in that the small-town nature of Sedona appealed to those moving to the community as did its cleanliness and family connections. Friends and the community, however, emerged as primary reasons to stay. *Figures 3 and 4.*

Involvement in Tourism

- Because involvement in tourism is often associated with the way people feel about tourism in their communities, residents were asked about their involvement in tourism in Sedona. Few residents indicated they give input on tourism decision making with 38% reporting very little involvement and 33% reporting no involvement. Only 4% reported a lot of involvement. *Table 7.*

- Most residents have contact with tourists with only 12% noting they have no contact with tourists at all and 45% indicating they have a moderate to a lot of contact with tourists. A small number of respondents, however, reported that they are directly (9%) or indirectly (9%) employed in tourism. *Tables 8 and 9; Figure 5.*
- Many residents (61%) had out-of-town guests stay with them in 2017; over 60% with an average of 6.5 guests. As well, 8% indicated they had paying customers stay with an average of 4.8 guests. *Tables 10 and 11.*

Residents' Knowledge about Tourism

- Residents were asked several questions to gauge their knowledge about the role of tourism in Sedona. A fairly large percentage of respondents (50%) felt that tourism should have less of a role than it currently does, with another 43% expressing the opinion it should have the same role as now (43%). Few were of the opinion that it should have either a greater role (6%) or no role (1%). *Figures 6 and 7.*
- Residents appeared to be fairly knowledgeable about the economic implications of tourism. When asked to estimate the percentage of jobs in Sedona attributed to tourism, 48% of respondents believed that 61-80% of Sedona's jobs are tourism related, while 26% believed 41-60% of jobs are tourism related. They also believed similarly about the percent of the city's operating budget funded by visitors with 42% of the opinion that 61-80% of the budget came from visitor spending, and 29% thinking that 41-60% came from visitors. *Tables 12 and 13.*
- Residents were also aware of the influence tourism can have on community amenities. They were asked to provide their opinion on the extent to which tourism impacts the mix of quality community amenities. A large percentage of residents indicated tourism had a great impact on five amenities: variety of restaurants (91%), variety of festivals and events (80%), variety of retail/shopping (71%), variety of nearby outdoor recreation opportunities (71%), and variety of museums/arts/cultural venues and activities (61%). *Table 14.*

Residents' Opinions about Tourism

- Residents were asked about the acceptability of further expansion of several types of tourism development. These items were asked on a five-point scale so the closer the average response is to five, the higher the acceptability of the kind of tourism experience or service. The most acceptable type of tourism products leaned toward outdoor experiences and included: state/national parks and heritage sites (4.3), non-motorized trails (4.2), archeological sites (4.0), outdoor recreation (4.0), and public transportation (4.0). The least acceptable types of tourism products leaned toward additional accommodations and included: motorized trails (2.2), Airbnb (2.4), hotels/motels (2.8) and resorts (2.9). *Table 15.*
- Residents were also asked about the acceptability of several kinds of overarching economic development options similarly measured on a five-point scale. The most acceptable options included: medical and health (4.4), higher education (4.2), craft beverages (4.0) and professional services (4.0). The least acceptable options included light manufacturing (2.6) and construction (2.9). Tourism and outdoor recreation were toward the high end of moderately acceptable (3.7). *Table 16.*
- To understand limits of acceptability of changes in tourism demand or behaviors, residents were asked a series of questions about the current situation in Sedona and desired future conditions. On average, all of the features of Sedona for a current assessment were in the range of 2.0 to 4.6 where "3" meant about right, "1" meant too little/few and "5" meant too much/many. The items that fell into the too much/many categories were amount of traffic and number of tourists and residents were fairly strong in wanting less in the future. They tended to feel the same about noise and lighting at night though less strongly. On the other hand, items residents pointed out as having too little and wanting more included public transportation and overall community walkability. Items that appeared to be about where residents think they should be include variety of attractions, restaurants, and directional signage. *Table 17.*
- To determine the tradeoffs residents may be willing to accept, they were asked about several simple scenarios relating to changing amounts of tourism activity. People tended to agree that they would support current levels

of tourism if traffic flows were improved (60% agreed or strongly agreed). They leaned toward supporting the current levels of tourism if a sustainable approach to tourism management is taken (46% agreed or strongly agreed). Residents were not supportive of either less city services or assessment of a city property tax if it meant less tourism (25% and 21% agreed or strongly agreed, respectively), nor were they supportive of more tourism if it resulted in a broader range of community amenities (20% agreed or strongly agreed). *Table 18.*

- Residents were asked about the importance of various sustainability practices in Sedona (general context). The most important practices were “leave no trace principles in parks and on public lands” (4.6 mean on a 5-point scale where 5 is “very important.”). Locally owned and operated tours and attractions that are gentle to the environment was next in importance to Sedona residents (4.3 mean). One of the lesser in importance was sustainability certification by businesses (3.7 mean). *Table 19.*
- In order to gain insight into the kinds of visitors Sedona residents prefer, they were asked to rate a variety of tourist types according to the benefits and costs they think specific kinds of tourists have on the community and their preference for these types of tourists. Respondents had the most positive perceptions of travelers visiting friends and relatives (84% positive), cultural/heritage travelers (77% positive), leisure visitors during low season (77% positive), arts aficionados (74% positive), and non-motorized outdoor recreationists (66% positive). They had the least favorable opinion about motorized recreationists (51% negative). *Tables 20 and 21.*

Importance and Satisfaction with Quality of Life

- Tourism can have positive and negative impacts on quality of life. Residents were asked to rate the importance and their satisfaction with several quality of life indicators that are related to tourism. The largest gap between importance and satisfaction was with crowding of roads noted as very important (4.6 on a 5-pt scale where 5 is very important), with low satisfaction (1.7 on a 5-pt scale with 5 as very satisfied). Other kinds of crowding have the next largest difference between importance and satisfaction including crowding of other areas in Sedona (4.2 and 2.3, respectively), crowding in Uptown (3.8 and 2.1, respectively), and crowding on trails (4.3 and 2.5 respectively). *Table 22.*

Other Comments

- Residents were able to include additional comments on the survey form. Themes that were often mentioned included traffic and congestion, transportation, overtourism, short-term rentals, and public and green spaces. *Figure 8.*

Segmentation

- To gain additional insight into residents’ opinions about tourism, some segmentation analysis was conducted. Part-time residents as well as those who have lived in Sedona for a shorter amount of time tended to be more positive about the role of tourism in the community’s economy. A higher percentage of part-time residents (64%) indicated that the role of tourism in Sedona’s economy should be the same as it is now with 22% indicating it should be less, while 45% of full-time residents were of the opinion tourism should have the same role as now and 51% indicated it should have less of a role. There is a negative relationship between opinions about tourism’s role in the economy and length of residence with a higher percent of those who have lived in Sedona for less time feeling that the role of tourism should be the same as it is now and those with longer residency being more inclined to think it should have less of a role. *Tables 23 and 24.*
- To investigate resident characteristics that might also be related to opinions about tourism’s role in the community some further analysis was done.
- Respondents in households more dependent on tourism for income more often reported tourism should have the same role as now (direct employment=67%; indirect employment=50%; no employment=47%). Those indirectly employed in tourism were the most likely to feel tourism should have a greater role (16%). *Table 25.*

- Residents more involved in giving input about tourism decisions had an inverse relationship to opinions about tourism's role in the economy with the more involved the less likely to think tourism should have the same or a greater role (not at all involved=68%; very little involvement=56%; some involvement=45%; a lot of involvement=23%). *Table 25.*
- Residents who have either a little bit or a large amount of contact with tourists tended to be more positive than those with no contact or a moderate amount of contact. *Table 25.*

Submitted by ASU 10/9/18 by Dr. Kathleen Andereck and Kim Pham

Sedona Focus Groups

October 9, 2018

In an effort to better get input from multiple stakeholders involved in tourism, two

90-minutes focus group sessions were organized with 1) public lands managers and 2) non-profit leaders. The participants for the focus groups were selected with the help of Sedona Chamber of Commerce & Tourism Bureau. The sessions were held on one day at a hotel conference room in Sedona. Three ASU faculty conducted the sessions and using various techniques documented comments. This report is a summary of each session. The focus groups sessions were guided by two major questions: what are the major challenges of managing tourism and recreation resources sustainably in Sedona and the region? And what are the possible solutions to mitigate these challenges?

Public Lands Managers

Nine participants representing local, state, tribal and federal management agencies working in Sedona and the region attended the first focus group session. The agencies included: City of Sedona, Yavapai County, Red Rock State Park, Arizona Parks and Trails, Arizona Game and Fish Department, Yavapai Apache Nation, National Park Service -River and Trails, US Fish and Wildlife Service, and Coconino National Forest.

Challenges of Managing Tourism and Recreation Resources

Each participant was asked to identify and discuss three major challenges their organization are facing to manager tourism and recreation resources. These challenges were thematically presented below.

Balancing visitor use and protection of natural and cultural resources

Finding the balance between the needs of increasing number of visitors and resource protection, both natural and cultural, has been identified as one of the serious challenges. Some areas are already overused. There are too many people on limited perennial water. These issues are even greater during peak seasons as demand exceeds the capacity. To meet the demand of visitors, some of the parks have undergone more development than needed, which is not sustainable in the long-run. Agencies are also facing problems with conflicting philosophies between balancing environmental sustainability and revenue generation from tourism. One of the participants mentioned “we want people to love public lands, but we also want the forest to be there in the future.”

User behavior

Land managers reported that it is not only the influx of visitors, but their inappropriate behaviors, that have been a major challenge in managing resources. They listed various unsustainable use of resources, such as energy and water, their impacts on wildlife, wildfire, and vandalism of artifacts. They also indicated that visitors lack of education is contributing to the impacts on natural and cultural resources.

Meeting the needs of diverse population and gaining public support

Public land managers are mandated to serve the public and their diverse needs and priorities, but these are often times conflicting each other. Remaining relevant to future generations and relevant to a diversity of user groups, including youth, minority, and other ethnic groups, is important but challenging. For example, some people want a great deal of management of public lands and others want none at all, that is until there are negative impacts. Dealing with these polar opposites perspectives is also a challenge.

Lack of resources and long-term planning

Given limited resources (human, financial), they “these public or municipal resource managers” are unable to monitor/regulate overuse and educate and provide information to visitors and public. Because of limited resources, they lack long-term plans that are needed for sustainability. Land managers expressed the need of more resources to collect data to assess visitor impacts.

Possible Solutions

Managing visitors

Some areas are overused, and others are underused. A proper distribution and management of visitors can be a solution to this issue. Managers suggested spreading summer visitors throughout nearby areas with more information and education. For example, visitors may not know about Jerome and surrounding areas to achieve a strong regional tourism economy. Sedona can distribute information about other destinations to reduce impacts on overused areas in Sedona is important.

Education and interpretation

Educating both visitor and residents about appropriate behavior in terms of fire, wildlife, forest, water, sensitive ecosystem, traffic, and parking can be a potential solution.

Collaboration

The participants emphasized the need of collaboration with communities and chambers for funding, data collection, educating residents and visitors, long-term planning, and developing consistent policies. Land management agencies want to work by drawing on an inter-agency collaboration approach to assess impacts to date and to determine acceptable impacts and activities and how to shift practices appropriately. A good example of a regional-level cross agency collaboration is String of Pearls in Colorado. Another example of interagency communication is Verde Front. Collaboration among agencies, communities and private businesses can be helpful to develop applications and disseminate information. No agency has a big advertising budget, so integrating and connecting with other agencies and their existing technological tools is important and likely to be very effective. For example, REI has developed a mountain biking app. Ebird is another app used internationally by birders. Others could be Powder Hoop app for anglers. Many agencies tend to focus on short-term planning and some focus on long-term planning, so interagency collaboration could leverage unique, as well as shared, agency assets.

Focus Group with Nonprofit Leaders

The second focus group workshop was attended by 10 participants from the following organizations: Traffic Matters, Verde Valley Cyclists Association, Oak Creek Watershed Council, Friends of the Verde River, Verde Valley Nature Organization, Keep Sedona Beautiful, and Sedona Red Rock Trails Fund.

Challenges of Managing Tourism and Recreation Resources

Increased visitors

New flow of tourists and their lack of awareness on the impacts on the environment is a challenge. Many users have no clue about the environment and surround areas. Because of increasing tourism, people's attitude toward tourism is changing. There a new issue caused by tourists, "them versus us attitude" (resident versus residents and owners versus nonowners) that was not there previously.

Transportation (traffic -both trail and road, parking)

The amount of traffic in Oak Creek canyon is a major problem. It cannot be widened, and it should not be. Congestion is not limited to roads, but also trail heads. There are many people hiking, biking and horseback riding. The crowds make a person lose the serenity and tranquility that they are seeking in nature.

Housing affordability

Housing affordability and availability is tied to unregulated lodging. Unregulated lodging is a major issue in Sedona. For example, one participant shared that there is a house close to his house which rented out for \$750 per night. He stopped a fire there once because they did not know that it was a no burn day/area.

Environmental quality

Participants discussed the impacts of tourists on water quality, wildlife, fire, and trash. They were concerned of water quality effected by tourists (particularly swimming in Oak Creek), and also the quantity of water needed for residential and commercial development and growing population and its impacts on underground reservoir. The river is currently far below the threshold for outstanding water quality. Social trails are negatively impacting wildlife habitat; and inappropriate defecations and soil erosion are other major problems. There is a lot of trash and food matter and fecal matter introduced into the creek by visitors.

Solutions

Education and outreach

- Educate residents through festivals, events, and workshops on sustainability issues, such as water use, gardening, native plants, etc. Some organizations, such as KSB, organize speaker series related to sustainability to educate residents, including workshops on landscaping using native plants, no insecticide, and protect bees for pollination, to make residents to be better environmental stewards.
- Most tourists are first-time visitors, so education is key. Educate tourists about fire, wildlife, trash, and Leave No Trace Ethics. Similar to round-about pamphlets and website, the Chamber should expand this to educate tourists about fire. Targeting Phoenix may be a proactive approach to take given that many visitors come from Phoenix. Adding educational information to the Sedona Film Festival may be a good approach to communicating with tourists.

- Educate businesses about dark sky, redistributing visitors, and passing information to tourist related to fire. Realtors can be a resource for to mention that one of the things that makes Sedona great is the dark skies. Hotels can also be helpful to educate tourists providing tourists information rather than just marketing of various activities.

Collaboration

Nobody can solve any issues by themselves. Collaboration with communities, other non-profits, businesses, public land management agencies and chambers for education, outreach, and funding is important. The Verde Front is an example of a regional collaboration. They work with mayors for various things, including recreation master plan, hosting bird festivals, and educating tourists about environmental health of the area. Collaborate with Arizona Department of Transportation for transit. Parking outside the city where people can use vans locally to reduce air and noise pollution, but it allows visitors to congregate in certain areas. There will be a need to look at other routes in and out of Sedona, such as neighborhood routes, and a bridge at Schnebly. Also, data to inform a capacity innovation approach is needed.

Involvement and fund non-profits

The Chamber and businesses can facilitate tourists to donate to nonprofits so that nonprofits can do their jobs to protect the environment. Businesses should also give back to the communities. Involve college students through voluntourism and this may help nonprofits who are short on the human resources. Involve and fund nonprofit organizations in educating public and protecting rivers and resources through a mechanism where they get certain percentage of taxes. Also, businesses can connect to an app with the goal of information provision to users, but also give users an opportunity to donate to maintain the natural landscape. The participants provided examples of other communities like Steam Boat Springs, Colorado. They have many best practices; their hiking season is four months long. They installed a bed tax and they get \$500,000 a year that goes directly to trail management. Getting more dollars from tourists via the city government is an innovative approach. This was done through a referendum. Most places in Colorado have five different categories of taxes that go towards their environmental initiatives. Sedona can follow that example.

Submitted by ASU. Drs. Gyan Nyaupane, Christine Vogt, and Christine Buzinde

Sedona Business Survey Report

October 9, 2018

Overview

In an effort to develop a sustainable tourism plan for the community of Sedona including residents and businesses in partnership with the Chamber and Tourism Bureau, new insights from visitors, residents and businesses were needed to construct a plan for today's situation and a desired future state. This report provides primary data on Sedona's businesses from a modified list of business owners or managers and their email addresses which were provided by the Sedona Chamber of Commerce & Tourism Bureau. A non-chamber member subset was considered, but the other available list was business licenses from the City of Sedona and the nature of the files were very different. After several attempts to merge the files, we decided on a chamber list only. The survey was conducted in June 2018. The survey was nine-pages and 33 questions and was programmed into Qualtrics (the instrument is included at the end of the report). Of the 730 unique business contacts, 262 completed the survey after three reminders timed over several weeks.

Key Findings

The data results from the study are organized into the following themes –business profile and workforce, transportation practices, knowledge and opinion about tourism, opinions about business environment and sustainability, sustainability self-assessment, and segmentation.

Business Profile and Workforce

- Over half (56%) of the respondents consider themselves as a tourism business, while 84% benefit from the tourism industry. *Figures 1 and 2.*
- On average, businesses have been in operation in Sedona for 18 years with a range going up to 74 years. Businesses were also asked if they have operations outside of Sedona. Just under half (47%) do not. *Tables 1 and 2.*
- There was almost an equal split between those who own their building/location (48%) versus lease (47%) with another 5% who indicated leasing but wanting to purchase. The type of business that responded was diverse. Retail (13%), accommodations (12%) and spiritual/personal enrichment (12%) were the most common business categories. Respondents were asked where they live. Over half (57%) live within the City of Sedona, 24% live in the general Sedona area, and 19% live outside the area. *Figure 3 and Tables 3 and 4.*
- Most businesses (57%) sell/service only consumers and another 37% indicated selling to businesses and consumers. Only 6% of the respondents were only B-to-B. The cohort that these Sedona business respondents consider to be their primary customers are Generation X (41%) and Baby Boomers (53%). Businesses affiliate widely in the community. Over a quarter (26%) of the respondents affiliate with some type of general community support association, 18% affiliate with recycling associations, and 12% affiliate with an educational organization. *Figure 4 and Tables 5 and 6.*
- Businesses largely employ 10 or less full-time employees (76%), 10 or less part-time employees (87%), and 10 or less seasonal employees (91%). Business owners/managers indicated that all of their employees reside in Sedona (37%), followed by 50 to 99% employees live in Sedona (27%), and 1 to 49% (26%). Ten percent of respondents indicated that none of their employees live in Sedona. *Tables 7 to 10.*

Transportation Practices

- Transportation has been a significant focus in the community and for the City and Chamber in the current year. Businesses were asked questions to help understand employees' and customers' transportation behaviors and future needs.

- Employees largely use the businesses' private lot (69%) with designated public parking lots (18%) and free street parking (13%) as other options. Most employees (81% of businesses) parked near the entry of a business. Businesses that responded estimated whether employees walk or bike to work. Over three-quarters (78%) indicated no one walks or bikes. Two out of ten respondents (21%) indicated somewhere between 1 and 10 employees walk or bike to work. Similar results were found with the use of public transportation by employees. *Figure 5 and Tables 11 to 13.*
- Customers largely use the businesses' private lot for parking (67%) according to business owners. Thirty percent use public lots or free parking on the streets and three percent use meters. Customers are able to park near the business according to 86% of business owners. Six percent of customers walk or bike to the business; 2 percent use public transportation to access the business. *Figure 6 and Tables 14 to 16.*

Businesses' Knowledge and Opinions about Tourism

- Eight out of ten business respondents expressed that tourism plays a significant role in the city having no residential property tax. Slightly more than one-third (37%) of the businesses selected that the city's annual operating budget is funded by visitors somewhere in the 61% to 80% of the budget. Over fifty percent (51%) place the number of tourism jobs as 61% to 80% of the total jobs in the region. *Figure 7 and Tables 17 and 18.*
- A high proportion of business owners selected that a variety of amenities in Sedona exist because of tourism. These include: restaurants and food and beverage (94% great impact), festivals and events (84%), retail/shopping (83%), outdoor recreation (80%), and museums and cultural venues and activities (72%). *Table 19.*
- Business owners/managers were asked if tourism should play a different role than currently in Sedona. Over half (57%) of businesses said "a similar role," and 21% a greater a role and 22% less of a role. No business said "no role." *Figure 8.*
- Half of the businesses rate Sedona as an "above average" travel destination and 39% rate it as "excellent." *Figure 9.*

Businesses' Opinions about Business Environment and Sustainability

- Tourism and outdoor recreation are viewed as a top economic activity for the Sedona area by businesses, followed by higher education, medical and health, and professional services. Government offices, construction and light manufacturing are placed as the lowest rating (but with an average equivalent to "moderately acceptable"). *Table 20.*
- Challenges that rose to a significant level include: affordability of nearby housing for employees, perceptions held by residents toward tourism, and difficulties in recruiting and retaining employees. *Table 21.*
- Business owners were moderately satisfied (3.7 on a 5-point scale with very satisfied as a 5) with the marketing strategies of the Chamber & Tourism Bureau. The lowest scored satisfaction was the City's approach to sustainability (2.8). *Table 22.*
- Businesses rated safety/lack of crime and limited litter & vandalism being the most important factors to influence quality of life in Sedona. Businesses also gave high marks as being satisfied with these types of city services. Businesses were least satisfied with crowding on roads, trails, the Uptown area, and other areas (i.e., Oak Creek Canyon). *Table 23.*
- Sustainability initiatives were rated for their importance. Businesses rated "leave no trace" principles in parks and "local spending and retention" as the two most important initiatives. Sustainability certification received the lowest importance rating. *Table 24.*
- In an open-ended comment about sustainability ideas, the following were most common: mandatory recycling/more recycling bins in town, outlaw nylon and plastic bags, straws and bottle, environmental education, and more signs to encourage eco-tourist behavior. *Table 25.*

- Businesses indicated support of sustainability initiatives and support two approaches: the first is embedded in business practices with no formal program, and the second is few activities and no formal program. *Table 26.*
- On an importance-performance set of questions, businesses rated “hiring local staff” to be most important and also highly rated their performance of hiring local staff. Businesses rated reducing waste and maintaining recycling as very important and their actions in this area as well performed. *Table 27.*
- Barriers to implementing any sustainability initiatives were rated at a “minor” barrier level – these included insufficient resources to implement or insufficient data provided supporting consumer preferences for sustainable businesses. *Table 28.*
- When asked for additional comments, the top responses followed themes of traffic-transportation, environmental-issues, and Chamber programs that prioritize and support local businesses. *Figure 10.*

Segmentation

- As expected, those in accommodations see themselves 100% in the tourism industry, whereas arts and culture see themselves mostly in tourism (72% of 18 respondents) or restaurants and catering (69% of 13 respondents). *Table 29.*
- A self-identified tourism business is more likely (50%) to own their offices than a non-tourism business (43%). *Table 30.*
- A self-identified tourism business is more likely (25%) to want to see tourism play a larger role in the Sedona economy than a non-tourism business (3%). *Table 31.*
- As a group, non-tourism businesses, rate Sedona as a destination slightly higher than tourism businesses. *Table 32.*
- Tourism businesses are slightly more “bullish” on the business climate in Sedona compared to non-tourism businesses. Tourism businesses are significantly more likely to be satisfied (42% are very satisfied) with the distribution of visitors throughout the region compared to non-tourism businesses (23%). *Table 33.*

Submitted by ASU 10/9/18. Dr. Christine Vogt, Kim Pham, and Dr. Christine Buzinde

Sedona 2018 Visitor Survey Report

Report date: October 9, 2018

Overview

In an effort to develop a sustainable tourism plan for the community of Sedona including residents and businesses in partnership with the Sedona Chamber of Commerce & Tourism Bureau, new insights from visitors, residents and businesses were needed to construct a plan for today's situation and a desired future state. This report provides primary data on Sedona's visitors for the time period January 2018 to July 2018. A two-page on-site survey (included at the end of this report) was conducted by ASU researchers at six locations that represent a range of visitor types in town and at popular attractions and trailheads. One thousand completed surveys were achieved over 14 randomly selected weekdays and weekends in 215 hours of field surveying during the seven-month period.

Key Findings

The data results from the study are organized into the following themes – methods, demographics of respondents, travel party description and trip characteristics, sustainability, and segmentation of select variables.

Methods

- 1,001 surveys were completed with 1,657 attempts for a 60% response rate (40% refusal rate). A similar quota per hour was established at each survey location. Chapel of Holy Cross produced the most completed surveys (n=214) and West Fork Trail (n=122) the lowest based on visitor levels. *Tables 1 and 2.*

Demographics

- Average age of the respondent was 47 years old. The largest age segments were 50-64 years old (30%) and 18-34 years old (28%). Women (53%) were slightly more common than men (47%) as respondents. *Figures 1 and 2.*
- Nine out of ten visitors (91%) were from the U.S. and 9% were international with Canada comprising 69% of the international visitor segment. Arizona residents (35%) comprise one-third of the U.S. market. California residents (14%) were the second largest U.S. segment. *Figures 3 and 4; Tables 3 and 4.*

Travel Party Description and Trip Characteristics

- Average travel party size is 3.6 persons from groups that were 1 person to as large as 50 people. The most common party group size is two persons. Groups were more likely to include women (50%), then men (38%) and children (12%). Groups were comprised mostly of family members only (57%), friends only (22%), a mix of family and friends (14%). Organized group tours (1%) were less common in our sample even though they were approached for participation. *Tables 5-7.*
- Average number of past trips was 4 trips from a range of 1 to 104 visits over a lifetime. Over half (55%) were visiting the Sedona area for the first time. *Figure 5.*
- Most visitors (63%) in this study stayed overnight in the Sedona area with the remaining as day visitors (37%). For those who stayed overnight, the average length was 3.5 nights though the most common length was 2 nights. Arizona residents were more likely to be on a day trip (58%) in comparison to an out-of-state travel party (27% day trip). Accommodation choices were most likely to be a full-service hotel (22%), followed by a resort (20%), rented vacation home -Airbnb, HomeAway, VRBO (15%), limited service hotel (11%), timeshare (10%), campground (9%), B and B (8%) and staying with friends or relatives (7%). *Figure 6 and Table 8.*
- The primary purpose of the visit in Sedona was for pleasure or a vacation (87%). Visiting friends and relatives (9%), business (2%) and a variety of specific activities (2%) describe the remaining trip types. *Table 9.*

- Hiking (72%) was the most popular activity with this sample (which included three outdoor recreation sampling sites). Shopping (68%), sightseeing (68%), and dining (66%) comprised the remaining activities where over 50% of the respondents participated in the activity. *Table 10.*
- Over half (55%) of the respondents rated Sedona as “excellent.” Forty-two percent rated the destination as “above average.” Very few (3%) rated as average and no one gave the destination a below average rating. *Fig 7.*

Sustainability

- Visitors were asked about the importance of various sustainability practices in destinations they vacation in (general context). The most important practice is “leave no trace principles in parks and on public lands” (4.3 mean on a 5-point scale where 5 is “very important.” Locally owned and operated tours and attractions that are gentle to the environment was next in importance to Sedona visitors (4.0 mean). Two of the lesser in importance practices are sustainability certification by businesses (3.5 mean) and communities recognized by the International Dark Sky Association (with which Sedona is recognized) (3.4 mean). *Table 11.*
- To understand limits of acceptability of changes in tourism demand or behaviors, visitors were asked a series of questions about the current situation in Sedona and desired future conditions. On average, all of the features of Sedona for a current assessment were in range of 2.6 to 3.5 where “3” meant about right. On average, some of the features for future conditions (suggesting areas to change/improve), several items were skewed toward “want less” including amount of traffic and number of tourists. Several items were skewed toward “want more” including parking lots, public transportation and restrooms. *Table 12.*
- Sustainability is closely tied to visitor behavior. In the survey, visitors were asked what places they were aware of, where they visited, and if they visited a place at a less crowded time. The most visited place was Uptown (79% visited) (a place we surveyed) and Oak Creek Canyon (74%). Visitors were least aware of the visitor information center operated by SCC&TB (73% unaware or not interested to visit), Palatki and Hononki sites (80%), and a few trails (Soldier Pass and Devil’s Bridge trails). From one to three percent of visitors attempted to visit a place in Sedona and couldn’t find parking including developed areas like Uptown or Tlaquepaque. A few more (2%-6%) visitors avoided a place because of crowds. And a 3% to 6% of visitors indicated intentionally visiting a place during a slow time period. *Tables 13a and 13b.*

Segmentation

- Where visitors came from (in-state, out-of-state or foreign) did not influence satisfaction ratings, nor did age categories. Instead, overnight visitors gave significantly higher satisfaction scores with 59% of overnight visitors selecting “excellent” in comparison to 48% of day trip visitors. *Tables 14 to 16.*
- In-state visitors were twice as likely to be visiting Sedona as a repeat visitor compared to out-of-state or foreign visitors. Out-of-state and foreign visitors were equally likely to be a first-time visitor with six of ten visitors indicating a first trip to Sedona. *Table 17.*
- Out-of-state (73%) and foreign (70%) visitors were almost twice as likely, than in-state residents (42%), to stay overnight in Sedona. *Table 18.*
- Activities in Sedona did not vary widely between in-state, out-of-state or foreign visitors. In-state residents were slightly more likely to hike than the other groups.
- Group size for a single traveler or a two-person party were similar across in-state, out-of-state or foreign visitors. In-state groups were more likely to be three-person groups. Foreign visitors were more likely to be four-person groups. *Table 19.*
- A final segmentation analyzed key crowding measures over the seven-month period. The sampling locations were the same over this time, but the visitors were not. A rise in perceptions of the number of tourists and traffic occurs in April and visitors express desiring fewer tourists and less traffic, however, satisfaction is not impacted. *Table 20.*



Sedona Sustainable Tourism Plan

Connecting Sedona Visitors to Long-Term Destination Sustainability

For Discussion Purposes Only - Preliminary DRAFT

1.0 Table of Contents

1. Executive Summary
2. Introduction and Purpose of Plan
3. State of the Industry
4. Sustainability Strategies
5. Appendix
 - a. Outline Objectives/Tactics
 - b. [Resident Survey Findings](#)
 - c. [Business Survey Findings](#)
 - d. [Visitor Survey Findings](#)
 - e. [Local Focus Groups Findings](#)
 - f. Best Practices in Select Destinations
 - g. [Global Sustainable Tourism Council Report](#)





1.0 Executive Summary

1.0 Executive Summary

Planning Background

Sedona has grown to be recognized as one of the most attractive visitor destinations in the country and has additionally developed strong international recognition. These successes have led to a vibrant economy, an expansion of employment options, important contributions to the City's tax base and an expanded array of quality of life amenities for residents.

The Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) has been the organization that has led the collective tourism and recreation industry - an industry that includes a broad collective of hotels, time shares, short term rentals, restaurants, retail operations, art galleries, outdoor recreation businesses, health/spiritual professionals and other attractions.

While this growth and advances have brought many advantages, it has also generated negative elements like congested roadways, overuse of the Uptown region, reductions in the range of affordable housing and competition for services between residents and visitors. Given the unique natural environment of the destination, the overuse of sensitive lands and waterways has also been of important concern.

As part of the SCC&TB's leadership role, it engaged the Global Sustainable Tourism Council (GSTC), the world's leading standard-setting body for sustainability of tourism operations and destination development, to undertake an assessment of the destination in 2016.

Of the GSTC's 44 areas of review, 33 or 80%, were scored highly with the destination possessing documents and evidence in place to verify implementation efforts exist to address the criteria. Of the criteria that were not being actively addressed, one of the most significant was the absence of a multiyear Sustainable Tourism Strategy that was developed with broad public participation.

In order to address these factors, the SCC&TB joined arms with the City of Sedona in 2017 to move forward in the development of a Strategic Sustainable Tourism Plan. This plan represents the culmination of efforts of a wide range of participants and serves as an important addition in addressing the outstanding factors addressed in the GSTC assessment.

The SCC&TB and City of Sedona released a Request for Proposals for the development of a Sustainable Tourism Plan in the fall of 2017. A variety of responses were received from around the country and the selection committee chose the team of Nichols Tourism Group and Arizona State University's Center for Sustainable Tourism.

One of the first steps undertaken as this planning process was launched was the identification of an Advisory Committee that would help direct the work of the professionals. The makeup of this committee was carefully evaluated to ensure representation of a broad range of interests were incorporated in the planning efforts. This committee included individuals representing the non-profits, medical/health, sustainability, media, public lands, residents at large, lodging, tours/attractions, the city and the chamber.



The GSTC Destinations Program

Comprehensive Destination Sustainability Assessment of Sedona

With the direction of the Committee, the consultants undertook the following initiatives:

- Reviewed the GSTC evaluation report
- Analyzed a wide range of existing industry performance data ranging from lodging performance to sales and bed tax collections
- Considered growth in the region's accommodation inventory
- Investigated other recent or current planning initiatives including Community Plans and Transportation Master Plans
- Undertook new survey research efforts to consider attitudes and concerns of Sedona residents, businesses and visitors
- Reviewed other sensitive destinations worldwide to consider steps they were taking to address sustainability
- Held public input sessions to develop input from interested citizens
- Provided online website resources to keep the public updated on the process of the plan and to provide additional input for consideration.

Key Current Environment Findings

These efforts were used to gain insights and help provide a foundation for developing action steps to help ensure the long-term sustainability of Sedona. The following provides a summary of the key findings of the current environment facing Sedona and its tourism industry:

Tourism Industry and the SCC&TB

- Tourism is a critically important economic cluster for Sedona – as planning elements are developed, sustainability and vitality of this cluster must be considered
- There have only been limited additions to Sedona's hotel and timeshare inventory over the past decade and there are currently approximately 4,000 units available to visitors
- Unlike hotels and timeshares, short term vacation rentals have seen significant growth in the past two years following the passage of SB1350 – there are currently more than 1,000 listings for these types of accommodations in the broader Sedona region
- Sedona's visitor industry has regained health in recent years and important strides have been made in recent years in both building visitor demand in need periods of the year and in attracting visitors willing to contribute more to Sedona's economy
- Approximately 40% of the SCC&TB's resources are allocated to marketing and promotional activities, the balance is directed towards a mix of destination management activities, such as greeting guests at the visitor center, helping develop transportation solutions and proactively working to stimulate new experiences that resonate with both visitors and residents
- The organization's marketing efforts have been an important element in the previously noted progress in diversifying seasonality and attracting high value segments
- When significant changes in these marketing efforts are instituted, clear impacts can be expected as demonstrated in the summer of 2018
- While these gains in the visitor industry have had positive economic impacts, they have also led to increase traffic congestion, over capacity issues in popular community areas and on certain trails, shortages in affordable housing and degradation in the region's natural environments

Sedona Residents

- While almost half of surveyed residents said they have a moderate level, to a lot of contact with visitors, almost 3/4^{ths} said they provided very little or no input on tourism decision making,
- Residents were also quite aware of the benefits that the tourism industry brought to Sedona's economy including its contribution to jobs, funding of the city's operating budget, or the diversity of quality of life elements like the range of restaurants, retail, festivals and outdoor recreation,
- While acknowledging these benefits, when asked about the appropriate role of tourism, half said about the same as current levels, with only slightly lower numbers saying it should take a lesser role,
- When asked about what economic development options are most acceptable for Sedona, medical/health, higher education, craft beverages and professional services were most highly rated – tourism was rated as the 7th highest,
- Sedona residents believed certain elements were acceptable to experience increased interest and demand including State and National Parks, non-motorized trails, archeological sites and general outdoor recreational opportunities – additional hotels, short term rentals and motorized trails were least acceptable,
- Quality of life is of great interest to Sedona residents and when asked what factors were of greatest importance to them, conservation of natural areas, clean air and water, limited litter, attractiveness/cleanliness and safety/lack of crime were most prominent,
- When asked about current community characteristics and where they would like to see the greatest change, the most significant desire for decreases were in the amount of traffic, number of tourists, noise and night lighting – the areas with the most significant desire for more in the future were roads, public restrooms, community walkability and public transportation,
- A variety of statements were presented to residents to determine their level of agreement – almost 2/3^{rds} agreed or strongly agreed that they would support current levels of tourism if traffic flows were improved, and just less than half said they would support current tourism levels if a sustainable approach to tourism management was taken - residents were not supportive of either less city services or assessment of a city property tax if it came as a result of less tourism,

Sedona Businesses

- While over half of Sedona businesses consider themselves as a tourism business, fully 84% recognize they benefit from the tourism industry,
- Approximately 3/4^{ths} of Sedona businesses are small businesses with less than 10 employees and just over half of the owners live within the City of Sedona
- Sedona business owners also have a strong understanding of the role tourism plays in the economy whether in visitor taxes' supporting the municipal budget, the number of jobs in the region or in the ability of Sedona to not levy a city property tax,
- When businesses were asked what role the tourism industry should play in Sedona's economy, similar to residents just over half said a similar role as present, but unlike residents the balance were roughly equally split between saying it should play a greater role, versus a smaller role,
- These businesses were asked what types of economic activities were appropriate for Sedona and tourism was ranked as number one, followed by medical & health, higher education, and professional services,
- When asked what factors were most important to Sedona's quality of life safety, limited litter, clean air and water, conservation of natural areas and cleanliness were most highly rated
- When considering these factors, they were most unsatisfied with crowding of roads and Uptown, crowding of trail, the diversity of the economy and real estate costs,
- Businesses were also supportive of sustainability practices, with the greatest importance in promoting "Leave no Trace" principles and supporting businesses where spending is retained locally

Sedona Visitors

- The attraction of Sedona's natural environments is clear as hiking is the most frequent activity of area visitors, even exceeding shopping and dining,
- There is strong visitor satisfaction with Sedona as 97% of them rate the destination as above average or excellent,
- About 2/3rds of visitors stay overnight in Sedona, with Arizona residents more likely to be on a day trip,
- Sedona visitors have strong interest in supporting sustainable initiatives, particularly in supporting themes like "Leave No Trace" and in supporting locally owned businesses that are sensitive to the environment,
- While visitors have strong overall satisfaction with the destination, the areas they would desire the largest reduction from current levels is the amount of traffic, the number of tourists, the range of shopping, the built environment and noise,
- Very few visitors plan where and how they visit attractions or experiences based on the levels of anticipated crowds or parking,

Other Areas of Input

- Focus group input was also undertaken to gain insight on challenges and potential solutions from public land entities and non-profits active in the Sedona region – discussions centered around balancing visitor use and protection of natural and cultural resources, ways to have greater influence of user behavior and approaches to gain public support relative to the diverse needs and priorities of the entities,
- Public input sessions were also held in which more than 100 persons participated in providing input on concerns and potential approaches to address accommodations and visitation levels, tourism bureau roles, transportation issues, new opportunities for visitor experiences and environmental factors.

Strategic Recommendations

The consultants and the Advisory committee considered these findings and worked to develop a comprehensive strategy and mix of recommendations to help ensure the long-term sustainability of Sedona's tourism industry.

Considering the diverse range of input, the following mission statement was developed. It is intentionally succinct and works to communicate the key goals and elements of the plan.

Strategy Mission Statement

To lead the Sedona Tourism Industry in embracing sustainability practices that enable the long-term health of Sedona – its environment, an excellent quality of life, long-term economic strength and a positive visitor experience.

To help achieve this mission, four strategic pillars that serve to organize the goals, objectives and tactics are recommended in the plan. The four pillars include Environment, Resident Quality of Life, Quality of the Economy and Visitor Experience. For each of these Pillars, a goal statement was developed for each and then a mix of associated objectives and tactics were developed for each. The goal statements and associated objectives are listed below.



ENVIRONMENT

Lead the tourism industry in implementing sustainability principals, positioning Sedona as a national and international leader in destination stewardship



RESIDENT QUALITY OF LIFE

Maintain and enhance the elements that make Sedona a truly special place to reside



QUALITY OF THE ECONOMY

Shape and expand the Sedona economy in ways that ensure its long-term sustainability and vibrancy



VISITOR EXPERIENCE

Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back

Environment

Goal Statement: Lead the tourism industry in implementing sustainability principles, thus positioning Sedona as a national and international leader in destination stewardship.

Objective 1	Implement new waste prevention, reduction and diversion strategies, focused on visitors and their impacts in the Sedona region
Objective 2	Expand programs that encourage minimal water usage and protect water quality
Objective 3	Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy
Objective 4	Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability
Objective 5	Take leadership role in educating and engaging visitors on sustainability initiatives and encouraging them to be a sensitive guest while in the destination

Quality of Life Pillar

Goal Statement: Preserve and enhance the quality of life by mitigating impacts of tourism.

Objective 1	Expand use of shuttle systems to reduce vehicular traffic and enhance access to trails and other key destinations
Objective 2	Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows
Objective 3	Expand use of technology to help solve transportation challenges
Objective 4	Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance
Objective 5	Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors
Objective 6	Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination

Quality of Economy

Goal Statement: Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

Objective 1	Sustain adequate levels of economic activity in need periods and disperse visitation to moderate congestion
Objective 2	Expand interagency collaboration to maximize capabilities among diverse Sedona organizations
Objective 3	Adjust tourism marketing to achieve a balance between quality of life and a healthy economy
Objective 4	Pursue innovative approaches to employee housing and training

Visitor Experience

Goal Statement: Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

Objective 1	Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting
Objective 2	Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

For each tactic the following detail is also provided:

Timeframe: Short (12-18 months) Mid (2-3 years) Long (4-5 years)

Impacted Pillars: The pillars impacted by the tactic are depicted by icons, with the pillar most impacted represented by the large icon and the smaller icons representing additional pillars impacted.

Lead Partner: The entity (or entities) taking prime responsibility for moving the tactic forward.

Support Partners: Additional partners that will be integral to successful implementation of the tactic.

Metrics: Examples of the types of metrics that will be utilized to help evaluate the effectiveness of tactical efforts, these metrics and specific targets (if appropriate) will be developed by the mix of lead and support partners to ensure collaborative agreement among the entities.

Description: An explanation of the tactic is outlined, providing additional insight to key elements of the tactic.



2.0 Introduction and Purpose of Plan

2.0 Introduction and Purpose of Plan

Sedona has grown to be recognized as one of the most attractive visitor destinations in the country and has additionally developed strong international recognition. These successes have led to a vibrant economy, an expansion of employment options, important contributions to the City's tax base and an expanded array of quality of life amenities for residents.

The Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) has been the organization that has led the collective tourism and recreation industry - an industry that includes a broad collective of hotels, time shares, short term rentals, restaurants, retail operations, art galleries, outdoor recreation businesses, health/spiritual professionals and other attractions.

While this growth and advances have brought many advantages, it has also generated negative elements like congested roadways, overuse of the Uptown region, reductions in the range of affordable housing and competition for services between residents and visitors. Given the unique natural environment of the destination, the overuse of sensitive lands and waterways has also been of important concern.

As part of the SCC&TB's leadership role, it engaged the Global Sustainable Tourism Council (GSTC), the world's leading standard-setting body for sustainability of tourism operations and destination development, to undertake an assessment of the destination in 2016.

Through this process, the GSTC considered 41 sustainability standards oriented in four categories:

- Sustainable Destination Management
- Social & Economic
- Community & Cultural
- Environmental

A total of 33 of the 44 criteria, (or 80%), were scored highly with documents and evidence in place to verify implementation efforts exist to address the criteria. Of the criteria that were not being actively addressed, one of the most significant was the absence of a multiyear Sustainable Tourism Strategy that was developed with broad public participation.

In order to address this factor, the SCC&TB joined arms with the City of Sedona in 2017 to move forward in the development of a Strategic Sustainable Tourism Plan. This plan represents the culmination of efforts of a wide range of participants and serves as an important addition in addressing the outstanding factors addressed in the GSTC assessment.



2.1 Planning Team and Process

The SCC&TB and City of Sedona released a Request for Proposal for the development of a Sustainable Tourism Plan in the fall of 2017. A variety of responses were received from around the country and the selection committee chose the team of Nichols Tourism Group and Arizona State University's Center for Sustainable Tourism.

Nichols Tourism Group is an advisory firm that has assisted destinations in developing tourism strategic planning for more than 25 years and has worked with a wide range of states, counties, cities and state/national parks in development of these types of plans. Often the destinations have sensitive natural environments like Sonoma County in California's wine country, Sarasota Florida with its arts and cultural beach offerings, the Grand Canyon National Park, or unique historical destinations like Virginia's Historic Triangle with Williamsburg, Jamestown and Yorktown.

The Center for Sustainable Tourism (CST) at Arizona State University is one of only two tourism programs in the nation with a sustainability focus, the other being at Harvard. The CST has been active in evaluating and assisting destinations around the state and has one of the deepest understandings of Arizona's visitor market and trends impacting it over the years. Through its teaching initiatives, they attract students from around the world and investigate a wide range of best practices that have been recognized in well recognized academic journals.

One of the first steps undertaken as this planning process was launched was the identification of an Advisory Committee that would help direct the work of the professionals. The makeup of this committee was carefully evaluated to ensure representation of a broad range of interests were incorporated in the planning efforts. The following individuals and the organizations they represented were part of this committee.



Sustainable Tourism Plan Committee

Sector	Affiliation	Name
Municipal	City of Sedona	Mayor Sandy Moriarty, Justin Clifton, Cynthia Lovely, McKenzie Jones
Non-Profit	Keep Sedona Beautiful	Joanne Kendrick, Rob Adams
Lodging	Ambiente - a Landscape Hotel, Chamber board member	Lonnie Lillie
Tours/Attraction	Pink Jeep Tours	Mike Hermen
Arts/Culture	Goldenstein Gallery, Chamber board member	Linda Goldenstein
Medical/Health	Verde Valley Medical Center	Russell Dilts
Attractions	Sedona Golf Resort, Chamber board member	Jeremy Hayman
Sustainability	Sustainability Alliance	Darcy Hitchcock
Sustainability	Sedona Compost	Kathleen Ventura, Brock Delinski
Media/Newspaper	Red Rock News, Chamber board member	Kyle Larson
Public Lands	Slide Rock State Park	Hank Vincent
Public Lands	US Forest Service	Nicole Branton, Julie Rowe
Resident	At Large	Cindy Hauserman
Chamber	Chamber of Commerce & Tourism Bureau	Jennifer Wesselhoff, Michelle Conway
Consultant	Nichols Tourism Group	Mitch Nichols
Consultant	Arizona State University Center for Sustainable Tourism	Christine Vogt, Kathleen Andereck, Gyan Nyaupane, Christine Buzinde, Kim Pham

With the direction of the Committee, the consultants undertook the following initiatives:

- Reviewed the GSTC evaluation report
- Analyzed a wide range of existing industry performance data ranging from lodging performance to sales and bed tax collections
- Considered growth in the region's accommodation inventory
- Investigated other recent or current planning initiatives including Community Plans and Transportation Master Plans
- Undertook new survey research efforts to consider attitudes and concerns of Sedona residents, businesses and visitors
- Reviewed other sensitive destinations worldwide to consider steps they were taking to address sustainability
- Held public input sessions to develop input from interested citizens
- Provided online website resources to keep the public updated on the process of the plan and to provide additional input for consideration.

Section 3 of the report presents findings on these background elements. Section 4 provides recommendations in regard to an overarching Mission Statement, a series of plan Pillars and associated objectives and tactical steps to move the plan forward.



3.0 State of the Industry



3.0 State of the Industry

In developing elements to help ensure long term tourism sustainability within Sedona an examination of its current environment, recent trends impacting the destination, proactive roles of the SCC&TB and attitudes related to its residents, businesses and visitors are necessary. This section reviews these current conditions and provides the foundation for plan elements provided in the next section.

3.1 Sedona's Visitor Base

The visitor industry is critically important to the city of Sedona, a community which straddles the line between Yavapai and Coconino Counties. The city was incorporated in 1988 and lies approximately seven miles north of the unincorporated Village of Oak Creek. According to the U.S. Census, these communities possessed a population base of 10,300 and 6,400 in 2017.

The most widely recognized attraction of the city is its natural environments and the unique red rock formations that are internationally recognized. This environment attracts outdoor enthusiasts, whether hiking, biking, exploring via motorized vehicle, or any number of other ways to experience these unique elements of the destination.

In addition to the natural beauty, the destination has also become a center of artisans, creating and presenting a wide array of art experiences to visitors. Opportunities to enhance wellness and spirituality are also prominent attraction features of the destination, building on the long-term allure of the region.

Collectively, these attributes attract visitors that contribute over \$600 million to the region's economy annually. According to the SCC&TB, this spending is estimated to generate \$14.5 million to local governments and accounts for approximately 2/3rds of the City's sales tax revenues. The tourism industry is estimated to support approximately 10,000 jobs in the region, providing \$200 million in wages to area residents.

In order to accommodate these visitors, there are approximately 1,600 hotel and B&B rooms in the City and an additional 870 rooms in the Village of Oak Creek and other surrounding areas, thus providing a base of 2,470 rooms (not including timeshares).

Importantly, most of the base has been in place for many years, as only 7.5% of the rooms have been added over the past decade. By comparison, Coconino County overall saw an increase in its room inventories of 13 percent and a well-recognized destination like Napa Valley saw growth of approximately 18%.

Why is Tourism Important to Sedona?



Limited growth in Hotel/B&B inventory over last decade

Although there have been only limited additions to the region’s hotel inventory over the past decade, the health of this inventory measured by average annual occupancy rates has improved significantly since 2012. As the average annual occupancy rate grew from approximately 63 percent in 2012 to 69 percent 2017, the overall room demand grew to almost 623,000 room nights annually.

Thus, the increase in overnight visitors accommodated in the region was influenced more by the improving health of existing properties, rather than by the addition of new properties.

A similar reality existing in the region’s timeshare properties. This hotel and B&B inventory is supplemented by a broad range of timeshare properties targeting a distinct set of longer staying visitors.

In addition to hotels and B&Bs, units operated as timeshare properties also add significantly to the base of accommodations.

There are approximately 1,030 timeshare units in the city and 470 in the Village of Oak Creek for a total of about 1,500 units.

The region’s total hotel and timeshare inventory thus provides 3,970 rooms with an approximate 2/3rd and 1/3rd share respectively. Like the hotel inventory, this timeshare inventory has been in existence for many years, with no new additions since 2007.

Year	Room Base	Occ Rate	Room Demand
2012	2,319	63.2%	534,947
2013	2,319	63.5%	537,486
2014	2,319	64.1%	542,565
2015	2,319	68.1%	576,422
2016	2,472	68.6%	618,964
2017	2,472	69.0%	622,573

Source: NTG, SCC&TB and STR Global

Total Rooms= 3,970
2/3rd Hotels & B&B
1/3rd Timeshare
(not including timeshare units)

Unlike the hotel and timeshare market, the short-term rental (STR) market has seen significant changes in the last two years. The prominence of individuals renting their home to short term visitors has grown with the advancement of rental platforms like Airbnb and Vacation Rental By Owner (VBRO).

These electronic resources have allowed the average homeowner to develop a supplemental source of income and units in desired visitor destinations have seen an influx in these types of properties.

Historically, the City of Sedona restricted the operation of STRs through a local ordinance and thus properties that were operated as STRs were either located outside city limits or were in violation of the city’s ordinance.

This environment changed effective January 1, 2017, when the Arizona Legislature passed Senate Bill 1350 which restricted a city or town from prohibiting STRs.

This segment has been difficult to track given the diverse range of platforms used to list STRs and the changing array of units that are in and out of inventory. The City has been working with an outside vendor in an attempt to better understand the scale of this segment and its operating performance.

While this analysis is still in process, it is currently estimated that STRs have grown to approximately 840 units operating in the City of Sedona and an additional 190 located in the region but outside of city limits. At over 1,000 units, this segment has grown to increase the base of hotel and timeshare units by approximately 25 percent, with much of this growth occurring over the past 24 months.

Beyond those visitors that come to Sedona as overnight guests, there are a mix of visitors that come as day visitors. As noted later in this section, ASU estimates that approximately 37 percent come to the destination, but do not stay overnight.

1,000 Short-Term Rental Units in the Sedona area

3.2 Marketing and Promotional Initiatives

As part of the effort to maintain a vibrant and healthy visitor economy, a mix of marketing and promotional activities occur both by private businesses and by industry organizations. The most significant entity promoting the destination is the Sedona Chamber of Commerce & Tourism Bureau (SCC&TB).

In April 2017, The City of Sedona and the SCC&TB entered into a seven-year agreement where the SCC&TB receives 55% of the bed tax to operate the official Destination Marketing & Management Organization for the City. This percentage was consistent with national norms for similar Destination Management Organizations and was part of an agreement reached in FY15 when the lodging community agreed to raise their hotel occupancy tax by one-half percent.

In FY18, the total amount of bed tax revenue to the SCC&TB in FY18 was approximately \$2,336,700. \$410,000 (or 18%) of this amount is allocated to the operation of the Visitor Center located at 331 Forest Road.

Of this total, approximately \$1.1 million was directed to marketing and advertising purposes and an additional \$523,000 allocated for reinvestment programs that worked to introduce new experiences for Sedona visitors and residents, like electronic Walk Sedona programs, new wayfinding initiatives and researching prospective transportation solutions.

	FY18
Programs	\$1,506,000
Advertising/Marketing	\$933,000
Reinvestment Programs	\$573,000
Personnel/Admin	\$830,700
Total Budget	\$2,336,700

17% Below
National
Average

The balance went towards personnel and administrative purposes. When benchmarking these deployments to national norms as cited by Destination International, the industry's leading trade association, the SCC&TB allocates 36 percent of its budget to personnel and administrative, 17 points below the national average for similar organizations of 55 percent.

Peak Season Months – March, April, May, October
Mid Season Months - February, June, July, August, September, November
Off Season January, December

Given the previously noted success in regaining health in terms of hotel operating performance, the SCC&TB embraced a shift in marketing the destination and its brand "The Most Beautiful Place on Earth", embracing two primary focuses:

- Marketing only during need periods (summer and winter)
- Focusing on quality of visitor not quantity

These areas of focus have allowed the destination to experience much of its growth in room night demand to occur in the weakest demand months of January and December, a time when Sedona businesses are in need of additional spending and demand.

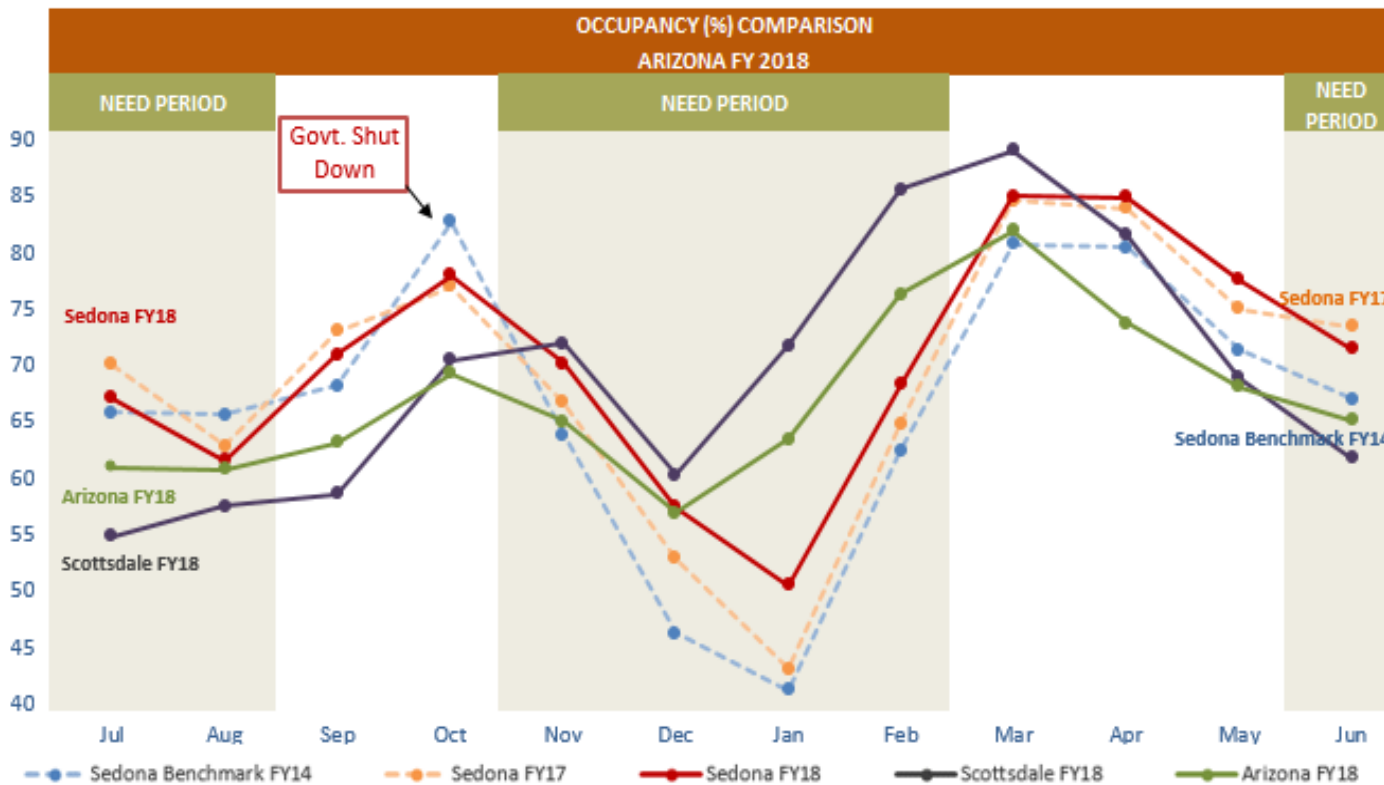
Season	% Increase 2013-2017
Peak Season	+11.8
Mid Season	+13.9
Off Season	+34.1
Total	+15.2

Source Smith Travel Research

Illustrating the potential impacts of changing promotional strategies, the SCC&TB strived to respond to concerns about too much visitation and eliminated its marketing efforts directed to Phoenix in the summer months of 2018, the greatest source of demand during the summer time period.

This lack of active marketing had a very clear impact to Sedona and its businesses, seeing prominent declines in hotel occupancy rates for June and July, performance that was very different than that of the overall state.

Region	% Change June	% Change July	% Change Aug	% Change Sept
Sedona	-2.7	-1.4	.8	1.0
Arizona	-.01	3.7	1.6	2.8



These promotional efforts have not only helped develop demand in needed periods, it has also been successful in attracting an increasingly affluent visitor, capable of spending more and contributing to Sedona’s economy in greater levels.

Between 2015 and 2017, Sedona not only was able to experience significant improvement in lodging occupancy performance, it continued to grow the average daily rate hotels were able to charge.

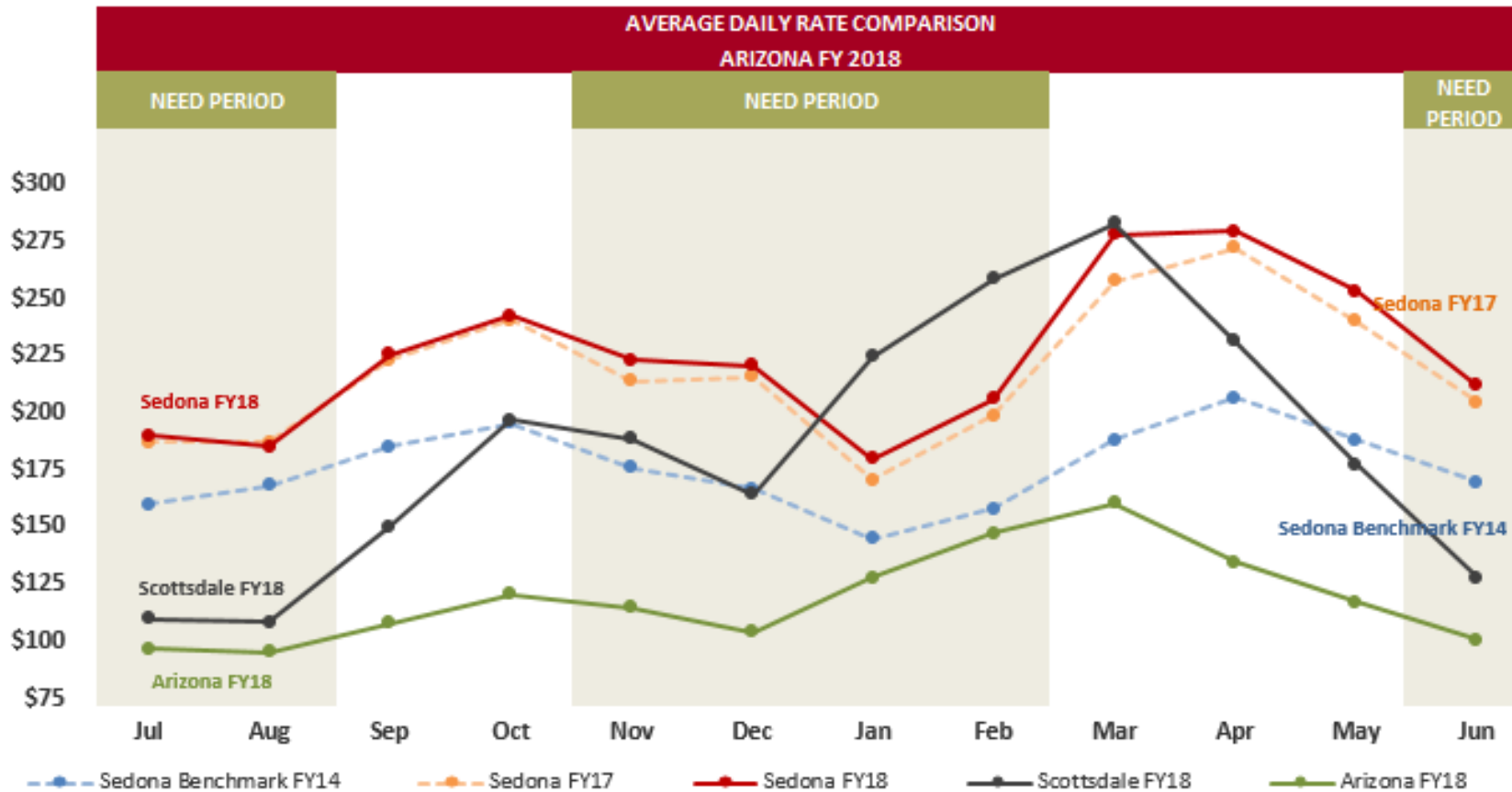
At \$221, it is not only double that of the state average, the growth over this time period was also double that achieved on a state-wide basis.

Double the ADR Growth Rate

ADR 2017 versus 2015

Sedona	\$221.59	+17.7
Arizona	\$110.32	+7.6

Source: Smith Travel Research



3.3 Destination Management Roles

As previously noted, in addition to the marketing and promotional elements of the SCC&TB, the organization has embraced the role as a Destination Management Organization (DMO) that sees its role not only as marketing and promotion, but also in helping develop and manage the destination. One of the more prominent challenges that has come with growing visitor demand has been increased congestion on Sedona roadways.

As part of the new Sedona Transportation Master Plan it was estimated that visitors contribute 75 and 84 percent of the weekday and weekend traffic respectively to Sedona roadways.

Additionally, the volumes of visitors on roadways can vary with peak visitation periods having traffic volume flows 25 to 40 percent higher than that during low season timeframes.

Recognizing the important role in visitor flow management and its role as a DMO, the SCC&TB has undertaken efforts like:

- Developing wayfinding signage to assist visitors as they move through Sedona
- Launching Walk Sedona, an electronic app to encourage visitors to leave their cars and travel by foot
- Providing roundabout videos to help visitors understand how to get navigate these transportation elements
- Investigating ways to expand service of mass transit options like Verde Lynx
- Considering the viability of bike sharing operations in the destination

Visitors 75% of
weekday traffic
and 84% of
weekend traffic

Peak versus off
periods + 25 to
40%

These DMO efforts have also extended to the development of new visitor experiences for the destination like the Sedona Northern Lights display, the development of a Public Art Map to showcase the diverse mix of art in public spaces and launching of Sedona Secret 7 to bring lesser known experiences to destination visitors.

SCC&TB - Visitor Management Flow Programs



3.4 New Resident Survey Research

Sedona's residents were also surveyed to ensure an understanding of their interests, attitudes and concerns. Data was collected during June and July of 2018. An eight-page mail survey was sent to a random sample of 1,000 residents by ASU researchers, with 376 returned for a response rate of 38%. Seventy-three percent of address were in Sedona, another 8 percent in Arizona and the balance were sent to residents that have primary mailing addresses at other locations.

DEMOGRAPHICS

- The average age of the respondents was 67 years old. The largest age segment was the baby-boomers, 54-72 years old (65%)
- Women (52%) were slightly more common than men (48%) as respondents
- Most respondents were highly educated (76% with a college degree) and financially well-off (41% with incomes of \$100,000 or more)
- Most respondents noted they were full-time residents of Sedona (74%) and had lived there for an average of 15 years.
- Most visited either as a tourist (85%) and/or for business (24%) before moving to the community
 - That experience as a visitor was highly influential on their decision to move to Sedona with 58 % indicating that it influenced their decision either quite a bit or a lot

Because involvement in tourism is often associated with the way people feel about tourism in their communities, residents were asked about their involvement in tourism in Sedona.

- Few residents indicated they give input on tourism decision making with 38% reporting very little involvement and 33% reporting no involvement
- Only 4% reported a lot of involvement

- While most residents provide limited input on tourism related matters, most have contact with tourists, with only 12% noting they have no contact with tourists at all and 45% indicating they have a moderate to a lot of contact with tourists
- A small number of respondents, however, reported that they are directly (9%) or indirectly (9%) employed in tourism
- Many residents (61%) had out-of-town guests stay with them in 2017; with over 60% of them citing an average of 6.5 guests
- As well, 8% indicated they had paying customers stay with an average of 4.8 guests

Similar to the question on the business survey, residents were also asked about tourism's role in Sedona's economy. Somewhat surprising, residents appeared to be fairly knowledgeable about the economic implications of tourism.

When asked to estimate the percentage of jobs in Sedona attributed to tourism:

- 48% of respondents believed that 61-80% of Sedona's jobs are tourism related
- 26% believed 41-60% of jobs are tourism related
- They also believed similarly about the percent of the city's operating budget funded by visitors with 42% of the opinion that 61-80% of the budget came from visitor spending, and 29% thinking that 41-60% came from visitors.

Residents were also aware of the influence tourism can have on community amenities. They were asked to provide their opinion on the extent to which tourism impacts the mix of quality community amenities.

A large percentage of residents indicated tourism had a great impact on five amenities:

- variety of restaurants (91%)
- variety of festivals and events (80%)
- variety of retail/shopping (71%)
- variety of outdoor recreation opportunities (71%)
- and variety of museums/arts/cultural venues and activities (61%)

Communities amenities	n	1 No impact	2 Little impact	3 Great impact	Mean
Variety of restaurants and other food and beverage	342	2%	7%	91%	2.9
Variety of festivals and events	344	3%	17%	80%	2.8
Variety of retail/shopping	344	4%	25%	71%	2.7
Variety of nearby outdoor recreation opportunities	342	6%	23%	71%	2.7
Variety of museums/arts/cultural venues and activities	340	6%	33%	61%	2.6

While recognizing these benefits, residents were also asked about the **role tourism in Sedona**.

- Unlike responses from the business survey, a fairly large percentage of respondents (50%) felt that tourism should have less of a role than it currently does
- 43% expressed the opinion it should have the same role as now (43%)
- Few were of the opinion that it should have either a greater role (6%) or no role (1%).

Residents were asked about the acceptability of further expansion of several types of tourism development.

These items were asked on a five-point scale so the closer the average response is to five, the higher the acceptability of the kind of tourism experience or service.

The **most acceptable type of tourism products** leaned toward outdoor experiences and included:

- state/national parks and heritage sites (4.3)
- non-motorized trails (4.2)
- archeological sites (4.0)
- outdoor recreation (4.0)
- and public transportation (4.0)

The **least acceptable types of tourism products** leaned toward additional accommodations and included:

- motorized trails (2.2)
- Airbnb (2.4)
- hotels/motels (2.8) and resorts (2.9)

Acceptance of expanded interest and demand for tourism experiences or services

Expanded interest & demand for:	n	1 Not Acceptable	2 & 3 Moderately Acceptable	4 & 5 Very Acceptable	Mean
State/National Parks & Heritage Sites	345	3%	15%	82%	4.3
Trails-nonmotorized	346	5%	16%	79%	4.2
Archeological sites	344	7%	21%	72%	4.0
Outdoor recreation opportunities	346	6%	23%	71%	4.0
Public transportation	347	4%	28%	68%	4.0
Museums/Galleries	344	4%	27%	69%	3.9
Festivals/events	341	6%	31%	63%	3.8
Wineries/craft brewers	344	4%	38%	58%	3.7
Entertainment (theaters, music, etc.)	345	3%	36%	61%	3.7
Scenic drives	337	12%	28%	60%	3.6
Retail stores/Shopping	340	6%	45%	49%	3.5
Tour services	343	15%	40%	45%	3.2
Bed and Breakfasts/ Inns	344	17%	33%	40%	3.1
Spiritual/metaphysical activities	345	14%	42%	34%	3.1
Resorts	340	26%	40%	34%	2.9
Hotels/Motels	344	28%	42%	40%	2.8
Airbnb	334	3%	37%	24%	2.4
Trails-motorized	343	44%	36%	19%	2.2

Similar to the business survey, residents were also asked about the acceptability of several kinds of overarching economic development options similarly measured on a five-point scale.

Acceptance of economic development options

The **most acceptable** options included:

- medical and health (4.4)
- higher education (4.2)
- craft beverages (4.0)
- professional services (4.0)

The **least acceptable** options included:

- light manufacturing (2.6)
- construction (2.9)
- Tourism and outdoor recreation was toward the high end of moderately acceptable (3.7)

Economic activities	n	1 Not Acceptable	2 & 3 Moderately Acceptable	4 & 5 Very Acceptable	Mean
Medical and health	368	1%	16%	83%	4.4
Higher education	365	5%	20%	75%	4.2
Craft beverages (beer, wine, etc.)	366	2%	32%	66%	4.0
Professional services	369	1%	24%	75%	4.0
Retail and other services	365	2%	35%	63%	3.9
Technology	366	4%	34%	62%	3.8
Tourism/Outdoor recreation	371	5%	37%	58%	3.7
Agriculture	363	12%	42%	46%	3.4
Federal/State/Local government	368	10%	54%	36%	3.2
Construction	366	13%	62%	25%	2.9
Light manufacturing	368	22%	45%	23%	2.6

To understand limits of acceptability of changes in tourism demand or behaviors, residents were asked a series of questions about the current situation in Sedona and desired future conditions.

On average, all of the features of Sedona for a current assessment were in the range of 2.0 to 4.6 where “3” meant about right, “1” meant too little/few and “5” meant too much/many.

The items that fell into the **too much/many** categories:

- amount of traffic
- number of tourists

Residents were fairly strong in wanting less in the future. They tended to feel the same about **noise and lighting at night** though less strongly.

On the other hand, items residents pointed out as having **too little and wanting more** included:

- **public transportation**
- overall community **walkability**

Items that appeared to be about right were:

- variety of **attractions**
- **restaurants**
- **directional signage**

How do you rate current situation		Community characteristics	How much would you like to see in the future?		Difference (Mean future - Mean current)
n	Mean		n	Mean	
365	4.6	Amount of traffic	363	1.4	- 3.2
367	4.1	Number of tourists	365	2.2	- 2.0
363	3.6	Noise	364	2.2	- 1.4
362	3.4	Lighting at night	364	2.6	- 0.8
359	3.0	Variety of attractions	360	3.1	0.1
361	3.0	Restaurants	361	3.2	0.2
361	2.9	Directional signs	358	3.2	0.2
361	3.0	Trails	360	3.3	0.3
341	2.8	Disabilities access	342	3.3	0.4
360	2.8	Built environments	359	3.4	0.7
358	2.5	Parking lots	357	3.5	1.1
356	2.5	Roads	358	3.6	1.1
348	2.4	Public restrooms	350	3.6	1.2
365	2.4	Overall community walkability	365	3.9	1.5
363	2.0	Public transportation	359	4.1	2.1

Current situation scale: (1) Too little – (3) About right – (5) Too much

Future change scale: (1) Prefer less – (3) Keep as is – (5) Prefer more

To determine the tradeoffs residents may be willing to accept, they were asked about several simple scenarios relating to changing amounts of tourism activity.

- People tended to agree that they would support current levels of tourism if traffic flows were improved (60% agreed or strongly agreed)
- They leaned toward supporting the current levels of tourism if a sustainable approach to tourism management is taken (46% agreed or strongly agreed)
- Residents were not supportive of either less city services or assessment of a city property tax if it meant less tourism (25% and 21% agreed or strongly agreed, respectively),
- nor were they supportive of more tourism if it resulted in a broader range of community amenities (20% agreed or strongly agreed).

Residents were asked about the importance of various sustainability practices in Sedona (general context).

- The most important practices were “leave no trace principles in parks and on public lands” (4.6 mean on a 5 point scale where 5 is “very important.”)
- Locally owned and operated tours and attractions that are gentle to the environment was next in importance to Sedona residents (4.3 mean)
- One of the lesser in importance was sustainability certification by businesses (3.7 mean)

Importance to you		Quality of Life Factors in your Community	Your satisfaction level		Difference (Mean satisfaction – Mean Importance)
n	Mean		Mean	n	
354	4.6	Crowding of roads	1.7	352	-2.9
351	4.2	Crowding in other areas of Sedona	2.3	345	-1.9
351	3.8	Crowding in Uptown	2.1	346	-1.7
349	4.2	Crowding of trails	2.5	348	-1.7
355	4.7	Peace and quiet	3.2	353	-1.5
355	4.8	Conservation of natural areas	3.4	348	-1.4
356	4.8	Clean air and water	3.5	350	-1.3
352	4.2	Fair prices of goods & services	3.0	347	-1.2
352	4.8	Limited litter & vandalism	3.7	344	-1.1
354	4.8	Attractiveness/cleanliness	3.7	348	-1.1
357	4.6	Preservation of cultural/historic sites	3.6	348	-1.0
352	3.7	Diversity and quality of employment	2.8	340	-0.9
355	4.8	Safety/lack of crime	4.0	349	-0.8
349	3.6	Diverse economy	2.8	343	-0.8
350	3.9	Cultural activities for residents	3.2	346	-0.7
354	4.7	Public safety (police, fire, etc.)	4.1	349	-0.6
354	4.2	Quality recreation opportunities	3.6	348	-0.6
348	4.2	High standard of living	3.5	342	-0.7
348	3.9	Adequate tax revenues to support City services	3.3	341	-0.6
351	3.5	Reasonable real estate costs	3.1	348	-0.4
339	3.6	Authentic culture	3.3	335	-0.3
344	3.7	Community identity	3.4	336	-0.3
351	3.1	Tourist spending	3.2	347	0.1

Importance scale: (1) Not at all important - - - (5) Extremely important

Satisfaction scale: (1) Not at all satisfied - - - (5) Extremely satisfied

Tourism can have positive and negative impacts on quality of life. Residents were asked to rate the importance and their satisfaction with several quality of life indicators that are related to tourism.

The largest gap between importance and satisfaction was:

- crowding of roads noted as very important (4.6 on a 5-pt scale where 5 is very important), with low satisfaction (1.7 on a 5-pt scale with 5 as very satisfied)
- Other kinds of crowding have the next largest difference between importance and satisfaction including crowding of other areas in Sedona (4.2 and 2.3, respectively)
- crowding in Uptown (3.8 and 2.1, respectively)
- crowding on trails (4.3 and 2.5 respectively)

Residents were able to include additional comments on the survey form.

Themes that were often mentioned included traffic and congestion, transportation, overtourism, short-term rentals, and public and green spaces.

Key words cited most frequently in these comments are again presented in the following "Word Cloud".



3.5 New Business Survey Research

New primary data on Sedona’s businesses was also developed as part of the planning process and was derived from a modified list of business owners or managers and their email addresses which were provided by the SCC&TB.

The survey was conducted in June 2018. The survey was nine-pages and 33 questions and was programmed into Qualtrics, a well-respected on-line survey platform.

Of the 730 unique business contacts, 262 completed the survey after three reminders timed over several weeks.

DEMOGRAPHICS

- Reinforcing the strong role tourism has in supporting Sedona businesses, **over half (56%) of the respondents consider themselves as a tourism business**
- **84% recognized that they benefit from the tourism industry**
- On average, businesses have been **in operation in Sedona for 18 years**

- **Over half (57%) live within the City of Sedona**, 24% live in the general Sedona area, and 19% live outside the area.
- Small business dominates Sedona, as **76% noted they employ 10 or less full-time employees**, 10 or less part-time employees (87%), and 10 or less seasonal employees (91%)
- A total of 37% of business owners/managers indicated that all of their employees reside in Sedona, with 27% noting that between half but not all employees live in Sedona, 26% having less than half living in Sedona and 10% indicating that none of their employees live in Sedona

When asked about parking options, it was clear that employees largely use the businesses’ private lot (69%) with designated public parking lots (18%) and free street parking (13%) as other options. Over three-quarters (78%) indicated no one walks or bikes. Two out of ten respondents (21%) indicated somewhere between 1 and 10 employees walk or bike to work. Similar results were found with the use of public transportation by employees.

These businesses have a strong understanding of the broad role that tourism plays in supporting the region’s economy.

Eight out of ten business respondents expressed that tourism plays a significant role in the city having no residential property tax.

- Slightly more than one-third (37%) of the businesses selected that the city’s annual operating budget is funded by visitors somewhere in the 61% to 80% of the budget
- Over fifty percent (51%) place the number of tourism jobs as 61% to 80% of the total jobs in the region

Tourism businesses

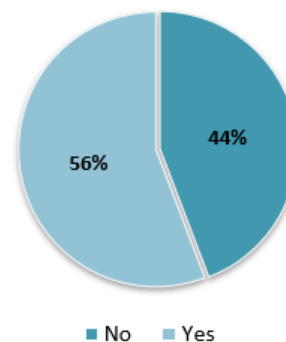


Figure 1. Businesses considered as tourism business

Businesses benefit from tourism industry

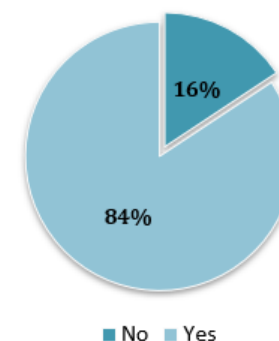


Figure 2. Businesses benefit from tourism industry

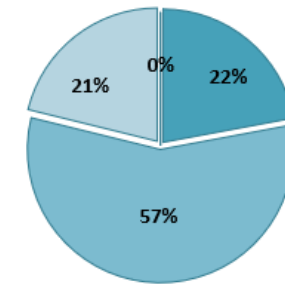
When business owners/managers were asked if **tourism should play a different role than currently exists in Sedona**, the results indicated a relatively balanced perspective.

- **A similar role - 57%**
- **A greater role 21%**
- **Less of a role 22%**
- **No role 0%**

Half of the businesses rate Sedona as an “above average” travel destination and 39% rate it as “excellent.”

When asked what economic activities are most acceptable for the Sedona region, tourism and outdoor recreation was viewed as a top economic activity, followed by, medical and health, higher education and professional services. Government offices, construction and light manufacturing are placed as the lowest rating.

Role of tourism in Sedona’s economy



- No role at all
- Less of a role than now
- Same role as now
- A greater role than now

Acceptance of economic activities for the Sedona area

Economic activities	n	(1) Not Acceptable	(2 & 3) Moderately Acceptable	(4 & 5) Very Acceptable	Mean
Tourism/Outdoor recreation	188	1%	17%	82%	4.3
Medical and health	191	2%	25%	74%	4.2
Higher education	191	0%	25%	75%	4.2
Professional services	191	2%	28%	71%	4.2
Craft beverages (beer, wine, etc.)	191	1%	28%	72%	4.1
Retail and other services	191	1%	35%	64%	4.1
Technology	191	7%	40%	53%	3.9
Agriculture	190	8%	52%	40%	3.6
Federal/State/Local government	191	7%	46%	47%	3.3
Construction	190	11%	59%	31%	3.4
Light manufacturing	189	1%	17%	82%	3.0

Scale: (1) Not Acceptable/-/ (3)Moderately Acceptable/-/ (5)Very Acceptable

Businesses were asked to both rate the importance of a variety of factors that influence Sedona’s quality of life, as well as their current satisfaction with the associated factor.

Rating on how important each factor is to you personally and rate how satisfied you are with each factor.

Importance		Factors	Satisfaction	
n	Mean		Mean	n
179	4.8	Safety/Lack of crime	4.3	172
176	4.8	Limited litter & vandalism	4.1	173
179	4.7	Clean air and water	3.9	173
180	4.7	Conservation of natural areas	3.7	173
180	4.7	Attractiveness/Cleanliness	4.1	172
180	4.4	Preservation of cultural/historic sites	3.9	173
180	4.4	Crowding of roads	2.2	175
180	4.3	Quality recreation opportunities	3.8	172
179	4.3	Fair prices of goods & services	3.1	174
177	4.2	Diversity and quality of employment	3.0	173
178	4.2	Tourist spending	3.8	175
178	4.2	High standard of living	3.7	173
177	4.2	Cultural activities for residents	3.3	173
180	4.2	Peace and quiet	3.7	172
178	4.1	Adequate tax revenues to support City services	3.7	173
178	4.1	Reasonable real estate costs	2.8	174
179	4.1	Diverse economy	2.8	173
180	4.1	Crowding of trails	2.8	173
178	4.1	Crowding in other areas of Sedona	2.5	173
179	4.1	Community identity	3.7	173
179	3.9	Crowding in Uptown	2.5	172
177	3.9	Authentic culture	3.4	171

Importance scale: (1) Not at All Important to (5) Extremely Important

Satisfaction scale: (1) Not at All Satisfied to (5) Extremely Satisfied

Businesses rated:

- **Safety/lack of crime**
- **Limited litter & vandalism being the most important factors to influence quality of life in Sedona.**
- Businesses also gave high marks as being satisfied with these types of city services.

Businesses were least satisfied with:

- **Crowding on roads**
- **Crowding on trails**
- **Crowding in the Uptown area, and other areas (i.e., Oak Creek Canyon)**

Sustainability initiatives were rated by these businesses for their importance.

- **Businesses rated “leave no trace” principles in parks and “local spending and retention” as the two most important initiatives.**
- Sustainability **certification received the lowest importance rating**

When asked to provide open-ended comments about sustainability ideas, the following were most common:

- mandatory recycling/ more recycling bins in town
- outlaw nylon and plastic bags, straws and bottle
- environmental education
- more signs to encourage eco-tourist behavior

Business owners/representatives rating importance of sustainable initiatives

Sustainable initiatives	n	(1) Not Important	(2 & 3) Moderately Important	(4 & 5) Very Important	Mean
Parks that promote “Leave no Trace” principles	199	7%	15%	79%	4.2
Businesses where spending is retained locally	199	7%	22%	71%	4.0
Locally owned and operated tours or attractions that do not put stress on the surrounding environment	199	7%	24%	70%	3.9
Recognitions such as that by the International Dark Sky Association	199	9%	27%	64%	3.8
Businesses that implement environmental practices	199	9%	29%	63%	3.8
Low impact transportation options such as public transportation, bike share or pedestrian walkways	199	9%	35%	57%	3.6
Businesses that have sustainability certification	199	17%	43%	40%	3.1

Scale: (1) Not Important / -/ (3) Moderately Important /-/ (5) Very Important

Finally, businesses were also asked to provide general open-ended comments and when the frequency of words in these comments were incorporated into a "Word Cloud", the prominence of traffic and transportation is evident (illustrated by the font size).

While words and issues like environmental, housing and overtourism also were frequently noted, none were raised at the same level as these traffic related concerns.



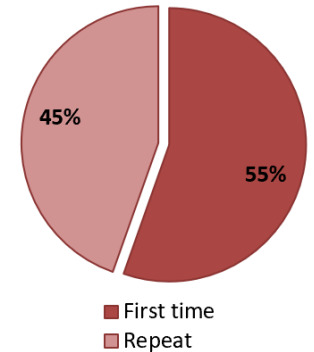
3.6 New Visitor Survey Research

In an attempt to better understand attitudes and insights towards tourism and potential sustainable practices, a series of new survey initiatives were undertaken by ASU and the CST. These included new visitor, business and resident surveys, as well as focus group input from public land entities and other non-profits operating in the region.

The visitor survey was undertaken between January 2018 to July 2018. A two-page on-site survey was conducted by ASU researchers at six locations that represent a range of visitor types in town and at popular attractions and trailheads. One thousand completed surveys were achieved over 14 randomly selected weekdays and weekends in 215 hours of field surveying during the seven-month period. The 1,001 surveys were completed with 1,657 attempts for a 60% response rate. The full survey results are available as a supplement to this report.

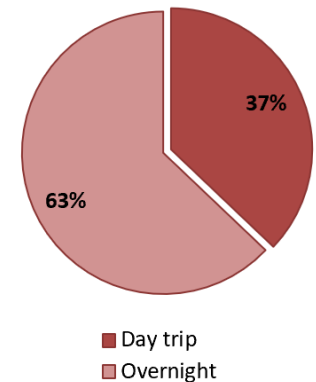
DEMOGRAPHICS:

- The average age of the respondent was 47 years old, with the largest age segments being 50-64 years old (30%) and 18-34 years old (28%)
- Women (53%) were slightly more common than men (47%) as respondents
- Nine out of ten visitors (91%) were from the U.S. and 9% were international with Canada comprising 69% of the international visitor segment
- Arizona residents (35%) comprise one-third of the U.S. market. California residents (14%) were the second largest U.S. segment
- Average travel party size is 3.6 persons from groups that were 1 person to as large as 50 people.
- The most common party group size is two persons
- Most visitors (63%) in this study stayed overnight in the Sedona area with the remaining as day visitors (37%)
- For those who stayed overnight, the average length was 3.5 nights though the most common length was 2 nights
- Arizona residents were more likely to be on a day trip (58%) in comparison to an out-of-state travel party



ACTIVITIES

- Hiking (72%) was the most popular activity with this sample
 - (which included three outdoor recreation sampling sites)
- Shopping (68%)
- Sightseeing (68%)
- Dining (66%)

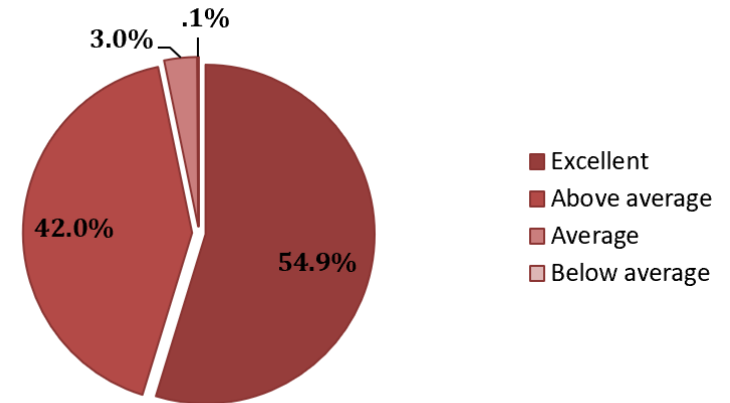


VISITOR SATISFACTION

- Over half (55%) of the visitor respondents rated Sedona as “excellent”
- Forty-two percent rated the destination as “above average”
- Very few (3%) rated as average
- No one gave the destination a below average rating
- Overnight visitors gave significantly higher satisfaction scores with 59% of overnight visitors selecting “excellent” in comparison to 48% of day trip visitors

In-state visitors were twice as likely to be visiting Sedona as a repeat visitor compared to out-of-state or foreign visitors. Out-of-state and foreign visitors were equally likely to be a first-time visitor with six of ten visitors indicating a first trip to Sedona.

Out-of-state (73%) and foreign (70%) visitors were almost twice as likely than in-state residents (42%) to stay overnight in Sedona.



Visitors were asked about the importance of various sustainability practices in destinations they vacation in.

The most important practice they acknowledged was **“leave no trace principles in parks and on public lands”**

(4.3 mean on a 5-point scale where 5 is “very important”)

Locally owned and operated tours and attractions that are gentle to the environment was next in importance to Sedona visitors (4.0 mean)

Two of the lesser in importance practices are sustainability certification by businesses (3.5 mean) and communities recognized by the International Dark Sky Association (3.4 mean).

Importance of sustainable initiatives

On a vacation, I look for...	n	1 Not important	2 & 3 Moderately important	4 & 5 Very Important	Mean
Parks that promote the “Leave no Trace” principles	986	3%	16%	81%	4.3
Locally owned and operated tours or attractions that do not put stress on the surrounding environment	985	3%	22%	75%	4.0
Businesses that implement environmental practices	979	4%	30%	66%	3.8
Low impact transportation options such as public transportation, bike share or pedestrian walkways	981	6%	33%	61%	3.7
Businesses where spending is retained locally	976	9%	32%	59%	3.6
Businesses that have a sustainability certification	966	8%	37%	55%	3.5
Communities recognized by the International Dark Sky Association	928	16%	33%	51%	3.4

To better understand limits of acceptability of changes in tourism demand or behaviors, visitors were asked a series of questions about the current situation in Sedona and desired future conditions.

On average, all the features of Sedona for a current assessment were in range of 2.6 to 3.5 where “3” meant about right.

On average, some of the features for future conditions (suggesting areas to change/improve), several items were skewed toward “want less” including amount of traffic and number of tourists. Several items were skewed toward “want more” including parking lots, public transportation and restrooms.

Current situation and change in the future

How do you rate the current situation?		Features of Sedona	How would you like in the future?		Difference in Mean (Mean future - Mean current)
Scale 1 to 5: Too little/About right/Too much			Scale 1 to 5: Want less/Keep as is/Want more		
n	Mean		n	Mean	
947	3.5	Amount of traffic	918	2.5	-1.0
944	3.4	Number of tourists	908	2.8	-0.6
896	3.3	Shopping	869	3.1	-0.2
874	3.2	Built environment	852	3.0	-0.2
894	3.1	Noise	870	2.9	-0.2
827	3.0	Lighting at night	803	3.0	0.0
857	3.1	Hotels	836	3.1	0.0
867	3.1	Roads	855	3.2	0.1
904	3.1	Directional signs	881	3.2	0.1
902	3.1	Variety of attractions	875	3.2	0.1
889	3.1	Walking space in town	863	3.3	0.2
799	3.0	Disabilities access	776	3.2	0.2
898	3.1	Restaurants	877	3.3	0.2
877	3.1	Trails	856	3.4	0.3
838	2.9	Interaction with residents	818	3.2	0.3
889	2.9	Restrooms	862	3.4	0.5
806	2.7	Public transportation	787	3.4	0.7
871	2.6	Parking lots	857	3.6	1.0

In the survey, visitors were asked what places they were aware of, where they visited, and if they visited a place at a less crowded time. The most visited place was Uptown (79% visited) and Oak Creek Canyon (74%). From one to three percent of visitors attempted to visit a place in Sedona and couldn't find parking including developed areas like Uptown or Tlaquepaque. A few more (2%-6%) visitors avoided a place because of crowds. And 3% to 6% of visitors indicated intentionally visiting a place during a slow time period. These findings suggest there is strong potential to more fully influence how and when visitors experience attractions in and around Sedona.

Visitation Behaviors at Various Key Tourism Places in Sedona

Places	n	Visited	Intentionally visited only during slow time	Avoided because of crowds	Attempted to visit but no parking	Unaware/ Not interested
SCC&TB*	745	159 (21%)	20 (3%)	14 (2%)	10 (1%)	542 (73%)
Red Rock Scenic Byway	822	492 (60%)	53 (6%)	16 (2%)	9 (1%)	252 (31%)
Uptown Sedona	886	698 (79%)	34 (4%)	29 (3%)	18 (2%)	107 (12%)
Oak Creek Canyon	870	646 (74%)	46 (5%)	13 (2%)	6 (1%)	159 (18%)
Chapel of the Holy Cross	858	520 (60%)	40 (5%)	28 (3%)	23 (3%)	247 (29%)
Tlaquepaque/Hillside	779	433 (54%)	25 (3%)	23 (3%)	8 (1%)	310 (39%)
Airport Scenic Overlook	776	269 (35%)	26 (3%)	14 (2%)	13 (2%)	454 (58%)
Slide Rock State Park	790	390 (49%)	38 (5%)	46 (6%)	18 (2%)	298 (38%)
Red Rock State Park	786	449 (57%)	42 (5%)	21 (3%)	14 (2%)	260 (33%)
Vortex Sites	741	256 (35%)	29 (4%)	16 (2%)	7 (1%)	432 (58%)
Red Rock Crossing	763	346 (46%)	24 (3%)	22 (3%)	10 (1%)	361 (47%)
Palatki & Hononki Heritage Site	704	88 (13%)	28 (4%)	16 (2%)	8 (1%)	564 (80%)
Cathedral Rock Trail	757	272 (36%)	30 (4%)	15 (2%)	17 (2%)	423 (56%)
Soldier Pass Trail	711	134 (19%)	33 (5%)	18 (3%)	9 (1%)	517 (72%)
Devil's Bridge Trail	735	202 (28%)	38 (5%)	22 (3%)	23 (3%)	450 (61%)

* For the first time of surveying, the survey form doesn't have the Chamber in the list. We added after the first survey day.

3.6 Other Input Processes

In an effort to better get input from multiple stakeholders involved in tourism, two 90-minute focus group sessions were organized with:

- public lands managers
- non-profit leaders

The participants for the focus groups were selected with the help of the SCC&TB. The sessions were held on one day at a hotel conference room in Sedona. Three ASU faculty conducted the sessions and using various techniques documented comments.

Land Managers Focus Group

Nine participants representing local, state, tribal and federal management agencies working in Sedona and the region attended the first focus group session. The agencies included:

- City of Sedona
- Yavapai County
- Red Rock State Park
- Arizona Parks and Trails
- Arizona Game and Fish Department
- Yavapai Apache Nation
- National Park Service -River and Trails
- US Fish and Wildlife Service
- Coconino National Forest.

Each participant was asked to identify and discuss three major challenges their organization are facing to manager tourism and recreation resources and also to discuss potential solutions that should be considered. These challenges and solutions were generally oriented around the following themes:

Challenges

- Balancing visitor use and protection of natural and cultural resources
- Greater influence of user behavior
- Gaining public support (diverse needs and priorities)
- Lack of long-term planning

Solutions

- Managing visitors (distribution to low concentration areas)
- Education and interpretation (both communities and visitors)
- Collaboration among agencies and communities (for funding, data, educating public and visitors, long-term planning, consistent policies)

Non-Profit Organizations Focus Group

The second focus group workshop was attended by 10 participants from the following organizations:

- Traffic Matters
- Verde Valley Cyclists Association
- Oak Creek Watershed Council
- Friends of the Verde River
- Verde Valley Nature Organization
- Keep Sedona Beautiful
- Sedona Red Rock Trails Fund

The discussions revolved around the same fundamental regarding challenges and potential solutions and discussions centered around the following factors:

Challenges

- Increased visitors (new flow, unaware tourists, tourist's behavior)
- Transportation (traffic -both trail and road, parking)
- Housing affordability- unregulated lodging
- Environmental quality (water, air, light, wildlife, garbage)

Solutions

- Education and outreach (residents, businesses and tourists)
- Residents- festivals, events, workshops on sustainability issues (water use, gardening, native plants)
- Tourists- fire, wildlife, trash, LNT ethics
- Businesses- dark sky, redistributing visitors, passing information to tourist related to fire
- Collaboration – communities, non-profit, businesses, chamber
- Involve and fund non-profit- facilitate tourists to donate to nonprofits

Open Public Forums

In addition to these focus groups, two public input sessions were held at the Sedona Rouge in which preliminary research findings were presented and then attendees were asked to break into smaller groups and provide their thoughts around five key tourism themes.

Interested parties that could not make the in-person sessions could also provide their input through a dedicated website. The input covered a wide range of thoughts, but the following themes were most prominent:

- **Accommodations and Visitation**
 - Need to manage new construction of visitor accommodations,
 - Expanded environmental requirements to help moderate impacts,
 - New approaches to address short term rentals and growth in that segment,
 - Move to expand environmental programs for hoteliers, ensuring they are a key partner in connecting sustainability with visitors

- **Tourism Bureau Roles**
 - Need to refine marketing priorities
 - Focus on dispersion of visitors beyond the most visited sites,
 - Need more efforts to bring visitors when city is not busy
 - Interested and support more roles in broader management initiatives, product development/community reinvestment

- **Transportation**
 - Key interest in implementation of Sedona in Motion and Transit Study
 - Need new approaches to influence visitor flow management

- **Product Development/Enhancement**
 - Need for new concepts and experiences to keep Sedona fresh,
 - Desire to pursue ways to expand regionalization – connect not just products in the city
 - Establish new ways to use tourism experiences to help restore the environment

- **Environmental**
 - Key concerns in keeping air and water quality at positive levels in future years – don't let overtourism negatively impact
 - Build on Dark Skies recognition – important attribute of Sedona,
 - More needs to be done to address noise for recreational vehicles and helicopters.

3.6 Summary of Key Findings

As presented in this section, a broad range of resources and approaches were utilized to gain insights and help provide a foundation for developing action steps to help ensure the long-term sustainability of Sedona. The following provides a summary of the key findings.

Tourism Industry and the SCC&TB

- Tourism is a critically important economic cluster for Sedona – as planning elements are developed, sustainability and vitality of this cluster must be considered,
- There have only been limited additions to Sedona’s hotel and timeshare inventory over the past decade and there are currently approximately 4,000 units available to visitors,
- Unlike hotels and timeshares, short term vacation rentals have seen significant growth in the past two years following the passage of SB1350 – there are currently more than 1,000 listings for these types of accommodations in the broader Sedona region,
- Sedona’s visitor industry has regained health in recent years and important strides have been made in recent years in both building visitor demand in need periods of the year and in attracting visitors willing to contribute more to Sedona’s economy,
- Approximately 40% of the SCC&TB’s resources are allocated to marketing and promotional activities, the balance is directed towards a mix of destination management activities, such as greeting guests at the visitor center, helping develop transportation solutions and proactively working to stimulate new experiences that resonate with both visitors and residents,
- The organization’s marketing efforts have been an important element in the previously noted progress in diversifying seasonality and attracting high value segments,
- When significant changes in these marketing efforts are instituted, clear impacts can be expected as demonstrated in the summer of 2018,
- While these gains in the visitor industry have had positive economic impacts, they have also led to increase traffic congestion, over capacity issues in popular community areas and on certain trails, shortages in affordable housing and degradation in the region’s natural environments,

Sedona Residents

- While almost half of surveyed residents said they have a moderate level, to a lot of contact with visitors, almost 3/4^{ths} said they provided very little or no input on tourism decision making,
- Residents were also quite aware of the benefits that the tourism industry brought to Sedona’s economy including its contribution to jobs, funding of the city’s operating budget, or the diversity of quality of life elements like the range of restaurants, retail, festivals and outdoor recreation,
- While acknowledging these benefits, when asked about the appropriate role of tourism, half said about the same as current levels, with only slightly lower numbers saying it should take a lesser role,
- When asked about what economic development options are most acceptable for Sedona, medical/health, higher education, craft beverages and professional services were most highly rated – tourism was rated as the 7th highest,
- Sedona residents believed certain elements were acceptable to experience increased interest and demand including State and National Parks, non-motorized trails, archeological sites and general outdoor recreational opportunities – additional hotels, short term rentals and motorized trails were least acceptable,
- Quality of life is of great interest to Sedona residents and when asked what factors were of greatest importance to them, conservation of natural areas, clean air and water, limited litter, attractiveness/cleanliness and safety/lack of crime were most prominent,
- When asked about current community characteristics and where they would like to see the greatest change, the most significant desire for decreases were in the amount of traffic, number of tourists, noise and night lighting – the areas with the most significant desire for more in the future were roads, public restrooms, community walkability and public transportation,

- A variety of statements were presented to residents to determine their level of agreement – almost 2/3rds agreed or strongly agreed that they would support current levels of tourism if traffic flows were improved, and just less than half said they would support current tourism levels if a sustainable approach to tourism management was taken - residents were not supportive of either less city services or assessment of a city property tax if it came as a result of less tourism,

Sedona Businesses

- While over half of Sedona businesses consider themselves as a tourism business, fully 84% recognize they benefit from the tourism industry
- Approximately 3/4ths of Sedona businesses are small businesses with less than 10 employees and just over half of the owners live within the City of Sedona
- Sedona business owners also have a strong understanding of the role tourism plays in the economy whether in visitor taxes' supporting the municipal budget, the number of jobs in the region or in the ability of Sedona to not levy a city property tax
- When businesses were asked what role the tourism industry should play in Sedona's economy, similar to residents just over half said a similar role as present, but unlike residents the balance were roughly equally split between saying it should play a greater role, versus a smaller role
- These businesses were asked what types of economic activities were appropriate for Sedona and tourism was ranked as number one, followed by medical & health, higher education, and professional services
- When asked what factors were most important to Sedona's quality of life safety, limited litter, clean air and water, conservation of natural areas and cleanliness were most highly rated
- When considering these factors, they were most unsatisfied with crowding of roads and Uptown, crowding of trail, the diversity of the economy and real estate costs
- Businesses were also supportive of sustainability practices, with the greatest importance in promoting "Leave no Trace" principles and supporting businesses where spending is retained locally

Sedona Visitors

- The attraction of Sedona's natural environments is clear as hiking is the most frequent activity of area visitors, even exceeding shopping and dining
- There is strong visitor satisfaction with Sedona as 97% of them rate the destination as above average or excellent
- About 2/3rds of visitors stay overnight in Sedona, with Arizona residents more likely to be on a day trip
- Sedona visitors have strong interest in supporting sustainable initiatives, particularly in supporting themes like "Leave No Trace" and in supporting locally owned businesses that are sensitive to the environment
- While visitors have strong overall satisfaction with the destination, the areas they would desire the largest reduction from current levels is the amount of traffic, the number of tourists, the range of shopping, the built environment and noise
- Very few visitors plan where and how they visit attractions or experiences based on the levels of anticipated crowds or parking

Other Areas of Input

- Focus group input was also undertaken to gain insight on challenges and potential solutions from public land entities and non-profits active in the Sedona region – discussions centered around balancing visitor use and protection of natural and cultural resources, ways to have greater influence of user behavior and approaches to gain public support relative to the diverse needs and priorities of the entities,
- Public input sessions were also help in which more than 100 persons participated in providing input on concerns and potential approaches to address accommodations and visitation levels, tourism bureau roles, transportation issues, new opportunities for visitor experiences and environmental factors.



4.0 Sustainability Strategies

4.0 Sustainability Strategy Implementation

Using the findings presented in Section 3 as a foundation, this section outlines how Sedona's tourism industry should strategically position for the future.

It outlines a Mission Statement and four strategic pillars of which the plan is oriented.

Each pillar incorporates a mix of objectives and tactics to help ensure successful implementation of the plan. Through its implementation, Sedona's tourism industry will more fully maximize its long-term sustainability potential.

4.1 Mission and Pillars

Through this planning process a wide variety of perspectives presented thoughts on how to characterize sustainability in Sedona's tourism industry. Considering the diverse range of input, the following mission statement was developed. It is intentionally succinct and works to communicate the key goals and elements of the plan.

Sustainability Mission

To lead the Sedona Tourism Industry in embracing sustainability practices that enable the long-term health of Sedona – its environment, an excellent quality of life, long-term economic strength and a positive visitor experience.

To help achieve this mission, four strategic pillars that serve to organize the objectives, strategies and tactics are recommended in the plan. The four pillars include Environment, Resident Quality of Life, Quality of the Economy and Visitor Experience.



ENVIRONMENT

Lead the tourism industry in implementing sustainability principals, positioning Sedona as a national and international leader in destination stewardship



RESIDENT QUALITY OF LIFE

Maintain and enhance the elements that make Sedona a truly special place to reside



QUALITY OF THE ECONOMY

Shape and expand the Sedona economy in ways that ensure its long-term sustainability and vibrancy



VISITOR EXPERIENCE

Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back

4.2 Pillar Objectives and Tactics

The balance of this section considers each of these pillars in greater detail. Each pillar presents key objectives and associated tactics to move the objective forward. The Pillar's associated objectives and tactics are outlined below and are followed by more detailed explanations.

Environment

Goal Statement: Lead the tourism industry in implementing sustainability principles, thus positioning Sedona as a national and international leader in destination stewardship.

Objective 1	Implement new waste prevention, reduction and diversion strategies, focused on visitors and their impacts in the Sedona region
Objective 2	Expand programs that encourage minimal water usage and protect water quality
Objective 3	Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy
Objective 4	Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability
Objective 5	Take leadership role in educating and engaging visitors on sustainability initiatives and encouraging them to be a sensitive guest while in the destination

Quality of Life Pillar

Goal Statement: Preserve and enhance the quality of life by mitigating impacts of tourism.

Objective 1	Expand use of shuttle systems to reduce vehicular traffic and enhance access to trails and other key destinations
Objective 2	Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows
Objective 3	Expand use of technology to help solve transportation challenges
Objective 4	Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance
Objective 5	Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors
Objective 6	Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination

Quality of Economy

Goal Statement: Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

Objective 1	Sustain adequate levels of economic activity in need periods and disperse visitation to moderate congestion
Objective 2	Expand interagency collaboration to maximize capabilities among diverse Sedona organizations
Objective 3	Adjust tourism marketing to achieve a balance between quality of life and a healthy economy
Objective 4	Pursue innovative approaches to employee housing and training

Visitor Experience

Goal Statement: Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

Objective 1	Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting
Objective 2	Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

For each tactic the following detail is also provided:

Timeframe: Short (12-18 months) Mid (2-3 years) Long (4-5 years)

Impacted Pillars: The pillars impacted by the tactic are depicted by icons, with the pillar most impacted represented by the large icon and the smaller icons representing additional pillars impacted.

Lead Partner: The entity (or entities) taking prime responsibility for moving the tactic forward.

Support Partners: Additional partners that will be integral to successful implementation of the tactic.

Metrics: Examples of the types of metrics that will be utilized to help evaluate the effectiveness of tactical efforts, these metrics and specific targets (if appropriate) will be developed by the mix of lead and support partners to ensure collaborative agreement among the entities.

Description: An explanation of the tactic is outlined, providing additional insight to key elements of the tactic.

Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 **Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region**

TACTIC 1 **Build tourism industry's understanding of local recycling capabilities and ways to embrace**

TIMEFRAME Short-term
LEAD PARTNER SCC&TB
SUPPORT PARTNERS City of Sedona, Sedona Businesses, Sedona Recycles, Sustainability Alliance
ALIGNING RESEARCH Non-Profit Focus Group, Business Survey, Public Input
METRICS

1. Number of Businesses participating in recycling programs
2. Number of sustainability certified
3. Recycling volumes
4. Benchmark through business surveys
5. Percentage of waste diverted

DESCRIPTION Many tourism-related businesses in Sedona currently incorporate waste prevention, reduction and diversion strategies, such as recycling plastic and paper materials, as well as moderating use of disposable items.

While these current businesses are important partners, there are opportunities to broaden the number of participants and deepen the level of understanding of what materials can currently be accommodated through operations like Sedona Recycles.

The SCC&TB will team with Sedona Recycles and supporting partners to develop simple to understand materials to help Sedona businesses realize how they can expand their current waste prevention efforts and moderate the level of materials directed to area landfills.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 **Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region**

TACTIC 2 **Deploy wider range of recycling resources/containers in high visitation areas and create effective branding to enhance utilization**

TIMEFRAME Short-term
LEAD PARTNER City of Sedona
SUPPORT PARTNERS Keep Sedona Beautiful, SCC&TB, Sedona Recycles, USFS, State Parks, Sustainability Alliance, Sedona Compost
ALIGNING RESEARCH Resident Survey, Visitor Survey, Non-Profit Focus Group
METRICS



1. Number of available containers and diversity of geographic locations
2. Diversity of acceptable recycling materials
3. Recycling volumes

DESCRIPTION Through survey efforts, it is clear that visitors want to be part of a sustainability solution for Sedona. By expanding the number and geographic areas in which recycling bins or other resources are accessible to visitors, Sedona can increase visitor participation in recycling efforts.

Priority focus should be given to areas of high visitor volumes, whether in developed commercial areas, or at trailhead or other natural areas which see high visitor utilization.

In conjunction with the expanded deployment of these additional facilities, the SCC&TB would develop a compelling marketing campaign that brands the containers and encourages visitors to utilize them while they are a guest in Sedona.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 **Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region**

TACTIC 3 **Expand the Sustainability Alliance Business Certification program by creating an active promotional program for participating businesses**

TIMEFRAME Short-term
LEAD PARTNER Sustainability Alliance
SUPPORT PARTNERS SCC&TB, Sedona Businesses, Sedona Lodging Council
ALIGNING RESEARCH GSTC, Non-Profit Focus Group
METRICS

1. Number of certified businesses
2. Number of enhanced certified levels and retention



DESCRIPTION The Sustainability Alliance is a coalition of non-profits operating in the Verde Valley who share an intention of moving the region toward sustainability. They coordinate a Sustainable Business Certification that has been active in the Sedona and Verde Valley region.



In order to build additional participation in the program and encourage businesses to achieve higher Silver and Gold certifications, the SCC&TB would work in conjunction with the Sustainability Alliance to develop new promotional materials that encourage visitors to support businesses that have demonstrated their commitment to sustainability through certification. By providing businesses additional marketing incentives and exposure to participate with the Sustainability Alliance, businesses will be better educated on ways to embrace sustainability principles and connect with visitors.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 **Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region**

TACTIC 4 **Encourage zero waste meetings and events**

TIMEFRAME Short-term

LEAD PARTNER Sustainability Alliance

SUPPORT PARTNERS SCC&TB, Sedona Event Organizers, Sedona Events Alliance, Sedona Lodging Council

ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Public Input, Industry Best Practices

METRICS

1. Number of events engaging in decreasing waste
2. Volume of waste reduction per event

DESCRIPTION Meetings and events are an important part of Sedona’s visitor industry and more can be done to identify strategies for hotels and meeting planners to embrace approaches that limit the range of waste materials generated by meeting delegates and leisure guests.

Led by the Sustainability Alliance, a mix of recommendations would be developed, and various educational/outreach efforts would be directed to Sedona’s businesses who hold meetings and events. Through effective promotion of these efforts, “zero waste” could also become an additional theme and incentive that is used to attract organizations to hold their meetings in Sedona.

Furthermore, the Sustainability Alliance will work closely with the SCC&TB to encourage local signature events to embrace zero waste initiatives. By doing so, Sedona will not only decrease the volume of waste, but will create broad awareness of this tactic to thousands of people who participate and attend these events in Sedona each year.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region

TACTIC 5 Increase the number of water refilling stations in the area

TIMEFRAME

Short-term

LEAD PARTNER

City of Sedona

SUPPORT PARTNERS

SCC&TB, Sedona Businesses, Sustainability Alliance, State Parks, Keep Sedona Beautiful

ALIGNING RESEARCH

Residential Survey, Business Survey, Public Input, Industry Best Practices

METRICS

1. Number and geographic dispersion of stations
2. Number of gallons dispersed at stations

DESCRIPTION

As more Sedona visitors are encouraged to reduce their use of disposable water containers, the need for a wider range of water refilling stations throughout the Sedona area will increase. These refilling stations would be developed in a mix of high usage areas, making it easy for visitors to embrace this sustainability element. These new stations would work to incorporate a common "marketing brand/theme" that would be utilized in broader promotional materials, ensuring that these physical facilities were tied to broader promotional efforts.



Example of Telluride's Zero Waste campaign



Environment Pillar

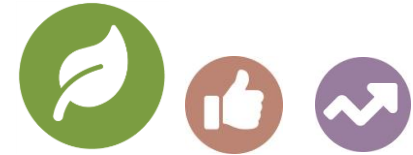


Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 **Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region**

TACTIC 6 **Expand the capacity of local organizations to deepen the range of waste prevention and recycling**

TIMEFRAME Mid-term
LEAD PARTNER Sedona Recycles
SUPPORT PARTNERS SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Sedona Compost
ALIGNING RESEARCH Non-Profit Focus Group
METRICS



1. Diversity of acceptable recycling materials and volumes
2. Volumes of recyclable materials

DESCRIPTION Through operations like Sedona Recycles and Sedona Compost, a mix of waste materials can currently be recycled. There are, however, types of waste that cannot be handled by these existing operations for a variety of reasons, including insufficient supply of materials, cost factors or facility upgrades. Through the efforts of this tactic, the areas in which capacities and range of materials which could most easily be expanded would be identified, along with approaches to build industry support and participation.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 1 **Implement new waste prevention, reduction and diversion strategies, particularly focused towards visitors and their impacts in the Sedona region**

TACTIC 7 **Encourage less consumption of single use plastics**

TIMEFRAME Mid-term
LEAD PARTNER Keep Sedona Beautiful
SUPPORT PARTNERS SCC&TB, City of Sedona, Sedona Businesses, Sedona Recycles
ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Industry Best Practices
METRICS

1. Range of visitor connections
2. Volume of water container recycling
3. Number of businesses participating in StrawFree Sedona program
4. Number of retail shops not using plastic bags

DESCRIPTION As an outdoor recreation destination, many Sedona visitors utilize disposable water bottles as they hike the trails or walk the wide range of experiences offered by Sedona. Plastics are also used by many restaurants and stores including straws and bags/containers.

Keep Sedona Beautiful will lead the charge in decreasing the use of single use plastic bags at local grocery stores and area retailers.

The SCC&TB will build on the existing StrawFree program and encourage businesses and Sedona visitors to utilize alternative resources (refillable water bottles, paper straws, canvas storage bags, etc.) to reduce the amount of disposable plastics in Sedona. The SCC&TB will create a mix of new promotional campaigns would be directed to both businesses and visitors using fun, compelling messages that would increase awareness and participation.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 2 Expand programs that encourage minimal water usage and protect water quality

TACTIC 1 Encourage businesses to implement water conservation programs

TIMEFRAME Mid-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS Sedona Businesses, Sedona Lodging Council, Sustainability Alliance, Keep Sedona Beautiful
ALIGNING RESEARCH GSTC, Industry Best Practices
METRICS

1. Number of businesses participating in conservation programs
2. Volume of water off-set

DESCRIPTION Many hotels currently incorporate water conservation programs, such as allowing guests to reuse linens. Through this tactic, a broader range of conservation approaches will be outlined, considering areas such as toilets/showers, HVAC, pools, gardens and restaurant's provision of water to guests. Examples of best practices will be showcased to help ensure innovative approaches are recognized and embraced by the widest range of tourism related businesses.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 2

Expand programs that encourage minimal water usage and protect water quality

TACTIC 2

Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek

TIMEFRAME

Mid-term

LEAD PARTNER

Friends of Verde and Oak Creek Watershed Council

SUPPORT PARTNERS

SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Other Non-Profits organizations

ALIGNING RESEARCH

Non-Profit Focus Groups, Land Manager Focus Groups, GSTC, Industry Best Practices

METRICS

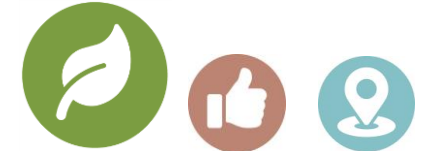
1. Number of voluntourism programs
2. Number of hours donated by volunteers
3. Number of visitors participating

DESCRIPTION

Voluntourism is a trend in which more visitors are interested in giving back to a destination as part of their travel experience. The SCC&TB has embraced this concept in the past with voluntourism clean-up programs in conjunction with the Oak Creek Watershed Council. Through these past efforts, more than 300 volunteers helped to remove more than 2,300 pounds of trash from trails around Sedona in 2018.

This tactic will build on these past successes, identifying other areas that merit attention, and then building and promoting volunteer programs that will make a difference.

The SCC&TB will work to integrate both tourism businesses and their guests in these volunteer efforts.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 2

Expand programs that encourage minimal water usage and protect water quality

TACTIC 3

Develop systems to monitor, reduce and report water quality at high visitation areas (e.g., Slide Rock State Park)

TIMEFRAME

Long-term

LEAD PARTNER

Friends of Verde and Oak Creek Watershed Council

SUPPORT PARTNERS

SCC&TB, USFS, State Parks, Sustainability Alliance, ADEQ

ALIGNING RESEARCH

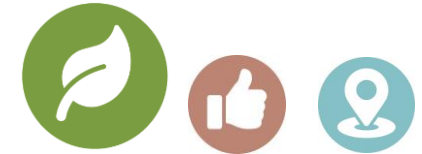
Non-Profit Focus Groups, Land Manager Focus Groups, GSTC

METRICS

1. Benchmark water quality testing

DESCRIPTION

Water quality in high visitor used waterways has been an issue in the past and more can be done to monitor and report trends. This tactic focuses on educating visitors on how their actions impact water quality and how they can help ensure healthy waterways. Important strides made at high use areas such as Slide Rock State Park would likely be targeted, along with programs aimed to change visitor use patterns in order to achieve improved conditions.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 3

Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy

TACTIC 1

Add additional vehicle charging stations in the Sedona area

TIMEFRAME

Mid-term

LEAD PARTNER

City of Sedona

SUPPORT PARTNERS

SCC&TB, Local Businesses

ALIGNING RESEARCH

GSTC, Industry Best Practices

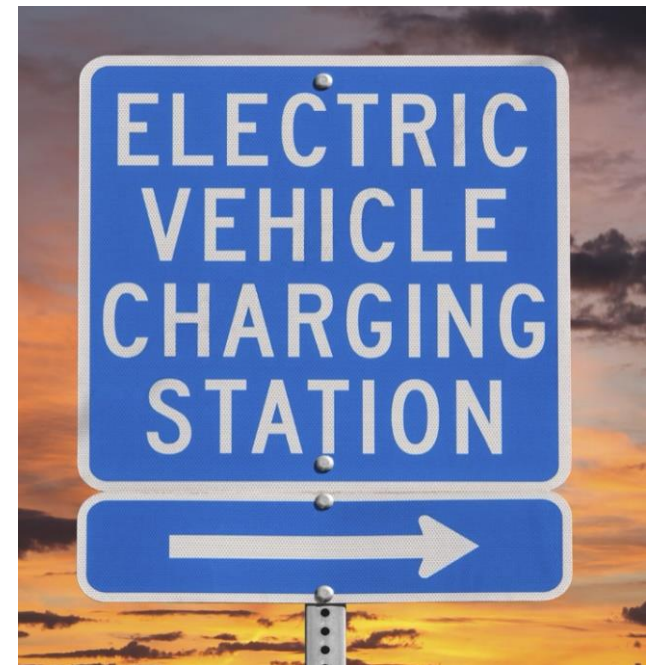
METRICS

1. Number of charging stations in and around Sedona

DESCRIPTION

There are currently several charging stations positioned around the City of Sedona. This tactic would work to expand the number of stations and the geographic locations of these stations by identify the processes for installations, resources for cost incentives and ways that participating businesses would be showcased.

The presence of charging stations would also be included in promotional programs featured in SCC&TB marketing materials.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 3

Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy

TACTIC 2

Expand educational outreach on how businesses and visitors can moderate energy use

TIMEFRAME

Long-term

LEAD PARTNER

Arizona Public Service, City of Sedona

SUPPORT PARTNERS

SCC&TB, Local Businesses, Sedona Lodging Council

ALIGNING RESEARCH

GSTC, Industry Best Practices

METRICS

1. Number of programs developed
2. Number of channels to connect with visitors and businesses

DESCRIPTION

This tactic will team with Arizona Public Service in identifying and communicating ways in which tourism businesses and their guests can moderate their dependence on energy while in Sedona. Whether lighting, occupancy sensors, or “back of house” systems, this tactic will help ensure Sedona businesses are knowledgeable on how they can help decrease energy consumption.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 3 Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy

TACTIC 3 Launch programs that recognize businesses that are using innovative approaches to moderate energy consumption – show how others can duplicate

TIMEFRAME Long-term
LEAD PARTNER Arizona Public Service, City of Sedona
SUPPORT PARTNERS SCC&TB, Local Businesses, Sedona Lodging Council
ALIGNING RESEARCH GSTC
METRICS

1. Number of programs developed
2. Number of businesses participating

DESCRIPTION Programs will be developed to showcase Sedona businesses who are implementing best practices and innovative approaches to moderate energy consumption in Sedona.
 Through locally directed promotional campaigns, businesses can gain greater recognition and the strategies they used for implementation can be shared with other Sedona businesses.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 3

Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy

TACTIC 4

Develop carbon offset programs and demonstrate how visitors can support

TIMEFRAME

Long-term

LEAD PARTNER

Northern Arizona Climate Alliance / NAU Climate Program

SUPPORT PARTNERS

Sustainability Alliance, SCC&TB, City of Sedona

ALIGNING RESEARCH

GSTC, Industry Best Practices

METRICS

1. Number of businesses participating in Carbon Offset Programs
2. Number of visitors participating in Carbon Offset Program

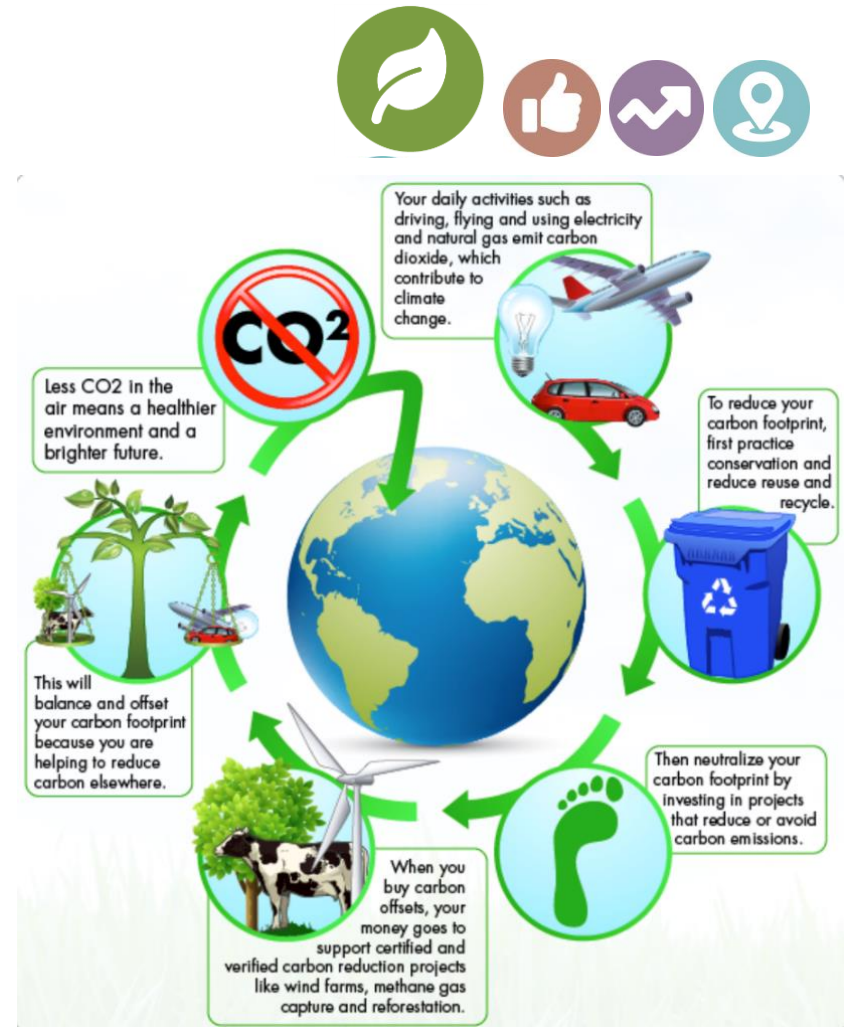
DESCRIPTION

Visitors increasingly understand how their travel experiences contribute to carbon dioxide emissions, whether in their airline travel, their car rental, or while in Sedona itself.

This tactic would work towards identifying ways in which Sedona businesses and their guests could contribute to an offset fund, additionally demonstrating their commitment to the sustainability of a sensitive destination like Sedona.

The lead and support organizations would work to develop approaches in which businesses and visitors could voluntarily contribute, where the funds would be directed to and how those resources would be used.

It is recognized that a significant amount of effort will be required in developing and implementing this type of program and this tactic is thus recognized as longer term in nature.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 1 **Expand marketing to educate visitors in ways to limit negative impacts of OHVs including noise and neighborhood disruption**

TIMEFRAME Short-term
LEAD PARTNER City of Sedona, USFS
SUPPORT PARTNERS SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Rental Companies, Tour Operators
ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Land Manager Focus Groups, Public Input
METRICS

1. Number of complaints
2. Benchmark through residential surveys
3. Number of brochures distributed
4. Vehicle counts at high-use areas

DESCRIPTION Noise and disruption generated by Off Highway Vehicles (OHVs) and the connection they had to Sedona visitors was a primary concern for residents in both surveys and public input sessions.

There are currently efforts underway to address this challenge. Led by the City of Sedona’s OHV Citizen’s Taskforce, this tactic would integrate the visitor industry to help communicate messaging in as many ways as possible.

In addition to the USFS and the City of Sedona attempting to connect and engage users, a broad range of businesses and the SCC&TB would work to provide suggestions on how to minimize impacts while these visitors are recreating in the region.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 2 **Develop initiatives that moderate noise levels and intrusion of helicopter tours**

TIMEFRAME Short-term
LEAD PARTNER City of Sedona, Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS Keep Sedona Beautiful, Counties, Airport Authority, Tour Companies
ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Land Manager Focus Groups, Public Input
METRICS

1. Number of Agreements with tour companies
2. Benchmark noise levels

DESCRIPTION

Efforts are underway to work to minimize noise and intrusion of helicopters when they are showing the Sedona landscapes to guests.

Expanded efforts would look at strategies including prescribing minimum altitudes, route patterns, GPS tracking, and time restrictions on current tour companies.

The visitor industry can be active participants and help both guests and residents understand steps that are – and can be taken - to reinforce Sedona’s sustainable focus.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 3 **Develop programs to increase funding for trail development and maintenance**

TIMEFRAME Short-term
LEAD PARTNER Red Rock Trail Fund
SUPPORT PARTNERS SCC&TB, USFS, Sedona Businesses, Friends of the Forest
ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Land Manager Focus Groups, Public Input
METRICS

- 1. Funding levels for trails

DESCRIPTION In some instances, it's not the volume of visitors that is the problem with trail denigration, it's the lack of funds to undertake trail maintenance and enhancements. Programs like Sedona Trail Keepers has worked to build resources, teaming the SCC&TB with private sector partners, generating more than \$300,000 for use by the USFS in trail maintenance. These current efforts would be expanded, and additional approaches will be investigated to provide resources to ensure long term trail sustainability.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 4 **Advocate that the development of private/public lands are in alignment with sustainability goals**

TIMEFRAME Short-term
LEAD PARTNER Keep Sedona Beautiful
SUPPORT PARTNERS USFS, State Parks, Sustainability Alliance, SCC&TB, Counties
ALIGNING RESEARCH Non-Profit Focus Group
METRICS

1. Number of times to weigh in on specific projects
2. Monitor open space availability

DESCRIPTION A mix of organizations have historically considered and evaluated the potential impacts of developing lands in Sedona area. Keep Sedona Beautiful would take the lead in integrating varying perspectives and providing input as to ways new development efforts could be undertaken to better ensure alignment with broader destination sustainability goals.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 5 **Monitor trail utilization and implement programs that distribute visitation**

TIMEFRAME Mid-term

LEAD PARTNER USFS

SUPPORT PARTNERS SCC&TB, Keep Sedona Beautiful, Sustainability Alliance

ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices

METRICS

1. Benchmark trail utilization
2. Benchmark erosion on trails
3. Minimize number of social trails

DESCRIPTION

The United States Forest Service (USFS) currently monitors trail utilization, but specific estimates have varying levels of confidence as to their accuracy. Through efforts of this tactic, new or refined approaches would be undertaken to deepen the understanding of trail usage, considering seasonality. As the understanding of usage levels is enhanced, expanded marketing and promotional efforts will be launched to stimulate use of trails that can accommodate additional visitor volumes.

In addition, under the guidance of the USFS, programs like Sedona Secret 7 will be enhanced to disperse visitor use to lesser known areas.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability

TACTIC 6 Investigate approaches to limit impacts of trailhead parking in Sedona neighborhoods and craft overflow alternatives

TIMEFRAME Mid-term

LEAD PARTNER USFS and City of Sedona

SUPPORT PARTNERS SCC&TB, KSB, Sustainability Alliance, Homeowners Associations, Counties, Red Rock Trail Fund

ALIGNING RESEARCH Resident Survey, Non-Profit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices

METRICS

1. Number of cars at trailheads
2. Number of cars overflowing into neighborhoods

DESCRIPTION

Trailhead parking is often a problem in the Sedona region and is particularly prevalent for trails within City of Sedona limits in which parking can overflow to adjoining residential neighborhoods. Planning efforts regarding these challenges are occurring, including signage in neighborhoods, development of trailhead transit options and new parking facility alternatives. By ensuring the tourism industry actively participates in planning efforts to identify solutions and then encourages their guests to embrace these ultimate solutions, these parking challenges can be minimized.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 7 **Encourage grandfathered businesses and residents to implement dark sky compliant lighting**

TIMEFRAME Mid-term

LEAD PARTNER Keep Sedona Beautiful

SUPPORT PARTNERS SCC&TB, City of Sedona, Sedona Businesses

ALIGNING RESEARCH Resident Survey, Business Survey, Non-Profit Focus Group, Public Input, Industry Best Practices

METRICS

1. KSB annual sign/light audit
2. Benchmark through business surveys



DESCRIPTION

Sedona has achieved the coveted Dark Skies Community designation from the International Dark Skies Association and all newer businesses operating in the City of Sedona utilize Dark Sky compliant lighting.

Through efforts of this tactic, grandfathered businesses, who are not required legally to comply, would be encouraged to do so. Incentives or grant funding may be provided to encourage businesses to transition to compliant alternatives. By building broad participation with these compliant lighting options, Sedona will be better positioned to maintain and build on its Dark Sky designation.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 8 **Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands**

TIMEFRAME Mid-term

LEAD PARTNER Friends of Forest

SUPPORT PARTNERS SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Red Rock Trail Fund, Other Non-Profit Organizations

ALIGNING RESEARCH Non-Profit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices

METRICS

1. Number of voluntourism programs
2. Number of visitors participating in voluntourism programs
3. Number of hours donated
4. Number of miles of trails maintained by volunteers

DESCRIPTION

Similar to the water-based voluntourism efforts outlined in Objective 3, expanded efforts would be launched to incorporate visitors as a resource to help with trail restoration and enhancement.

A series of voluntourism experiences would be developed and collaboratively promoted by a mix of Sedona organizations.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 4 **Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability**

TACTIC 9 **Encourage businesses and residents to eliminate the use of pesticides and other chemical products that may negatively impact the environment**

TIMEFRAME Long-term

LEAD PARTNER Unknown

SUPPORT PARTNERS SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Oak Creek Watershed Council

ALIGNING RESEARCH Public Input

METRICS

1. Benchmarks through resident surveys
2. Benchmarks through business surveys

DESCRIPTION

An additional sustainability factor impacting Sedona is both business and resident use of potentially damaging chemical pesticides. New educational materials would be developed and utilized in this tactic and approaches to minimize potentially harmful materials would be communicated by a range of supporting organizations.

By coordinating and integrating themes among the organizations, a consistent message could be delivered, increasing the potential for positive impacts.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 5 **Take leadership role in educating and engaging visitors on sustainability initiatives and encouraging them to be a sensitive guest while in the destination**

TACTIC 1 **Adopt and expand “Leave No Trace” programs**

TIMEFRAME Short-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS USFS, State Parks, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses

ALIGNING RESEARCH Resident Survey, Business Survey, Visitor Survey, Non-Profit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices

METRICS

1. Range of messages and channels
2. Benchmark through visitor surveys
3. Measurement of litter on public lands

DESCRIPTION

Throughout many of the new research initiatives, an interest in supporting sustainable initiatives was identified by visitors, businesses and residents. There was a strong general awareness of the “Leave No Trace” theme. The national Leave No Trace Center for Outdoor Ethics organization has done an effective job in heightening the awareness of the theme, but many in the Sedona region need additional assistance in understanding how they can support it.

This tactic would work to identify ways to educate visitors, businesses and residents on how they can embrace principles espoused by the Leave No Trace theme and leverage this well recognized initiative.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 5 Take leadership role in educating and engaging visitors on sustainability initiatives and encouraging them to be a sensitive guest while in the destination

TACTIC 2 Create a recognition program that highlights sustainable best practices by local businesses

TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS Sedona Businesses, Keep Sedona Beautiful, Sustainability Alliance
ALIGNING RESEARCH Business Survey, GSTC
METRICS
1. Benchmarks through business surveys
2. Benchmarks through visitor surveys
3. Number of programs that highlight businesses

DESCRIPTION A wide range of proactive sustainability initiatives can be expected to be developed by Sedona tourism businesses as the tactics under the Environment Pillar move forward. A critical element in stimulating expanded support of these efforts will be in recognizing and prominently showcasing those businesses who are taking leadership roles.
The SCC&TB will lead this effort and help ensure community-wide awareness is brought to those businesses and their innovative approaches. By providing additional support and exposure to these businesses, we can work to maximize the range of other operations who can utilize their best practices to duplicate successes.



Environment Pillar



Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

OBJECTIVE 5

Take leadership role in educating and engaging visitors on sustainability initiatives and encouraging them to be a sensitive guest while in the destination

TACTIC 3

Develop Sedona Sensitive Visitor Pledge to help connect and engage visitors

TIMEFRAME

Mid-term

LEAD PARTNER

Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS

City of Sedona, KSB, Sustainability Alliance, Sedona Businesses

ALIGNING RESEARCH

Industry Best Practices

METRICS

1. Number of visitors taking pledge

DESCRIPTION

A mix of other destinations around the world have utilized a “pledging” process that helps communicate and connect visitors to overarching sustainability goals of the destination.

See Palau Pledge at right.

The Pledge will be an additional way to engage visitors and help ensure their support of sustainability practices when they are in Sedona.

The SCC&TB would work with a variety of supporting organizations to ensure the pledge has broad collaborative support and is presented to visitors in a wide variety of locations and approaches.



“Children of Palau, I take this pledge, as your guest, to preserve and protect your beautiful and unique island home. I vow to tread lightly, act kindly and explore mindfully.”

| PALAU PLEDGE | REPUBLIC OF PALAU, IMMIGRATION |



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.

OBJECTIVE 1 Expand use of shuttle systems to reduce vehicular traffic and enhance access to trails and other key destinations

TACTIC 1 Stimulate active participation in the planning process for the current Sedona Transit Study, particularly focusing on both employee access and visitor utilization

TIMEFRAME Short-term

LEAD PARTNER City of Sedona

SUPPORT PARTNERS SCC&TB, Sedona Businesses, Local Media

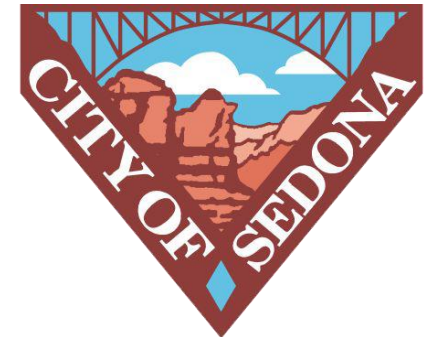
ALIGNING RESEARCH Resident Survey, Business Survey, Public Input, GSTC

METRICS

1. Number of businesses engaged in project
2. Number of industry outreach efforts
3. Benchmarks through business surveys



DESCRIPTION The City of Sedona is currently underway with the Greater Sedona/Oak Creek Canyon Transit System Development and Implementation Plan. This plan will assess the viability of, and develop a plan for, providing effective transit services across multiple jurisdictions, focusing primarily on shuttle service for regional recreational and tourism-oriented locations within and between the greater Sedona area and Oak Creek Canyon. The SCC&TB will work in conjunction with the City to engage tourism industry partners in the process, helping to ensure the greatest utilization of new transit-related solutions. While these efforts will primarily be directed to the visitor industry, Sedona residents and their quality of life will be significantly impacted as vehicular traffic volumes will be significantly reduced.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 1 **Expand use of shuttle systems to reduce vehicular traffic and enhance access to trails and other key destinations**

TACTIC 2 **Build business support and visitor participation in Sedona Transit to help ensure effectiveness**

TIMEFRAME Mid-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS City of Sedona, Sedona Businesses
ALIGNING RESEARCH GSTC
METRICS



1. Transit utilization figures
2. Benchmark business surveys

DESCRIPTION As planning elements of the Transit Study move to implementation, the SCC&TB will launch educational elements and marketing materials to help tourism businesses understand how they can promote utilization by their guests. New survey initiatives will be implemented to track visitor knowledge of the system, utilization and levels of satisfaction.

Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 2 Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows

TACTIC 1 Build business support around SIM implementation steps and the Phase One initiatives

TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce& Tourism Bureau and City of Sedona
SUPPORT PARTNERS Sedona Businesses
ALIGNING RESEARCH Local Input
METRICS



1. Number of industry outreach efforts
2. Benchmarks through business surveys

DESCRIPTION In addition to the new Transit Study, the City is actively underway in the implementation of recommendations outlined in Sedona in Motion, a mix of prioritized projects that resulted from the City's recent Transportation Master Plan which was completed in 2017.

A mix of new infrastructure-related projects have been prioritized, including new roadway and median improvements in the Uptown region that will improve traffic flows and remove elements that cause current slowing.

As this and other elements move to implementation, the SCC&TB will work to build tourism industry support and identify ways we can minimize disruption during construction and maximize visitor understanding and utilization as new elements come online.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 2

Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows

TACTIC 2

Develop programs and resources that enhance the walkability of Sedona and encourage visitors to leave their cars

TIMEFRAME

Short-term

LEAD PARTNER

City of Sedona

SUPPORT PARTNERS

SCC&TB, Sedona Businesses, Local Media, Land managers, Verde Valley Cyclists Coalition, Sedona Mountain Bike Coalition, Red Rock Trail Fund

ALIGNING RESEARCH

Resident Survey, Business Survey, Visitor Survey, Local Input

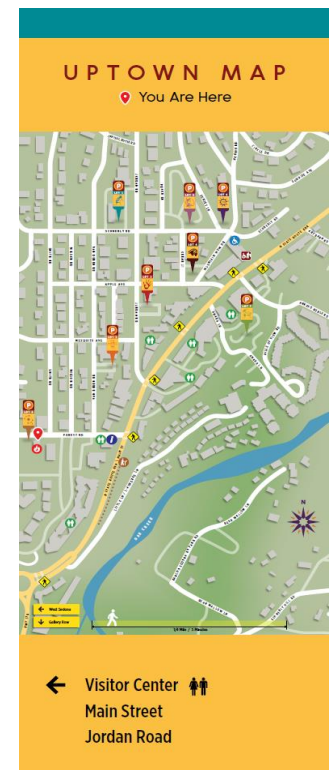
METRICS

1. App utilization
2. Number of outreach efforts
3. Benchmarks through visitor surveys
4. Estimates of trail and sidewalk uses

DESCRIPTION

While both the Transit Study and new Sedona in Motion projects will provide new infrastructure and resources to moderate traffic congestion, visitor utilization and participation in these efforts will be of critical importance.

The SCC&TB has already developed its Walk Sedona app, which helps Sedona visitors understand how they can leave their vehicle at their hotel or at a central parking facility and walk to many of Sedona's key experiences. Additional approaches to encourage visitors to explore Sedona by foot will be identified and executed by a mix of supporting organizations helping to moderate traffic volumes and thus improving resident's quality of life.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 2

Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows

TACTIC 3

Explore new parking facilities where appropriate, while moderating parking demand at high visitation areas

TIMEFRAME

Short-term

LEAD PARTNER

City of Sedona

SUPPORT PARTNERS

County, USFS, SCC&TB

ALIGNING RESEARCH

Business Survey, Local Input

METRICS

1. Average occupancy of available spaces
2. Benchmark through visitor surveys
3. Benchmark through business surveys



DESCRIPTION

The City is actively investigating new parking options, such as new structured facilities or parking/staging operations in which visitors would convene at a central facility and then be shuttled to various destinations around the region.

While the City will lead these efforts, it will be critical to garner broad tourism industry support in order to ensure that potential solutions are utilized and embraced by visitors.

These efforts will also recognize that in some instances, expanding parking availability will only exacerbate already congested destinations and other solutions might provide enhanced guest and resident experiences.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 2

Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows

TACTIC 4

Promote alternative visitor arrival routes to moderate areas of greatest congestion - monitor flows and communicate both real time conditions and alternative routes

TIMEFRAME

Short-term

LEAD PARTNER

City of Sedona

SUPPORT PARTNERS

ADOT, SCC&TB

ALIGNING RESEARCH

Visitor Surveys, Local Input

METRICS

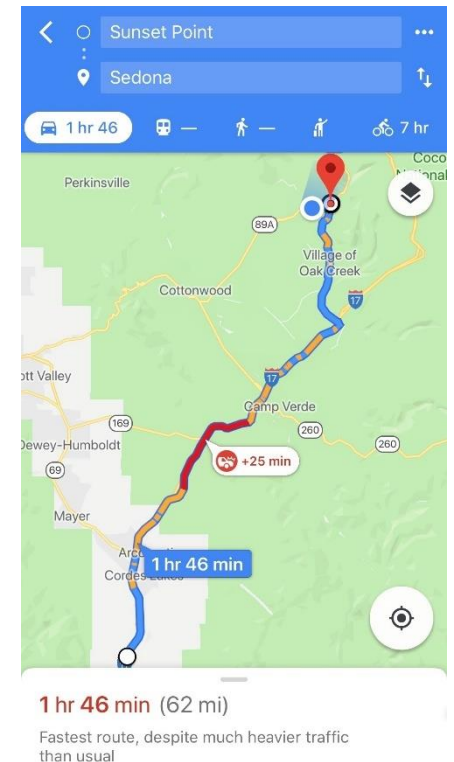
1. Number of traffic days when wait times exceed standard averages
2. Benchmark traffic volumes
3. Benchmark through visitor surveys

DESCRIPTION

While many of the past tactics focus on transportation enhancements once a visitor is in Sedona, this tactic focuses efforts to moderate congestion and vehicular volumes as visitors drive to Sedona.

Interstate 17 and SR 179 is the preferred route for most Sedona visitors, but this can lead to congested roadways, particularly between the Village of Oak Creek and Sedona. This is also the case as visitors drive SR 89A from Oak Creek Canyon.

This tactic would coordinate efforts between the City of Sedona, ADOT and the SCC&TB to not only develop systems that monitor flows on these key roadways, it would also launch new approaches to communicate these realities to visitors in real time.





Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.

OBJECTIVE 2

Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows

TACTIC 5

Promote a full range of multi-modal transportation options, actively promoting their use among visitors

TIMEFRAME

Mid-term

LEAD PARTNER

Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS

City of Sedona, Land Managers, State Parks, Private Business Rental Operations and Hotels with Bike Share Programs

ALIGNING RESEARCH

Resident Survey, Business Survey, Visitor Survey, Local Input, GSTC

METRICS

1. Number of industry outreach efforts
2. Benchmark through visitor surveys
3. Benchmark through business surveys
4. How do we measure visitors using alternative options?

DESCRIPTION

In addition to new transportation options that come from the new Transit Study, a mix of additional multimodal transportation alternatives will likely evolve, ranging from biking (share programs, motorized options) to new forms of small electric vehicles.

As these kinds of new alternatives evolve, the SCC&TB will work to educate visitors on their availability and best ways to utilize these options.

Businesses active in the visitor industry will also be encouraged to support these new options, helping to minimize the number of cars on Sedona streets.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 3

Expand use of technology to help solve transportation challenges

TACTIC 1

Develop programs to identify available parking areas and the showcase real-time parking spaces

TIMEFRAME

Mid-term

LEAD PARTNER

Sedona Chamber of Commerce & Tourism Bureau and City of Sedona

SUPPORT PARTNERS

Sedona Businesses

ALIGNING RESEARCH

Resident Survey, Business Survey, Local Input

METRICS

1. Number of apps and utilization
2. Benchmarks through visitor surveys

DESCRIPTION

A limited number of public parking facilities in Sedona currently monitor the number of available spaces via electronic sensors and communicate that with digital signage at the location's entrance.

This tactic would build on this start and work to expand the range of electronic approaches that communicate where parking facilities are located throughout Sedona, how they can best be accessed and the level of available parking spaces at any point in time.

Through these new applications, both visitors and residents would be better able to identify available parking options and minimize the time spent traveling in vehicles attempting to find an available spot to park.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 3 **Expand use of technology to help solve transportation challenges**

TACTIC 2 **Utilize new technologies to help visitors understand options of getting around Sedona**

TIMEFRAME Long-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS City of Sedona and ADOT
ALIGNING RESEARCH Resident Survey, Business Survey, Visitor Survey, Local Input
METRICS

1. Number of industry outreach efforts
2. Benchmarks through business surveys

DESCRIPTION While many of the previous tactics focused on physical transportation solutions, this recognizes that many Sedona visitors are increasingly using technology to help them navigate their destination.

The SCC&TB is already developing these kinds of resources, like their Walk Sedona app and online maps, but more can be done in helping visitors understand how and when to get to various experiences within Sedona.

These new technologies not only identify ways to get around the destination but can also note periods of high utilization and provide recommendations of better times to travel to the desired location. Through these efforts Sedona can more extensively affect 'visitor flow management', influencing when and how visitors move around the City and region.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 4 **Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance**

TACTIC 1 **Expand communication with Sedona residents focusing on benefits and impacts of tourism and available resources**

TIMEFRAME Short-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS Sedona Businesses, City of Sedona, Local Media

ALIGNING RESEARCH Resident Survey, Business Survey, Non-Profit Focus Groups, Local Input

METRICS

1. Number of outreach efforts
2. Benchmarks through resident surveys



DESCRIPTION As identified in the new resident survey research, many Sedona residents are disconnected with Sedona’s visitor industry and the steps being undertaken by the industry to enhance the economy and resident’s quality of life. Efforts would be expanded to communicate with residents, better ensuring they are aware of how tourism beneficially impacts them and the proactive steps that are being undertaken to moderate the challenging impacts generated by visitors. A broad range of mediums and channels would be utilized to maximize the reach and connection with Sedona residents.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 4 **Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance**

TACTIC 2 **Administer resident surveys to study attitudes toward road and trail congestion**

TIMEFRAME Long-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS ASU, City of Sedona, National Citizen's Survey

ALIGNING RESEARCH Resident Survey, Business Survey, GSTC

METRICS

1. Benchmarks responses to baseline (2018) resident surveys

DESCRIPTION

The new resident survey research that was undertaken as part of this planning effort can be used as a baseline to track future changes and shifts in resident attitudes towards tourism.

Through future survey efforts, the effectiveness of Plan initiatives in enhancing resident's quality of life can be evaluated and results can be utilized in refining tactical approaches to ensure they are having the greatest impacts.





Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.

OBJECTIVE 5 Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors

TACTIC 1 Ensure that the Sedona Reinvestment Committee incorporates sustainable thinking in all future initiatives

TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS KSB, Sustainability Alliance
ALIGNING RESEARCH Local Input
METRICS



1. Identify how new reinvestment efforts reinforce sustainable practices

DESCRIPTION The SCC&TB is actively managing not only how the Sedona destination markets and promotes itself, but also in how it develops new visitor experiences that resonate with both guests and residents. Through its Sedona Reinvestment Committee (formerly known as the Tourism Product Development Committee), new experiences that could add to Sedona and reinforce its brand identity are identified and prioritized.

This tactic would reinforce the importance of integrating sustainability principles as new concepts are identified, better ensuring Sedona is seen as a leader in embracing sustainability.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 5 **Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors**

TACTIC 2 **Pursue more experiences in which both visitors and residents are attracted – promote shared spaces, increase integration**

TIMEFRAME Mid-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS City of Sedona, United States Forest Service, State Parks

ALIGNING RESEARCH Resident Survey, Business Survey, Non-Profit Focus Groups, Local Input, Industry Best Practices

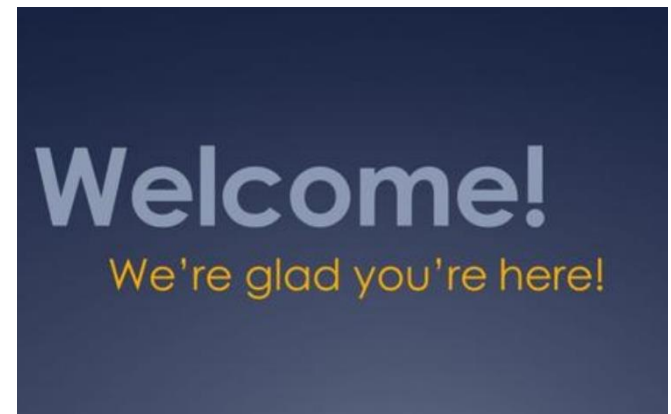
METRICS

1. Identify how new reinvestment efforts speak to both residents & visitors
2. Benchmark through resident surveys
3. Benchmark through visitor surveys

DESCRIPTION

A mix of Sedona festivals and events are currently held that resonate with both visitors and residents, helping to demonstrate synergistic opportunities that both segments enjoy. In an effort to build additional connections between the two segments and demonstrate how the visitor industry can enhance resident's quality of life, more of these experiences should be pursued.

A focus should be placed on new proactive efforts of the Sedona Reinvestment Committee and others that can demonstrate the ability to speak to interests of both Sedona visitors and residents.





Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.

OBJECTIVE 5 **Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors**

TACTIC 3 **Focus new development efforts to reinforce authentic Sedona experiences, support community values, and align with key brand themes**

TIMEFRAME Mid-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS City of Sedona, Sedona Businesses, Local First Arizona

ALIGNING RESEARCH Resident Survey, Business Survey, Non-Profit Focus Groups, Industry Best Practices

METRICS

1. Identify how new reinvestment efforts address authenticity of Sedona & values
2. Benchmark through surveys



DESCRIPTION

In conjunction with the previous tactics in this objective, all efforts to launch new Sedona experiences should align with key brand themes of the SCC&TB. Current brand themes include Outdoor Adventure, Arts & Culture and Wellness – all with an interweaving theme of sustainability.

Additionally, these experiences should strive to differentiate Sedona from other competitors and provide opportunities, whether art, outdoor recreation, spiritual & wellness or other, that are authentic and align with the community values of Sedona.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 6 **Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination**

TACTIC 1 **Pursue new state legislative authority to manage Short Term Rentals (STR)**

TIMEFRAME Short-term
LEAD PARTNER City of Sedona
SUPPORT PARTNERS Sedona Chamber of Commerce & Tourism Bureau, Sedona Lodging Council
ALIGNING RESEARCH Resident Survey, Business Survey, Industry Best Practices
METRICS

1. Range of lobbying initiatives
2. Ultimate ability to regulate

DESCRIPTION

Although the inventory of new hotel rooms has grown very moderately over the past decade, the implementation of Senate Bill 1350, which prohibits cities and municipalities from banning the listing and use of short-term rentals, has resulted in a significant expansion of the number of residential units being offered to Sedona visitors.

Under this tactic, the City would take a leadership role and join with other impacted Arizona cities to advocate for regulations of short-term rentals and allow greater ability to manage homes being used as visitor accommodations.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 6 **Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination**

TACTIC 2 **Engage Short Term Rental (STR) Hosts/Owners to bring collaborative solutions and support of sustainable practices**

TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS City of Sedona, Sedona Lodging Council
ALIGNING RESEARCH Industry Best Practices

METRICS

1. Number of STR owners participating
2. Benchmark resident attitudes towards STRs

DESCRIPTION

While Tactic 1 works to provide additional abilities to regulate STRs, it is recognized that these efforts could take time and it is unclear what ultimate authority could come about as a result of these efforts.

In conjunction with those efforts, this tactic would work to engage existing STR owners, educating them on sustainability initiatives and encourage them to share resources with their clients to encourage responsible travel.

Through these efforts, rather than operating as a distinct segment somewhat removed from the broader industry, STR owners and operators would increasingly be a collaborative partner in ensuring long-term sustainability of Sedona’s tourism industry.





Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.

OBJECTIVE 6 Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination

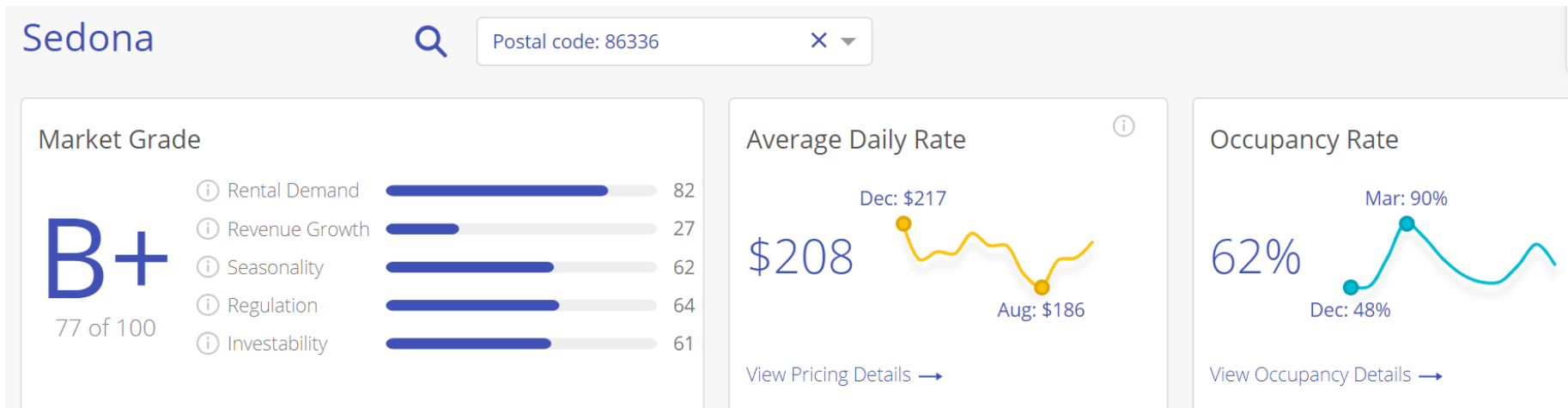
TACTIC 3 Provide Short Term Rental (STR) research and impacts

TIMEFRAME Short-term
LEAD PARTNER City of Sedona
SUPPORT PARTNERS Sedona Chamber of Commerce & Tourism Bureau, Sedona Lodging Council
ALIGNING RESEARCH Industry Best Practices
METRICS



1. Range of statistics

DESCRIPTION One of the challenges in evaluating the STR marketplace in Sedona has been the dispersed location, ownership and listings of available homes. This reality has restricted the ability to develop databases that capture and report on this inventory and its performance. The City is currently underway in the development of a new system to provide deeper insights into this segment of the market and to understand how they are adding to Sedona’s visitor base. As this system is refined, findings should be incorporated by the SCC&TB and any additional analysis the Tourism Bureau is undertaking should be presented and distributed to better ensure this evolving segment of Sedona accommodations is understood and managed to the greatest extent.



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism.



OBJECTIVE 6 **Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination**

TACTIC 4 **Clarify for residents current zoning rules associated with lodging and other further developments**

TIMEFRAME Mid-term

LEAD PARTNER City of Sedona

SUPPORT PARTNERS Sedona Chamber of Commerce & Tourism Bureau, Sedona Lodging Council, Keep Sedona Beautiful

ALIGNING RESEARCH Public Input

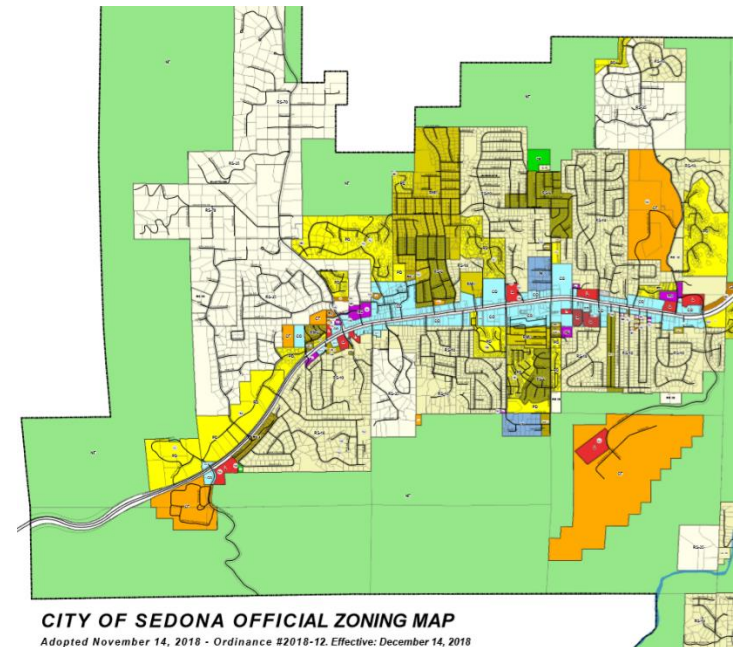
METRICS

1. Presence of a clear position
2. Range of approaches for resident communication

DESCRIPTION

The City currently has a range of provisions they utilize in evaluating new requests for development of lodging and other visitor related facilities. While well understood by Council and City staff, many residents are not fully aware of the limitations that are currently in place and the resulting implications of these provisions in moderating the level of new lodging inventories over the past decade.

Increased efforts will be undertaken in this tactic to better ensure residents are aware of the current practices and the impacts they have had in limiting the supply of new Sedona hotel rooms in the past.



Quality of Economy



Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

OBJECTIVE 1 Sustain adequate levels of economic activity in need periods and disperse visitation to moderate congestion

TACTIC 1 Adapt marketing initiatives and recognize changing economic realities

TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS City of Sedona, Sedona Lodging Council

ALIGNING RESEARCH Public Input, Industry Best Practices

METRICS

1. Track changes in demand seasonality
2. Track key performance indicators in need periods

DESCRIPTION Tourism is a critical economic cluster for Sedona and ensuring industry health and vitality is key to the wellbeing of the City and its residents. While Sedona’s visitation occurs year-round, like most destinations, it possesses a mix of peak, shoulder and off-season levels of demand.

Additionally, the destination is impacted by changes in national economic trends and natural events like forest fires or flooding.

This tactic will demonstrate how marketing initiatives are refined to recognize these changing conditions, recognizing there are times when limited promotional efforts are warranted and other times when they are essential. It is imperative to recognize and understand marketing tools and their varying effect destination positioning. A mix of performance metrics (noted later in this objective) will be considered in determining adaptive initiatives.





Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

OBJECTIVE 1 Sustain adequate levels of economic activity in need periods and disperse visitation to moderate congestion

TACTIC 2 Utilize mix of performance metrics to ensure Sedona’s visitor industry maintains economically strong

TIMEFRAME Short-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS City of Sedona, Sedona Lodging Council

ALIGNING RESEARCH Industry Best Practices, GSTC

METRICS

1. Bed Taxes
2. Sales Taxes
3. Occupancy %
4. Average Daily Rates
5. Number of Jobs



DESCRIPTION The SCC&TB will continue using a mix of key economic performance indicators (KPIs) like:

- hotel occupancy
- average daily rates
- sales tax collections
- bed tax collections

to help evaluate trends in the industry’s economic performance.

These KPIs will be analyzed on a quarterly basis and will be benchmarked to both the previous year and the last 5-year average time period, allowing for a clearer understanding of how current performance compares to past performance.





Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

OBJECTIVE 1 Sustain adequate levels of economic activity in need periods and disperse visitation to moderate congestion

TACTIC 3 Develop and report on a range of dynamic indicators on overtourism factors and adjust accordingly

TIMEFRAME Mid-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS City of Sedona, ADOT, Land Managers

ALIGNING RESEARCH Public Input, Industry Best Practices

METRICS

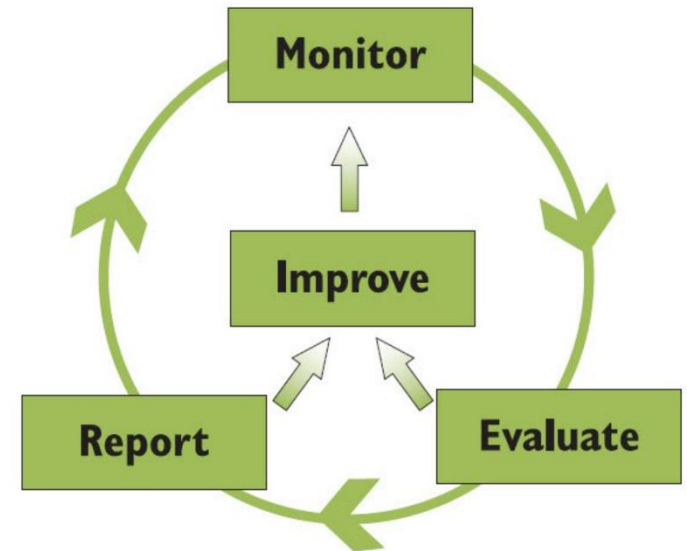
1. Measure Traffic Flows
2. Trail Volumes
3. Uptown Foot Traffic
4. Range of Approaches Used to Communicate

DESCRIPTION

In addition to the economic related KPIs, a mix of additional “overtourism” indicators will be developed and tracked to better understand periods in which visitor flows are creating challenges, as well as to help in evaluating how well mitigation efforts are influencing these peak period impacts.

These new indicators will likely include traffic flow volumes at a variety of key locations in and around the City, travel wait times at key locations, helicopter noise trends, pedestrian volumes in key areas like Uptown, utilization volumes at key USFS trails, number and utilization of STRs, water and wastewater volume usage, and levels of negative reviews on key social media channels.

These KPIs will be presented in an easy to read “dashboard”, allowing them to be understood and considered by a wide range of interested parties.



Quality of Economy



Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

OBJECTIVE 2 Expand interagency collaboration to maximize capabilities among diverse Sedona organizations

TACTIC 1 Better coordinate with land managers, non-profits, and businesses to develop collaborative solutions

TIMEFRAME

Short-term

LEAD PARTNER

Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS

Land Managers, Non-Profit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative

ALIGNING RESEARCH

Non-Profit Focus Group, Land Managers Focus Group, Public Input, GSTC

METRICS

1. Number of collaborative meetings
2. Examples of new collaborative outcomes

DESCRIPTION

Sedona benefits from the broad range of organizations that strive to make the City a great place to reside. However, given the diversity of entities, too often there is not sufficient coordination among land management organizations (USFS and Arizona State Parks), non-profits (Keep Sedona Beautiful, Red Rock Trail Fund, Oak Creek Water Shed Council, Sedona Lodging Council, Verde Front Collaboration, Verde Valley Tourism Council, etc.) and the broad array of private business entities, to ensure economic sustainability and vitality are maximized.

The SCC&TB would expand its role as a convener of these various entities, helping to ensure collaborative solutions to issues facing the city.



coordination



Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

OBJECTIVE 2 Expand interagency collaboration to maximize capabilities among diverse Sedona organizations

TACTIC 2 Investigate supply chain opportunities and identify new economic clusters

TIMEFRAME Mid-term

LEAD PARTNER City of Sedona

SUPPORT PARTNERS Yavapai College, Regional Economic Development Center, Small Business Development Center, Verde Valley Regional Economic Organization

LIGNING RESEARCH Industry Best Practices

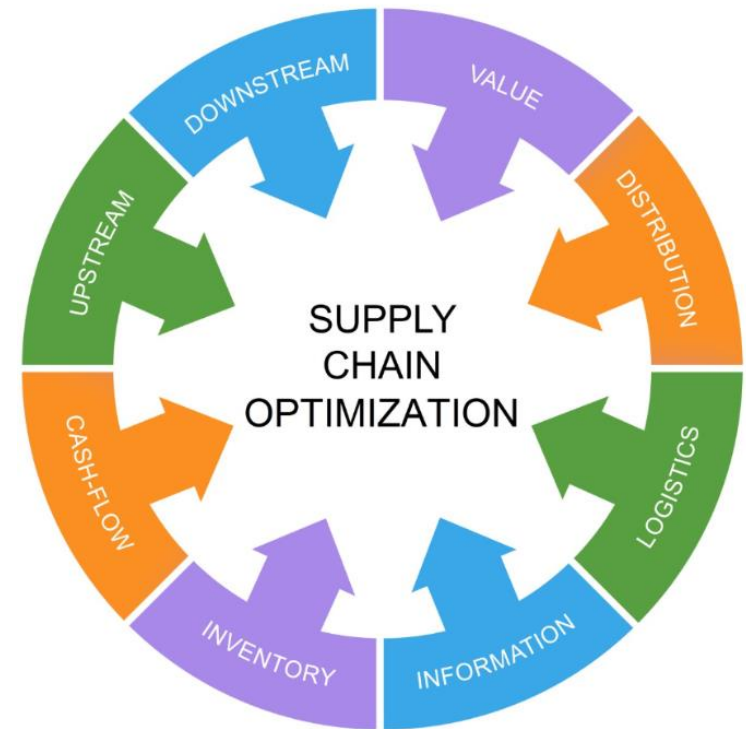
METRICS

1. Range of opportunities targeted for attraction
2. Successful attraction of new businesses

DESCRIPTION

While tourism is the key economic cluster driving the city's vitality, there are other opportunities to broaden the base of businesses operating in Sedona.

One of the prime areas for opportunity includes looking at current buying patterns for existing Sedona businesses and identifying what products and services are being purchased outside of the area. Once this is determined we can look at developing those businesses in Sedona so that those purchases are made in Sedona rather than exported.





Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

OBJECTIVE 3 **Adjust tourism marketing to achieve a balance between quality of life and a healthy economy**

TACTIC 1 **Review current tourism funding levels in the context of competitive destinations**

TIMEFRAME Short-term

LEAD PARTNER City of Sedona, Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS Advisors, Industry Experts, Sedona Lodging Council

ALIGNING RESEARCH Industry Best Practices

METRICS



1. Demonstrate funding alignment with other destinations

DESCRIPTION Funding resources that are directed to the SCC&TB are currently set at 55% of the bed tax collections within the city of Sedona. There may be times in which these resources, and how they are deployed, are evaluated by funding sources. As part of this review, benchmarking to other comparable and competitive destinations should be undertaken, allowing a foundation for any recommendations for changes or refinements.

Funding Levels



Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.



OBJECTIVE 3 **Adjust tourism marketing to achieve a balance between quality of life and a healthy economy**

TACTIC 2 **Annually review and adjust SCC&TB budget allocation based on dynamic indicators to meet economic and sustainability goals**

TIMEFRAME Short-term

LEAD PARTNER City of Sedona, Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS Advisors, Industry Experts, Sedona Lodging Council

ALIGNING RESEARCH Public Input, Industry Best Practices

METRICS

1. Demonstrate refinements to funding allocations



DESCRIPTION With the new KPIs outlined in this plan and the broadened role of the SCC&TB that will be required for implementation steps of the plan, there should be an annual review to ensure that resources are being deployed in ways that maximize the long-term sustainability of Sedona’s tourism industry.

It is expected that economic changes will occur on a national basis, natural events like fires or flooding could occur and the success of various public and private marketing initiatives will experience varying degrees of impact.

Collectively, these will influence destination performance and through this annual review, the SCC&TB will better ensure they are directing resources in the most effective manner.



Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.



OBJECTIVE 4 Pursue innovative approaches to employee housing and training

TACTIC 1 Continue to investigate new approaches to ensure range of affordable housing for Sedona employees

TIMEFRAME	Short-term
LEAD PARTNER	Housing Taskforce
SUPPORT PARTNERS	City of Sedona, Sedona Chamber of Commerce & Tourism Bureau, Local Non-Profits, Sedona Businesses
ALIGNING RESEARCH	Business Survey, Public Input
METRICS	<ol style="list-style-type: none">1. Number of affordable housing units2. Proportion of Sedona employees living in Sedona area3. Use of public transit by employees
DESCRIPTION	<p>Sedona has actively worked to expand the range of affordable housing to help ensure there are options for persons employed in the city. These have ranged from requirements in planning and zoning decisions of commercial operations to taking proactive steps to moderate the transition of housing to STR purposes.</p> <p>This tactic will work to ensure that a broad mix of tourism industry professionals are actively participating in expanding the range of affordable alternatives that exist within the city.</p>



Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.



OBJECTIVE 4 Pursue innovative approaches to employee housing and training

TACTIC 2 Launch and promote training programs around the needs of employees and employers



TIMEFRAME	Mid-term
LEAD PARTNER	NACOG, Yavapai College
SUPPORT PARTNERS	Sedona Chamber of Commerce & Tourism Bureau, Yavapai College, Northern Arizona University, Arizona State University, Small Business Development Center, Regional Business Development Center, City of Sedona Economic Development Department, Verde Valley Regional Economic Organization, NACOG, Sustainability Alliance
ALIGNING RESEARCH	Business Survey
METRICS	<ol style="list-style-type: none"> 1. Range of Training Initiatives 2. Number of Participants in Training Programs 3. Benchmarks through Visitor Satisfaction Surveys
DESCRIPTION	<p>Sedona has grown to be one of the highest quality destinations in the country, attracting visitors from all parts of the world. Many of these visitors spend significant dollars while in the destination and have high expectations regarding the products and services they receive.</p> <p>It is critical that employees of tourism-related businesses are trained to the fullest extent regarding both the destination itself and the ways in which they are expected to interact with visitors.</p> <p>In this tactic, a mix of new training resources including classes, supplemental materials, online forums or mentoring programs should be developed and promoted to enhance professional and leadership skills of the employee base.</p>



Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 1 Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting

TACTIC 1 Review and update SCC&TB promotional materials with sustainable initiatives



TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS None
ALIGNING RESEARCH Non-Profit Focus Group, Land Managers Focus Group, Public Input

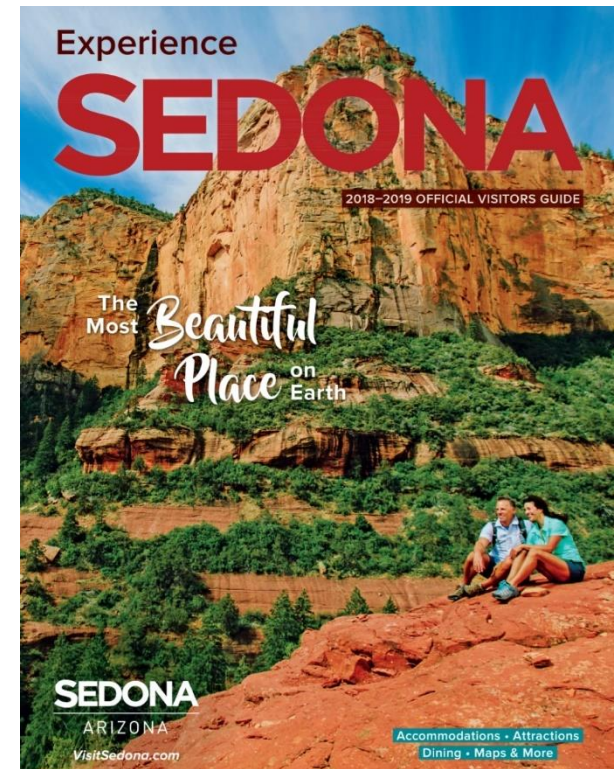
METRICS

1. Review Completed
2. Number of Updates Completed

DESCRIPTION

The SCC&TB currently has a mix of publications and support materials directed to the visitor including magazines, brochures, maps, flyers, postcards, and robust websites.

Through this review and update, content of these resources will be refined to ensure the sustainability goals of this plan have been incorporated to the greatest extent and the visitor's role in helping embrace these sustainable principles are maximized.



Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 1 Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting

TACTIC 2 Identify and promote experiences that are synergistic with Sedona's Dark Sky designation

TIMEFRAME

Short-term

LEAD PARTNER

Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS

Keep Sedona Beautiful, City of Sedona

ALIGNING RESEARCH

Resident Surveys, Non-Profit Focus Group, Public Input

METRICS

1. Number of experiences linked to Dark Sky designation

DESCRIPTION

Sedona received the Dark Sky designation from the International Dark Sky Organization in 2014. This certification recognizes the work that had been undertaken in lighting ordinances focused on reducing light pollution in the city.

In order to take full advantage of this recognition, new ways for visitors to experience existing attractions around the destination should be considered that incorporate a Dark Sky theme. A good example of this type of experience is the Sedona Star Party, developed in August 2018. More than 400 people attended the first-year event. Additional events, attractions or programs of this type will add to Sedona's identity as a Dark Sky destination.

Additionally, as new experiences are developed in the destination, proactive approaches to incorporate a Dark Sky theme should also be considered.



Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 1 Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting

TACTIC 3 Craft programs that bring greater recognition to area waterways and explains how to recreate sustainably

TIMEFRAME Mid-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS Verde Front, Oak Creek Watershed, Sustainability Alliance, Arizona Game & Fish, USFS, City of Sedona, State Parks

ALIGNING RESEARCH Resident Surveys, Non-Profit Focus Group, Land Managers Focus Group, Public Input

METRICS

1. Number of Programs
2. Benchmark through Visitor Surveys

DESCRIPTION

Many Sedona visitors utilize the surrounding waterways whether hiking, biking or recreating in some other fashion. Oftentimes, these visitors are not fully aware that their actions are having detrimental impacts to the waterways.

Through actions of this tactic, a broader range of materials and approaches will be used to connect and engage with these visitors, providing specific recommendations on how they can recreate sustainably.



Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 1 Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting

TACTIC 4 Develop series of videos and downloadable content that provides a “local back story,” while weaving sustainable practices

TIMEFRAME Mid-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau

SUPPORT PARTNERS Sustainability Alliance, KEEP Sedona Beautiful, Heritage Museum, Verde Front Collaboration

ALIGNING RESEARCH Non-Profit Focus Group, Industry Best Practices

METRICS

1. Range of Content
2. Number of Views
3. Benchmark Visitor Utilization

DESCRIPTION Sedona visitors come to the destination for a wide variety of reasons, including the unique natural environments, the diverse arts community, and the array of wellness and spiritual experiences offered in the destination. These visitors come also desiring not just a passive viewing experience, but one that engages them and presents authenticity.

Through this tactic, the SCC&TB will develop a broader mix of support materials that help the visitor understand when and how to get to the best experience, as well as the “back story” to certain attractions, helping to engage the visitor and connecting them to Sedona in a deeper way.

Additionally, these materials will also weave steps the visitor can take to help ensure the long-term sustainability of the experience into the story. Through these expanded materials, a visitor’s experience will not only be enhanced, the importance of sustainability and ways the visitor can act on these principles will be reinforced.



The Back Story

Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 2 Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

TACTIC 1 Build on the success of Sedona Secret 7 to distribute visitor impacts and lessen environmental impacts on high use trails and areas

TIMEFRAME Short-term
LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau
SUPPORT PARTNERS City of Sedona, Sedona Verde Valley Tourism Council, Verde Front Collaboration, Verde Valley Regional Economic Organization
ALIGNING RESEARCH Industry Best Practices
METRICS

1. Number of Page Views
2. Benchmark Visitor Utilization

DESCRIPTION The SCC&TB launched its Sedona Secret 7 in 2017. The campaign brought increased recognition of lesser known experiences in Sedona and helped disperse visitors away from the more traditional, overused sites.

This campaign not only won a range of professional awards and attention, it was also well received by Sedona visitors who are interested in seeing Sedona's lesser known gems.

While the current campaign was an effective start in using "dispersion strategies" to lessen impacts at well recognized sites, additional steps should be undertaken to continue to broaden these strategies.

This tactic will consider what has worked effectively, and what has not, in the Sedona Secret 7 program, and work with partners to craft new initiatives that help ensure sustainability through dispersion.



Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 2 Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

TACTIC 2 Continue to expand participation in the Verde Front Collaborative deepening connections with land management organizations and other communities

TIMEFRAME Short-term

LEAD PARTNER Verde Front Collaboration

SUPPORT PARTNERS City of Sedona, Sedona Chamber of Commerce & Tourism Bureau, Sedona Verde Valley Tourism Council

ALIGNING RESEARCH Non-Profit Focus Group, Land Managers Focus Group

METRICS

1. Number and Range of Integrated Experiences

DESCRIPTION

The Verde Front Collaborative is a regional collaborative in the Sedona-Verde Valley that fosters proactive dialogue, coordination and collective action on stewardship of natural and cultural resources. The organization includes representatives from local tribes, governments, land management agencies and at large community members.

As tactical implementation of this plan moves forward, connections with the Verde Front Collaborative will be expanded to ensure close cooperation with this existing regional alliance is maximized, incorporating concepts and recommendations from this body on how best to maximize regional visitor experiences.



Visitor Experience



Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

OBJECTIVE 2 Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

TACTIC 3 Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions

TIMEFRAME Short-term

LEAD PARTNER Sedona Chamber of Commerce & Tourism Bureau and Sedona Verde Valley Tourism Council

SUPPORT PARTNERS City of Sedona, Verde Front Collaborative, Verde Valley Regional Economic Organization

ALIGNING RESEARCH Business Survey, Non-Profit Focus Group, Public Input, Industry Best Practices

METRICS

1. Number and Range of Integrated Experiences
2. Benchmark through Visitor Surveys

DESCRIPTION

Oftentimes, Sedona visitors are attracted to the most popular attractions in the city, resulting in congestion and a less desirable visitor experience. By presenting the full array of experiences in the broader Sedona/Verde Valley region, these visitors will be further dispersed, resulting in long term sustainability for Sedona. Consideration should be given to broaden efforts of The Sedona Verde Valley Tourism Council. Their successful MapGuide project was a collaborative effort undertaken with National Geographic to highlight a broad range of experiences throughout the Verde Valley region – all presented in an authentic way. Additionally, sustainability goals developed through this planning initiative will be incorporated in elements of the MapGuide, ensuring that visitors embrace sustainability principles more extensively.








No header here...for formatting purposes



THIS PAGE INTENTIONALLY LEFT BLANK.

Environment Pillar























Environment Pillar												
Goal Statement	Lead the tourism industry in implementing sustainability principles, thus positioning Sedona as a national and international leader in destination stewardship.											
Objective 1	Implement new waste prevention, reduction and diversion strategies, focused on visitors and their impacts in the Sedona region	Pillars				Timeframe			Lead Partner	Supporting Partners	Metrics	
		Envir	RQOL	QOE	Vis Exp	Short	Mid	Long				
Tactic 1	Build tourism industry's understanding of local recycling capabilities and ways to embrace					X			SCC&TB	City of Sedona, Sedona Businesses, Sedona Recycles, Sustainability Alliance	1. Number of Businesses participating in recycling programs 2. Number of sustainability certified 3. Recycling volumes 4. Benchmark through business surveys 5. Percentage of waste diverted	
Tactic 2	Deploy wider range of recycling resources/containers in high visitation areas and create effective branding to enhance utilization					X			City of Sedona	Keep Sedona Beautiful, SCC&TB, Sedona Recycles, USFS, State Parks, Sustainability Alliance, Sedona Compost	1. Number of available containers and diversity of geographic locations 2. Diversity of acceptable recycling materials 3. Recycling volumes	
Tactic 3	Expand the Sustainability Alliance Business Certification program by creating an active promotional program for participating businesses					X			Sustainability Alliance	SCC&TB, Sedona Businesses, Sedona Lodging Council	1. Number of certified businesses 2. Number of enhanced certified levels and retention	
Tactic 4	Encourage zero waste meetings and events					X			Sustainability Alliance	SCC&TB, Sedona Event Organizers, Sedona Events Alliance, Sedona Sedona Lodging Council	1. Number of events engaging in decreasing waste 2. Volume of waste reduction per event	
Tactic 5	Increase the number of water refilling stations in the area					X			City of Sedona	SCC&TB, Sedona Businesses, Sustainability Alliance, State Parks, Keep Sedona Beautiful	1. Number and geographic dispersion of stations 2. Number of gallons dispersed at stations	
Tactic 6	Expand the capacity of local organizations to deepen the range of waste prevention and recycling						X		Sedona Recycles	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Sedona Compost	1. Diversity of acceptable recycling materials and volumes 2. Volumes of recyclable materials	
Tactic 7	Encourage less consumption of single use plastics						X		Keep Sedona Beautiful	SCC&TB, City of Sedona, Sedona Businesses, Sedona Recycles	1. Range of visitor connections 2. Volume of water container recycling 3. Number of businesses participating in StrawFree Sedona program 4. Number of retail shops not using plastic bags	
Objective 2	Expand programs that encourage minimal water usage and protect water quality	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics	
Tactic 1	Encourage businesses to implement water conservation programs						X		SCC&TB	Sedona Businesses, Sedona Sedona Lodging Council, Sustainability Alliance, Keep Sedona Beautiful	1. Number of businesses participating in conservation programs 2. Volume of water off-set	
Tactic 2	Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek						X		Friends of Verde and Oak Creek Watershed Council	SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Other non-profits	1. Number of voluntourism programs 2. Number of hours donated by volunteers 3. Number of visitors participating	
Tactic 3	Develop systems to monitor, reduce and report water quality at high visitation areas (e.g., Slide Rock State Park)							X	Friends of Verde and Oak Creek Watershed Council	Sustainability Alliance, State Parks, USFS, ADEQ	1. Benchmark water quality testing	
Objective 3	Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics	
Tactic 1	Add additional vehicle charging stations in the Sedona area						X		City of Sedona	SCC&TB, Local Businesses	1. Number of charging stations in and around Sedona	
Tactic 2	Expand educational outreach on how businesses and visitors can moderate energy use							X	APS & City of Sedona	SCC&TB, Local Businesses, Sedona Sedona Lodging Council	1. Number of programs developed 2. Number of channels to connect with visitors and businesses	
Tactic 3	Launch programs that recognize businesses that are using innovative approaches to moderate energy consumption – show how others can duplicate							X	APS & City of Sedona	SCC&TB, Local Businesses, Sedona Sedona Lodging Council	1. Number of programs developed 2. Number of businesses participating	
Tactic 4	Develop carbon offset programs and demonstrate how visitors can support							X	Northern AZ Climate Alliance / NAU Climate Program	Sustainability Alliance, SCC&TB, City of Sedona	1. Number of businesses participating in Carbon Offset Programs 2. Number of visitors participating in Carbon Offset Program	

Objective 4	Launch initiatives that lessen impacts to lands (including noise, air and light pollution) and better ensure long term sustainability	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics
Tactic 1	Expand marketing to educate visitors in ways to limit negative impacts of OHVs including noise and neighborhood disruption					X			City of Sedona / USFS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, rental companies, tour operators	1. Number of complaints 2. Benchmark through residential surveys 3. Number of brochures distributed 4. Vehicle counts at high-use areas
Tactic 2	Develop initiatives that moderate noise levels and intrusion of helicopter tours					X			City of Sedona / SCC&TB	Keep Sedona Beautiful, Counties, Airport Authority, Tour Companies	1. Number of Agreements with tour companies 2. Benchmark noise levels
Tactic 3	Develop programs to increase funding for trail development and maintenance					X			Red Rock Trail Fund	SCC&TB, USFS, SCC&TB Members, Friends of the Forest	1. Funding levels for trails
Tactic 4	Advocate that the development of private/public lands are in alignment with sustainability goals					X			Keep Sedona Beautiful	USFS, State Parks, Sustainability Alliance, SCC&TB, Counties	1. Number of times to weigh in on specific projects 2. Monitor open space availability
Tactic 5	Monitor trail utilization and implement programs that distribute visitation						X		USFS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance	1. Benchmark trail utilization 2. Benchmark erosion on trails 3. Minimize number of social trails
Tactic 6	Investigate approaches to limit impacts of trailhead parking in Sedona neighborhoods and craft overflow alternatives						X		USFS/City of Sedona	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Homeowners Associations, Counties, Red Rock Trail Fund	1. Number of cars at trailheads 2. Number of cars overflowing into neighborhoods
Tactic 7	Encourage grandfathered businesses and residents to implement dark sky compliant lighting						X		Keep Sedona Beautiful	SCC&TB, City of Sedona, Sedona Businesses	1. KSB annual sign/light audit 2. Benchmark through business surveys
Tactic 8	Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands						X		Friends of Forest	SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Red Rock Trail Fund, Other Non-Profit Organizations	1. Number of voluntourism programs 2. Number of visitors participating in voluntourism programs 3. Number of hours donated 4. Number of miles of trails maintained by volunteers
Tactic 9	Encourage businesses and residents to eliminate the use of pesticides and other chemical products that may negatively impact the environment							X		SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Oak Creek Watershed Council	1. Benchmarks through Resident surveys 2. Benchmarks through Business surveys
Objective 5	Take leadership role in educating and engaging visitors on sustainability initiatives and encouraging them to be a sensitive guest while in the destination	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics
Tactic 1	Adopt and expand "Leave No Trace" programs					X			SCC&TB	USFS, State Parks, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses	1. Range of messages and channels 2. Benchmark through visitor surveys 3. Measurement of litter on public lands
Tactic 2	Create a recognition program that highlights sustainable best practices by local businesses					X			SCC&TB	Sedona Businesses, Keep Sedona Beautiful, Sustainability Alliance	1. Benchmarks through business surveys 2. Benchmarks through visitor surveys 3. Number of programs that highlight businesses
Tactic 3	Develop Sedona Sensitive Visitor Pledge to help connect and engage visitors						X		SCC&TB	City of Sedona, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses	1. Number of visitors taking pledge




























Resident Quality of Life Pillar

Resident Quality of Life Pillar												
Goal Statement	Preserve and enhance the quality of life by mitigating impacts of tourism											
Objective 1	Expand use of shuttle systems to reduce vehicular traffic and enhance access to trails and other key destinations	Pillars				Timeframe			Lead Partner	Supporting Partners	Metrics	
		Envir	RQOL	QOE	Vis Exp	Short	Mid	Long				
Tactic 1	Stimulate active participation in the current Sedona Transit Study, particularly focusing on both employee access and visitor utilization						X			City	SCC&TB, Sedona Businesses, Local Media	1. Number of businesses engaged in project 2. Number of industry outreach efforts 3. Benchmarks through business surveys
Tactic 2	Build business support and participation in Sedona Transit Implementation plan to help ensure effectiveness							X		SCC&TB	City of Sedona , Sedona Businesses	1. Transit utilization figures 2. Benchmark business surveys
Objective 2	Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows											
Tactic 1	Build business support around SIM implementation steps and the Phase One initiatives						X			SCC&TB/City	Sedona Businesses	1. Number of industry outreach efforts 2. Benchmarks through business surveys
Tactic 2	Develop programs and resources that enhance the walkability of Sedona and encourage visitors to leave their cars						X			City	SCC&TB, Sedona Businesses, Local Media, Land managers, Verde Valley Cyclists Coalition, Sedona Mountain Bike Coalition, Red Rock Trail Fund	1. App utilization 2. Number of outreach efforts 3. Benchmarks through visitor surveys 4. Estimates of trail and sidewalk uses
Tactic 3	Explore new parking facilities where appropriate, while moderating parking demand at high visitation areas						X			City	County, USFS, SCC&TB	1. Average occupancy of available spaces 2. Benchmark through visitor surveys 3. Benchmark through business surveys
Tactic 4	Promote alternative visitor arrival routes to moderate areas of greatest congestion - monitor flows and communicate both real time conditions and alternative routes						X			City	ADOT, SCC&TB	1. Number of traffic days when wait times exceed standard averages 2. Benchmark traffic volumes 3. Benchmark through visitor surveys
Tactic 5	Promote a full range of multi-modal transportation options, actively promoting their use among visitors								X	SCC&TB	City of Sedona, Land Managers, State Parks, Private Business Rental Operations and Hotels with Bike Share Programs	1. Number of industry outreach efforts, 2. Benchmark through visitor surveys 3. Benchmark through business surveys 4. How do we measure visitors using alternative options?
Objective 3	Expand use of technology to help solve transportation challenges	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics	
Tactic 1	Develop programs to identify available parking areas and the showcase real-time parking spaces						X		SCC&TB/City	Sedona Businesses	1. Number of Apps and utilization, 2. Benchmarks through visitor surveys	
Tactic 2	Utilize new technologies to help visitors understand options of getting around Sedona							X	SCC&TB	City of Sedona, ADOT	1. Number of Apps and utilization, 2. Benchmarks through visitor surveys	
Objective 4	Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics	
Tactic 1	Expand communication with Sedona residents focusing on benefits and impacts of tourism and available resources					X			SCC&TB	Sedona Businesses, City of Sedona, Local Media	1. Number of industry outreach efforts, 2. Benchmarks through resident surveys	
Tactic 2	Administer resident surveys to study attitudes toward road and trail congestion							X	SCC&TB	ASU, City of Sedona, National Citizen's Survey	1. Benchmarks responses to baseline (2018) resident surveys	
















Resident Quality of Life Pillar

Resident Quality of Life Pillar											
Goal Statement	Preserve and enhance the quality of life by mitigating impacts of tourism										
		Pillars				Timeframe					
Objective 5	Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics
Tactic 1	Ensure that the Sedona Reinvestment Committee incorporates sustainable thinking in all future initiatives						X		SCC&TB	KSB, Sustainability Alliance	1. Identify how new reinvestment efforts reinforce sustainable practices
Tactic 2	Pursue more experiences in which both visitors and residents are attracted – promote shared spaces, increase integration							X	SCC&TB	City of Sedona, United States Forest Service, State Parks	1. Identify how new reinvestment efforts speak to both residents & visitors 2. Benchmark through resident surveys 3. Benchmark through visitor surveys
Tactic 3	Focus new development efforts to reinforce authentic Sedona experiences, support community values, and align with key brand themes							X	SCC&TB	City of Sedona, Sedona Businesses, Local First Arizona	1. Identify how new reinvestment efforts address authenticity & values 2. Benchmark through surveys
Objective 6	Manage current and future accommodations in ways that ensure they are in balance with long term sustainability of destination	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics
Tactic 1	Pursue new state legislative authority to manage STRs					X			City	SCC&TB, Sedona Lodging Council	1. Range of lobbying initiatives 2. Ultimate ability to regulate
Tactic 2	Engage STR hosts/owners to bring collaborative solutions and support of sustainable practices					X			SCC&TB	City of Sedona, Sedona Lodging Council	1. Number of STR owners participating 2. Benchmark resident attitudes towards STRs
Tactic 3	Provide STR research and impacts					X			City	SCC&TB, Sedona Lodging Council	1. Range of statistics
Tactic 4	Clarify for residents current zoning rules associated with lodging and other further developments						X		City	SCC&TB, Lodging Council, KSB	1. Presence of a clear position 2. Range of approaches for resident communication

Quality of Economy Pillar

Goal Statement	Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy											
		Pillar				Timeframe			Lead Partner	Supporting Partners	Metrics	
		Envir	RQOL	QOE	Vis Exp	Short	Mid	Long				
Objective 1	Sustain adequate levels of economic activity in need periods and disperse visitation to moderate congestion											
Tactic 1	Adapt marketing initiatives and recognize changing economic realities						X			SCC&TB	City of Sedona, Sedona Lodging Council	1. Track changes in demand seasonality 2. Track key performance indicators in need periods
Tactic 2	Utilize mix of performance metrics to ensure Sedona's visitor industry maintains economically strong						X			SCC&TB	City of Sedona, Sedona Lodging Council	1. Bed Taxes 2. Sales Taxes 3. Occupancy % 4. Average Daily Rates 5. Number of Jobs
Tactic 3	Develop and report on a range of dynamic indicators on overtourism factors and adjust accordingly							X		SCC&TB	City of Sedona, ADOT, Land Managers	1. Measure Traffic Flows 2. Trail Volumes 3. Uptown Foot Traffic 4. Range of Approaches Used to Communicate
Objective 2	Expand interagency collaboration to maximize capabilities among diverse Sedona organizations											
Tactic 1	Better coordinate with land managers, non-profits, and businesses to develop collaborative solutions						X			SCC&TB	Land Managers, Non-Profit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative	1. Number of collaborative meetings 2. Examples of new collaborative outcomes
Tactic 2	Investigate supply chain opportunities and identify new economic clusters							X		City of Sedona	Yavapai College, Regional Economic Development Center, Small Business Development Center, Verde Valley Regional Economic Organization	1. Range of opportunities targeted for attraction 2. Successful attraction of new businesses
Objective 3	Adjust tourism marketing to achieve a balance between quality of life and a healthy economy											
Tactic 1	Review current tourism funding levels in the context of competitive destinations						X			City of Sedona / SCC&TB	Advisors, Industry Experts, Sedona Lodging Council	1. Demonstrate funding alignment with other destinations
Tactic 2	Annually review and adjust SCC&TB budget allocation based on dynamic indicators to meet economic and sustainability goals						X			City of Sedona / SCC&TB	Advisors, Industry Experts, Sedona Lodging Council	1. Demonstrate refinements to funding allocations
Objective 4	Pursue innovative approaches to employee housing and training											
Tactic 1	Continue to investigate new approaches to ensure range of affordable housing for Sedona employees						X			Housing Taskforce	City of Sedona, Sedona Chamber of Commerce & Tourism Bureau, Local Non-Profits, Sedona Businesses	1. Number of affordable housing units 2. Proportion of Sedona employees living in Sedona area 3. Use of public transit by employees
Tactic 2	Launch and promote training programs around the needs of employees and employers							X		NACOG, Yavapai College	SCC&TB, Yavapai College, Northern Arizona University, Arizona State University, Small Business Development Center, Regional Business Development Center, City of Sedona Economic Development Department, Verde Valley Regional Economic Organization, NACOG, Sustainability Alliance	1. Range of Training Initiatives 2. Number of Participants in Training Programs 3. Benchmarks through Visitor Satisfaction Surveys

Visitor Experience Pillar

Visitor Experience Pillar												
Goal Statement	Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back											
Objective 1	Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting	Pillar				Timeframe			Lead Partner	Supporting Partners	Metrics	
		Envir	RQOL	QOE	Vis Exp	Short	Mid	Long				
Tactic 1	Review and update SCC&TB promotional materials with sustainable initiatives					X			SCC&TB	None	1. Review Completed 2. Number of Updates Completed	
Tactic 2	Identify and promote experiences that are synergistic with Sedona's Dark Sky designation					X			SCC&TB	Keep Sedona Beautiful, City of Sedona	1. Number of experiences linked to Dark Sky designation	
Tactic 3	Craft programs that bring greater recognition to area waterways and explains how to recreate sustainability						X		SCC&TB	Verde Front, Oak Creek Watershed, Sustainability Alliance, Arizona Game & Fish, USFS, City of Sedona, State Parks	1. Number of Programs 2. Benchmark through Visitor Surveys	
Tactic 4	Develop series of videos and downloadable content that provides a "local back story," while weaving sustainable practices						X		SCC&TB	Sustainability Alliance, KEEP Sedona Beautiful, Heritage Museum, Verde Front Collaboration	1. Range of Content 2. Number of Views 3. Benchmark Visitor Utilization	
Objective 2	Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences	Envir	RQOL	QOE	Vis Exp	Short	Mid	Long	Lead Partner	Supporting Partners	Metrics	
Tactic 1	Build on the success of Sedona Secret 7 to distribute visitor impacts and lessen environmental impacts on high use trails and areas					X			SCC&TB	City of Sedona, Sedona Verde Valley Tourism Council, Verde Front Collaboration, Verde Valley Regional Economic Organization	1. Number of Page Views 2. Benchmark Visitor Utilization	
Tactic 2	Continue to expand participation in the Verde Front Collaborative deepening connections with land management organizations and other communities					X			Verde Front Collaboration	City of Sedona, Sedona Chamber of Commerce & Tourism Bureau, Sedona Verde Valley Tourism Council	1. Number and Range of Integrated Experiences	
Tactic 3	Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions					X			SCC&TB/SVTC	City of Sedona, Verde Front Collaborative, Verde Valley Regional Economic Organization	1. Number and Range of Integrated Experiences 2. Benchmark through Visitor Surveys	

DASHBOARD

Dynamic Metrics for Sustainable Tourism Plan



Environment Pillar

Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

Metric	Reporting Cycle	Responsible Entity
1. Number of Sedona businesses participating in recycling programs	Semi-Annually	Sedona Recycles (is this tracking available?)
2. Volumes of overall recycling attributed to visitors 3. (develop estimates of resident/visitor contributions)	Semi-Annually	Sedona Recycles
4. Water and Wastewater volumes 5. (develop estimates of resident/visitor contributions)	Semi-Annually	City of Sedona
6. Number of Sustainable Certified businesses	Semi-Annually	Sustainable Alliance
7. Number of days of unsafe water quality in regional waterways	Semi-Annually	ADEQ? Or Slide Rock State Park?
8. Trash picked up by voluntourism efforts	Annually	Oak Creek Watershed Council? Friends of Verde River
9. Number of visitors signing Sustainable Sedona Pledge	Annually	SCC&TB
10. Miles of trails maintained from Trailkeeper resources	Annually	USFS
11. Funding levels for trails from Trailkeeper resources	Annually	SCC&TB



Quality of Life Pillar

Preserve and enhance the quality of life by mitigating impacts of tourism

Metric	Reporting Cycle	Responsible Entity
1. Traffic flows (select location points in VOC, West Sedona/Airport Road, and Uptown.) Use historic data to develop levels of 1) days operating above 75% 2) days operating above 90%	Semi-Annually	City of Sedona
2. Traffic wait times – (select location points in VOC, West Sedona/Airport Road, and Uptown)	Semi-Annually	City of Sedona
3. Benchmarks on 3 rd Party Residential Surveys: National Citizen’s Survey	Every five years?	City of Sedona
4. Benchmarks on Internal Residential Surveys: Specific survey to residents on certain issues (IE: survey neighborhoods for traffic overflow, attitudes towards tourism, are conditions improving/deteriorating, etc.)	Annually?	City of Sedona SCC&TB
5. Helicopter noise volumes, how do we measure? (number of originating flights, % of flights over impacted neighborhoods)	Semi-Annually	?
6. Number and utilization of STRs	Semi-Annually	City of Sedona



Quality of Economy

Shape the Sedona economy in ways that ensure its long-term sustainability and vibrancy.

Metric	Reporting Cycle	Responsible Entity
1. Sales Tax Collections (Benchmarked to prior year and 5-year average)	Quarterly	City of Sedona
2. Bed Tax Collections (Benchmarked to prior year and 5-year average)	Quarterly	City of Sedona
3. Average OCC % (Benchmarked to prior year and 5-year average)	Quarterly	SCC&TB
4. Average Daily Rates (Benchmarked to prior year and 5-year average)	Quarterly	SCC&TB



Visitor Experience

Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back

Metric	Reporting Cycle	Responsible Entity
1. Visitor Satisfaction (Benchmarks on Visitor Surveys, Repeat visitation numbers)	Quarterly	SCC&TB
2. Uptown visitor center tracking	Quarterly	City of Sedona
3. Number of negative references on Trip Advisor	Quarterly	SCC&TB
4. % of visitor adjusting experiences based on SCC&TB recommendations (visitor flow management). Track through visitor surveys	Quarterly	SCC&TB
5. Track trail utilization (need to develop counting mechanism with USFS) or possibly cell phone tracking) at 2-3 key locations - % of days above 75% and 90%	Quarterly	USFS
6. Uptown visitor concentration tracking (using people counters or cell phone tracking) at 2-3 key locations - % of days above 75% and 90%	Quarterly	SCC&TB in conjunction with the uptown businesses