

AGENDA



3:00 P.M.

CITY COUNCIL SPECIAL MEETING

WEDNESDAY, JUNE 10, 2020

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.

DUE TO CONTINUED PRECAUTIONS RELATED TO THE COVID-19 PANDEMIC, SEATING FOR THE PUBLIC WILL BE ARRANGED IN COMPLIANCE WITH CDC GUIDELINES FOR PHYSICAL DISTANCING WHICH WILL LIMIT THE CAPACITY WITHIN THE COUNCIL CHAMBERS. THOSE WISHING TO COMMENT ON SCHEDULED AGENDA ITEMS MAY BE ASKED TO WAIT IN AN ALTERNATE LOCATION IF THERE IS NOT ADEQUATE SEATING IN COUNCIL CHAMBERS. COMMENTS CAN ALSO BE SUBMITTED IN ADVANCE OF THE 4:30 P.M. CALL TO ORDER BY SENDING AN EMAIL TO SIRVINE@SEDONAAZ.GOV AND WILL BE MADE PART OF THE OFFICIAL MEETING RECORD. THE MEETING CAN BE VIEWED LIVE ON THE CITY'S WEBSITE AT WWW.SEDONAAZ.GOV OR ON CABLE CHANNEL 4.

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE/MOMENT OF SILENCE
2. ROLL CALL
3. SPECIAL BUSINESS

LINK TO DOCUMENT =

- a. AB 2587 **Discussion/possible direction** regarding the Sedona Chamber of Commerce and Tourism Bureau's (SCC&TB) Destination Recovery Plan, program of work, and proposed budget for FY21.
- 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: 06/04/2020

By: DJ

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.



**CITY COUNCIL
AGENDA BILL**

**AB 2587
June 10, 2020
Special Business**

Agenda Item: 3a

Proposed Action & Subject: Discussion/possible direction regarding the Sedona Chamber of Commerce and Tourism Bureau's (SCC&TB) Destination Recovery Plan, program of work, and proposed budget for FY21.

Department	City Manager
Time to Present	1 hour
Total Time for Item	3 hours
Other Council Meetings	January 8, 2020 Retreat
Exhibits	A. FY21 Final Destination Recovery Plan B. FY21 Final Proposed City Budget C. FY21 Program of Work D. PowerPoint Presentation

<p>City Attorney Approval Reviewed 6/2/20 RLP</p>	<p>Expenditure Required</p> <p>\$ TBD</p> <p>Amount Budgeted</p> <p>\$ 2,492,500 (amount in FY2021 Proposed Budget as placeholder based on current year amount)</p> <p>Account No. 10-5220-72-6731 (Description) (Tourism Management & Development)</p> <p>10-5220-72-6722 (Visitor Services)</p> <p>Finance Approval <input checked="" type="checkbox"/></p>
<p>City Manager's Recommendation Discuss and provide direction on the Chamber's budget and workplan.</p>	

SUMMARY STATEMENT

This meeting provides an opportunity for the Sedona Chamber of Commerce and Tourism Bureau to present the FY21 budget and workplan.

Background: For the second year in a row, Council's annual priorities retreat included convening with the Chamber's key staff and Board. However, the international COVID-19 pandemic and subsequent economic recession have changed circumstances substantially since then. The primary objective of reviewing the submitted budget and workplan remains

the same: to scale investment in destination marketing and other services appropriately given the current and desired future state of tourism in Sedona.

The desire to recover massive losses in the economy are driving the proposed budget and workplan. The Chamber is seeking to temporarily cease discretionary investments made to the Sustainable Tourism Plan and instead would like to make additional investments in traditional destination marketing activities. The Chamber is also seeking increased funding to further bolster efforts to recover recent economic losses.

Market research reflects that massive job losses and continued concern about COVID-19 mean reduced travel for many Americans and very little, if any, international travel. In other words, Sedona is competing for a smaller pool of potential travelers, primarily from area “drive” markets. Sedona appears well positioned compared to some other destinations based on our myriad outdoor opportunities and smaller population. Despite this fact, the Chamber believes additional destination marketing is needed to bolster an economic recovery, and even with increased investment, the Chamber anticipates we will not return to recent historic levels of tourism throughout the fiscal year.

Important Considerations:

- This economic recession is unprecedented, and it’s very difficult to anticipate what might happen over the next 13 months. We could easily recover more quickly or more slowly than anticipated.
- Thus far, new cases of COVID-19 remain steady in Yavapai County, but it is too early to know if expanded tourism will have a negative impact.
- Investment in destination marketing could have a direct correlation to recovering City revenues and services to residents.
- It may be possible to have additional checkpoints during the fiscal year to consider the impact additional destination marketing is having on the but much most destination marketing decisions have long lead times, requiring a fairly complete plan early in the fiscal year.

Community Plan Consistent: Yes - No - Not Applicable

The Economic Development chapter of the Community Plan includes goals to: “support locally owned businesses” and to, “preserve and enhance Sedona’s tourist based economic sector.”

Board/Commission Recommendation: Applicable - Not Applicable

Alternative(s): N/A

MOTION

I move to: for discussion and possible direction only.



Destination Recovery Plan

FY21



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

Sedona Chamber of Commerce & Tourism Bureau
45 Sunset Drive, Sedona, AZ 86336 | 928-204-1123

Keeping Sedona

^ The Most Beautiful Place on Earth

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A Message from Leadership

UNPRECEDENTED TIMES. Those words have become a drumbeat for the tourism industry worldwide. And while the crisis we face can be described in no other way, our industry and our community have overcome unprecedented challenges before.

Together, we rallied and recovered in the aftermath of 9/11, during the Great Recession, and through fires and floods. Each time, our industry took our hits and emerged stronger.

We now focus on balancing the risk to health with the risk to livelihoods, and we have real-world strategies in place to meet the challenge. The Sedona | Safe.Clean.Ready campaign is an essential first step. Hundreds of businesses have voluntarily enacted rigorous safety practices while delivering the message that customers – locals and visitors – must do their part.

The next step leads to the economic middle ground where safety remains the priority while businesses reopen and people recover their livelihoods. As we move towards this new ground, with assistance from the City of Sedona and our partners, we will continue to inform visitors of their crucial role in helping keep Sedona safe. We aim for a steady recovery in the coming months, always ready to adapt quickly to developments, such as reports of COVID-19 cases, observed customer and visitor behavior, business and community feedback, and of course, the unexpected.

As we look forward to FY21, our tried and true strategies of extensive research and learning from our national network of experts will guide our approach. We will be flexible, adaptable and focused on our commitment to our internationally acclaimed Sustainable Tourism Plan. We are coordinating with all sectors of the tourism industry and our partners at the City of Sedona to ensure we remain united in building a sustainable economic future that works for everyone.

Once again, we are poised to demonstrate the resilience of tourism, an industry that responds to the eternal desire of people to travel and experience new adventure. For almost seven decades, the Sedona Chamber of Commerce has worked with partners like you to overcome adversity and welcome the world to the magic of Red Rock Country. Together, we are #SedonaStrong.

Thank you for putting your trust in us. Let us not forget our strength as a community, our passion as an industry, and our resilience as people – no matter how unprecedented today's challenges may be.



Jennifer Wesselhoff, President/CEO

Board of Directors

Lonnie Lillie, Chairman, *Ambiente Landscape Hotel*

Al Comello, Vice Chairman, *Comello Media Services*

Jeremy Hayman, Treasurer, *Sedona Golf Resort*

Jennifer Perry, Secretary, *Arizona Community Foundation*

Jesse Alexander, *Sedona Center*

Whitney Cunningham, *Aspey, Watkins & Diesel Attorneys at Law*

Darla DeVille, *APS*

Linda Goldenstein, *Goldenstein Gallery*

Mike Hermen, *Pink Jeep Tours*

Stan Kantowski, *Enchantment Resort*

Kyle Larson, *Sedona Red Rock News*

Susan Obijiski, *Ramsey's Rocks and Minerals*

Randy Ortiz, *The Arabella Sedona*

Ralph Woellmer, *Matterhorn Shoppes*

The Sedona Chamber of Commerce & Tourism Bureau

The SCC&TB, a non-profit organization, is a Destination Management Organization (DMO), leading the coordinated and integrated marketing and management of Sedona.

Effective destination management requires a long-term approach based upon a platform of destination visioning and tourism planning. The programs and services outlined in this plan are guided by goals, objectives, and tactics that promote the sustainability of tourism and align with residential and business concerns and desires. The FY21 budget (July 2020 - June 2021) is based on the programs outlined herein.

Ultimately this work reflects the SCC&TB mission and core values.

MISSION

To serve the community by making Sedona the best place to live, work, play and visit.

CORE VALUES

Community-minded
Professionalism
Sustainability

Partnerships
Innovation
Dedication

Effectiveness
Exceptional service
Accountability

COMMUNITY PROMISE

We promise to be good stewards of Sedona and to sustain a reasonable balance between quality of life and economic interests.

STAKEHOLDER PROMISE

We promise to provide our stakeholders with opportunities to build and grow their business.

VISITOR PROMISE

We promise to provide a positive, safe and memorable visitor experience.

BRAND PROMISE

Sedona will change you.

Staff

Jennifer Wesselhoff, President and CEO
Michelle Conway, Director of Marketing
Donna Retegan, Director of Visitor Services
Teri Ruiz, Director of Partner Services
Sachiko Sado, Director of Tourism Development
Gary Stewart, Director of Finance
Brenda Andrusyszyn, Visitor Center Manager
Erin Bruce, Office & Events Manager
Sheryl Curtis, Digital Marketing Manager
James Mogensen, Sales Coordinator

Tourism Impacts, Outlook and Trends

Much of Sedona and the Verde Valley's economy is heavily dependent on the hotel, tourism and small meetings industry. The area's economic vitality depends upon a robust volume of visitation and quality visitors to the region as illustrated by the research below.



Prior to the COVID-19 pandemic, Sedona was on target for another record-setting tourism year. Sales tax collections through November 2020 (City's most recent available report at printing) indicate increases in every taxable tourism-related category:

Retail: UP 11%

Restaurant and Bar: UP 8%

Hotel / Motel: UP 14%

Amusement / Other: UP 22%

The impacts of COVID-19 did not come without great sacrifices to Sedona's economy, the businesses community and employees. Almost 80% of Sedona's businesses closed during the Governor's Stay-at-Home Order, resulting in thousands of people becoming unemployed.

Sedona's economy, businesses, employees and city have suffered grievously during the stay-at-home quarantine phase. The cost in dreams dashed, family finances depleted, school or career plans postponed or obliterated simply cannot be calculated. Plus, the underappreciated factor: the financial stress of shutting down the economy is itself a health crisis waiting to happen. An increase in heart attacks, strokes, cancers, depression, suicide, divorce and domestic violence can all be correlated with economic downturns, in this case worsened by enforced social isolation and self-quarantine. Smoking, alcoholism, obesity, child and substance abuse also increase when times are hard.

This Plan is an effort to take the next steps leading to the economic middle ground between the devastation of spring 2020 and pre-coronavirus norms. In this middle ground, safety remains the priority while businesses reopen and learn to operate in this "new normal," and people get back to work to recover their livelihoods. As we move towards this new ground, we will move slowly to invite visitors back and strongly emphasize safe behavior. With assistance from the City and our partners, we will work to inform visitors of their crucial role in helping keep Sedona safe.

We aim for a steady recovery in coming months so we can adapt quickly to developments, such as reports of COVID-19 cases, observed customer and visitor behavior, business and community feedback, and of course, the unexpected.

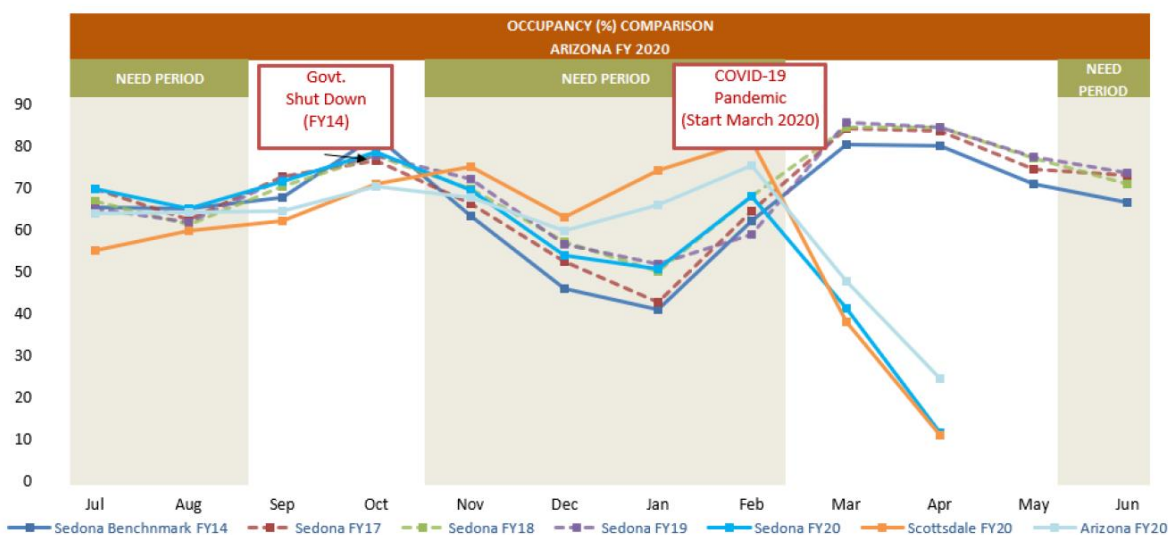
At the time of this printing, we don't know exactly how deep the economic devastation has hit our community. Other than tax collections, which lag many months behind performance, we use other important tourism metrics: Occupancy rates and average daily rates, which are now reported weekly. Occupancy rates in hotel rooms are helpful in evaluating the current situation and visitor spending forecasts.

Metrics for Sedona: Occupancy Rates

Occupancy and Average Daily Rates in hotel rooms are a good indicator of the state of the industry. According to research, approximately 60% of Sedona’s visitors are overnight visitors and 40% are day trippers. Research also shows that overnight visitors spend more than \$600 per day, while a day tripper spends approximately half that. It’s because of this, that we target overnight visitors and use occupancy as a prime metric for success. It should be noted that due to congestion concerns over the last few years and with the development of the Sustainable Tourism Plan, the DMO focused resources away from marketing to management of the area’s three million visitors. As a result, occupancy, beginning in September 2019, began leveling off and/or declining (with the exception of Feb, which was weather related). It’s also important to note that indexing* began to shrink in December and continues to illustrate that Sedona is receiving less than our fair share of demand compared to our competition.

Given the current COVID-19 situation, this Plan was developed to steadily increase occupancy and to regain visitor spending in Sedona.

*Index measures performance relative to an aggregated grouping. An index of 100 means a market is capturing a fair share compared to the aggregated group.



Occupancy %

FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	70.0	65.5	71.8	78.9	69.7	54.3	50.9	68.4	41.6	11.7			58.3

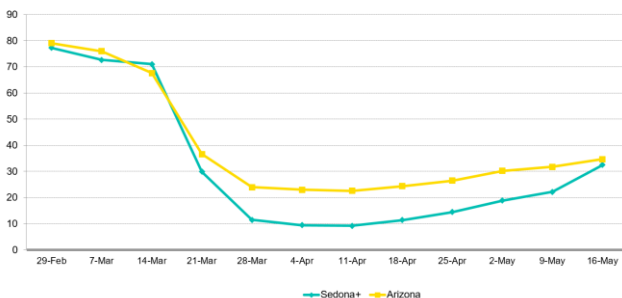
% Occupancy Changed

FY20 v FY14	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014
	6.5%	0.0%	5.4%	-4.5%	9.4%	17.8%	23.8%	9.8%	-48.4%	-85.4%			-11.2%

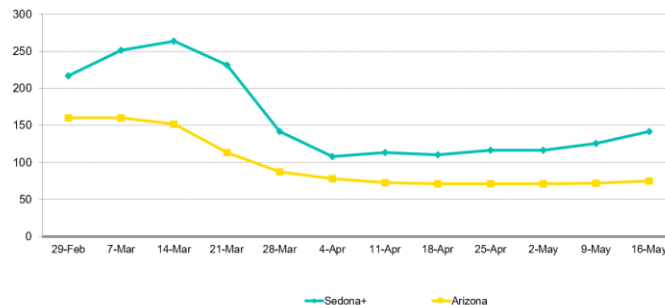
FY20 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019
	6.9%	5.5%	-0.8%	1.3%	-3.9%	-4.6%	-2.1%	15.3%	-51.6%	-86.2%			-15.5%

FY20 INDEX	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2019	2019	2019	2019	2019	2019	2020	2020	2020	2020	2020	2020	FY20
	109.0%	101.5%	110.8%	111.5%	102.5%	90.5%	77.1%	90.3%	86.7%	47.4%			98.7%

Weekly Occ (%) - Feb 29, 2020 to May 16, 2020



Weekly ADR - Feb 29, 2020 to May 16, 2020



Industry Outlook

The health of our community's tourism industry is largely reliant on the strength of the national and global tourism industry.

FALLOUT FROM THE COVID-19 HEALTH CRISIS

At the outset of 2020, industry researchers anticipated annual growth in leisure, business and international travel, as well as meetings business. Once the COVID-19 public health emergency swept the U.S., those predications were no longer valid. As of April, according to Tourism Economics, the sudden impact of the coronavirus will result in:

- A 45% decline in travel spending in 2020
- \$519 billion in lost revenue and a decline of \$80 billion in taxes
- The loss of 6.9 million jobs in the travel and tourism sector

"Travel has come to a virtual standstill, but we expect the market to begin to regain its footing this summer. Once travel resumes, the combination of pent-up travel demand and federal aid will help fuel the recovery as we move into the latter part of this year and next year."

– Tourism Economics President Adam Sacks

NATIONAL LODGING INDUSTRY FORECASTS		
	2021 STR NATIONAL Forecast	2021 STR SEDONA Forecast
Occupancy	52.1%	53%
Average Daily Rate	\$104.58	\$167
The Economic Impact of the Coronavirus Due to Travel Losses, April 2020 Smith Travel Research Sedona Forecast		

SEDONA FORECAST*
2021 SEDONA Goal (July 2020 – June 2021)
55%
(-23% compared to previous year)
\$190
(-20% compared to previous year)
SCC&TB goal*

Based on industry knowledge and trends, the SCC&TB believes that with a steady and thoughtful Recovery Plan, we can out-perform national and third-party forecasts. The following chart indicates the Smith Travel Research Forecasts and the SCC&TB's goal Occupancy and ADR for the months of FY21.

Month	Average Occupancy		Average Daily Rates	
	STR FY21 Forecast	SCC&TB Estimated Occupancy	STR FY21 Forecast	SCC&TB Estimate
Jul	43%	39%	\$121	\$124
Aug	39%	43%	\$128	\$135
Sep	43%	50%	\$181	\$181
Oct	57%	55%	\$195	\$209
Nov	53%	49%	\$191	\$187
Dec	44%	38%	\$197	\$179
Jan	45%	41%	\$167	\$154
Feb	55%	58%	\$182	\$173
Mar	62%	77%	\$202	\$255
Apr	63%	70%	\$154	\$267
May	64%	70%	\$156	\$231
Jun	62%	67%	\$124	\$187
FY Avg	53%	55%	\$167	\$190

Travel Industry Trends Post COVID-19 Pandemic & SWOT

The goal of any destination should be to focus on differentiating by adapting to the most popular trends in travel. In the midst of the COVID-19 pandemic, trending is difficult to ascertain due to its current ever-changing nature, however, following are some insights. Forbes interviewed travel experts in April 2020, to offer some trends for the upcoming year.

Off-The-Beaten Path

"Instead of spending the majority of a travel trip in dense cities, we foresee the reverse, and travelers will spend the majority trips in off-the-beaten path communities and locales. We also anticipate greater shoulder-season travel, where travelers can still enjoy all that a country can offer without the crowds." *Tomohiro Muraki and Mika White, Founders of Tourism Exchange Japan*

The Great Outdoors

"Following this period of social distancing, hoteliers need to consider that travelers' behaviors will be forever changed. Expect consumers to seek out more off-the-beaten path experiences, private accommodations and adventure activities where they are able to be outdoors and surrounded by open air."

Hans Pfister, president and co-owner of the Cayuga Collection, a group of 5-star sustainable luxury hotels



Public Safety

"We predict that there will be a pent-up demand that people will want to travel. However, there will be consideration about health safety, which will extend past what the industry has seen in other pandemics. This will also extend to airlines and hotels, but destinations will play a large part in the recovery: what they did, how they are involved in making it safer for their staff/locals, and even the rates of infections being a part of the overall calculation of consumers selecting destinations. If we can assuage people's fears, it won't matter if it is individual or group related, people will travel again."

Edward Donaldson, Director of Sales & Marketing, Alaia Belize

Travel Breathes Life

"Above all, we must remember that travel is an antidote to all this: providing positive, aspirational feelings in the wake of our current confinement." Paul McGowan, President and Founder, Study Hotels



What We Miss & How Life Might Change

"Expect economic fear to soon overpower the health fear in America. Companies and marketers need to be understanding and meeting the post-trauma of the crisis with economic-driven incentives for their customers from extending payment terms, consolidating debt, and forms of outreach to help consumers bridge into a new and uncertain future."

Situation Analysis & Competitive Set

Sedona's SWOT analysis reveals that we may be poised to rebound better than some of the national forecasts. Sedona's "reason to visit" is its stunning scenic beauty, which draws travelers from around the world. Additional attractions and visitor interests fall under the following four areas: Arts & Culture, Wellness, Outdoor Adventure and Sustainability. The full Situational Analysis, SWOT analysis and competitive set can be found here: www.SedonaChamber.com/SWOT.

Sedona Tourism Economic Recovery Taskforce

The SCC&TB goes through a very extensive development process as it relates to our annual marketing and strategic planning process. This year, due to the intense nature of the pandemic and drastic impacts to the economy, the SCC&TB enlisted a group of local leaders who became known as the Sedona Tourism Economic Recovery Taskforce.

This group, along with City of Sedona Staff, met multiple times via Zoom in April and May to discuss our current environment and the best way to re-open and recover.

Taskforce members include:

- Jesse Alexander, *Canyon Portal and Sinagua Plaza shopping centers in Uptown, Sedona Trolley*
- Arthur Baird, *Sedona Metaphysical Spiritual Association, Peace Place*
- Bill Chisholm, *City of Sedona, Councilor*
- Al Comello, *Sedona Events Alliance, Comello Media*
- Lisa Dahl, *Dahl Restaurant Group*
- John Fitzgibbons, *Pink Jeep Tours*
- Jill Galea, *Sedona's New Day Spa*
- Linda Goldenstein, *Goldenstein Gallery*
- Jeremy Hayman, *Sedona Golf Resort, owner short-term rental*
- Rob Holeman, *Sedona Real Inn*
- Stan Kantowski, *Enchantment Resort and Mii amo Destination Spa*
- Lonnie Lillie, *Ambiente Landscape Hotel*
- Wendy Lippman, *Tlaquepaque Arts & Shopping Village*
- Gerardo Moceri, *Gerardo's Italian Kitchen*
- Randy Ortiz, *Arabella Sedona*
- Teresa Propeck, *Verde Canyon Railroad*
- Zach Richardson, *Sedona Gallery Association, Gallery of Modern Masters*
- Debbie Santa Cruz, *Café Jose, Golden Goose*
- Rebecca Schemmer, *Vino Di Sedona*
- Steve Segner, *Sedona Lodging Council, El Portal*
- Marci Taylor, *Sedona XYZ, Mantra Sedona*

In addition to the input from the STERT, the SCCT&B reviews immediate and past programs and results – what worked, what didn't, and what was the cost effectiveness as it relates to measurement goals and outcomes.

We evaluate overall marketing trends, and trends specific in the travel and tourism industry. Meet with other DMOs, Affinity groups, Arizona Office of Tourism and our partners in the region.

The SCC&TB analyzes travel industry research including but not limited to Smith Travel Reports (STR), Sedona Visitor Surveys, AOT research, statewide research and trend reports, PRIZM studies, the Sustainable Tourism Plan, along with national forecasts for post-COVID-19 occupancy, ADR and RevPAR.

Armed with this information, we compile this plan, which is then vetted by the Sedona Lodging Council, and ultimately approved by the SCC&TB Board of Directors before it is presented to the City Council for approval.

RECOVERY CONSIDERATIONS

Since March 2020, the SCC&TB has had a watchful eye on trends, forecasting and impact data due to COVID-19. As we plan for recovery, we are keeping the following considerations in mind:

- Safety first: employees, customers, community.
- Responsible rebound – expect a slow recovery
- Speed to market - Short-term | Mid-term | Long-term sales funnel
- Increased competition in drive markets
- Holding true to Sustainable Tourism Plan Goals and Objectives

SEDONA | SAFE.CLEAN.READY

A phased approach begins with ensuring that employees, customers, visitors and residents feel safe. An economic recovery will rely on employees feeling safe to get back to work, customers – locals and visitors alike feeling safe to shop and eat out.

Before we can rightfully invite visitors to return to our destination, it's critical to ensure that we're ready. Part of being ready is to address our recovery in phases, as we also watch the phased reopening approach at the state and national levels. To address this topic of safety, the SCC&TB in partnership with the City of Sedona, created the Sedona | Safe.Clean.Ready program.

The effort launched in May 2020 and will continue into FY21.

The Sedona | Safe.Clean.Ready program seeks to accomplish two goals. First, it assists businesses with best safety practices while offering consumers transparency by listing the businesses who sign on. Second, it emphasizes the personal responsibility our visitors and residents should exercise as the economy reopens.

Assembled in partnership with Chamber partners and the City of Sedona, business commitments include employee use of personal protective equipment, posting signage to ensure proper customer separation, respiratory etiquette and more.

Customers are urged to wear a protective mask, avoid touching eyes, nose, and mouth, and to stay home if sick or in contact with someone who is sick. There are several tactics to convey this message to the target audiences of locals, businesses and visitors, including a website, www.SedonaSafeCleanReady.com, advertising in local newspapers, on radio, and digitally; posting window stickers at participating businesses, along with distributing posters, A-Frames and flyers.

A robust communications plan will be used to communicate the businesses who are participating and will encourage proper visitor behavior while in the destination.

All consumers will benefit from knowing that Sedona is safe, clean and ready to welcome them back.

SEDONA
SAFE . CLEAN . READY

We are committed to helping keep you and our community safe. Please do your part, too.

- Wash your hands often with soap and water for at least 20 seconds
- Avoid touching your eyes, nose and mouth
- Maintain distance from others (6 ft.)
- Wear a protective face covering when appropriate and limit physical contact with others
- Avoid congregating in large groups
- While hiking, stay on trails giving people room to pass (maintain 6 ft. distance)

Be Safe. Be Clean. Be Ready and Be Kind. Because that's the Sedona way.

SedonaSafeCleanReady.com

SEDONA
SAFE . CLEAN . READY

SedonaSafeCleanReady.com

Committed to You during the COVID-19 Crisis

Sustainable Tourism Plan

While initial focus of this plan will be to recover from immediate and long-term impacts of the COVID-19 pandemic, we must plan with our Sustainable Tourism goals in mind.

Sedona has come to be recognized as one of the most attractive visitor destinations in the country. Because of our brand pillars, and proximity to drive markets, we believe Sedona is well poised to recover from the COVID-19 crisis better than other destinations.

While recovery and volumes of visitors will be hard to control, we will need to be cognizant of the many advantages while mitigating negative elements such as congested roadways, overuse of the Uptown area, a reduced range of affordable housing, and competition for services between residents and visitors. Given Sedona's unique natural environment, the overuse of sensitive lands and waterways is also a concern.

The continued implementation of the Sustainable Tourism Plan will be critical to the success of our community, business, employees and residents. The Sustainable Tourism Plan, research findings, background and status of initiatives can be found at www.SedonaSustainable.com

Thousands of people participated in the development of the STP. After several months of gathering valuable community input, the following pillars and goals were formulated:

A mission statement was developed to communicate the key goals and elements of the Plan:

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.



Environment

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



Resident Quality of Life

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



Quality of the Economy

Shape the Sedona economy in ways that balance 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

Goals

The components of this plan are aimed to fulfill the following goals:

LONG-TERM GOALS

Community & Business Services

1. Provide relevant services and resources to help businesses grow.
2. Engage with the community to increase connectedness and sense of pride in Sedona.
3. Strengthen partnerships for the betterment of the community.
4. Maintain financial and organizational transparency.
5. Support the City of Sedona Community Plan and the Economic Diversification Plan.

Tourism

1. To attract, manage and monitor sustainable tourism for the benefit of residents, industry and visitors.
2. To make visiting Sedona a positive, safe and memorable experience.
3. To strive for a balance between the environment, quality of life for residents, quality of the economy and the visitor experience by executing the Sustainable Tourism Plan.

Environment

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

Quality of Life

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

Quality of Economy

Shape the Sedona economy in ways that balance 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.

SHORT-TERM GOALS

Community & Business Services

1. Assist businesses by mitigating impacts of the recent COVID-19 crisis and SIM projects.
2. Provide training and resources to help businesses rebound.

Destination Services

Marketing & Communications

1. Achieve pre-COVID-19 levels of visitor spending with a focus on mid-week and off-peak seasons.
2. Position Sedona as a premier destination for arts, wellness, outdoor adventure and sustainability; and thus generating a sense of community pride.
3. Conduct research to inform decision-making for the organization and stakeholders.
4. Actively engage in executing the Sustainable Tourism Plan in an effort to contribute to the quality of life for residents, enrich the tourism experience, and mitigate visitor impacts.

Group/Meeting and Travel Trade Industry Sales

1. Position Sedona as the premier destination for small meetings and incentives.
2. Position Sedona as a top leisure destination for national and international travelers through travel trade tour programs.

Visitor Services

1. Provide the highest level of customer service at the Visitor Center.
2. Maintain a trained, engaged and vibrant volunteer core.
3. Provide resources to visitors to support sustainability and stewardship efforts.



Quality of Economy

Goal Statement:

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

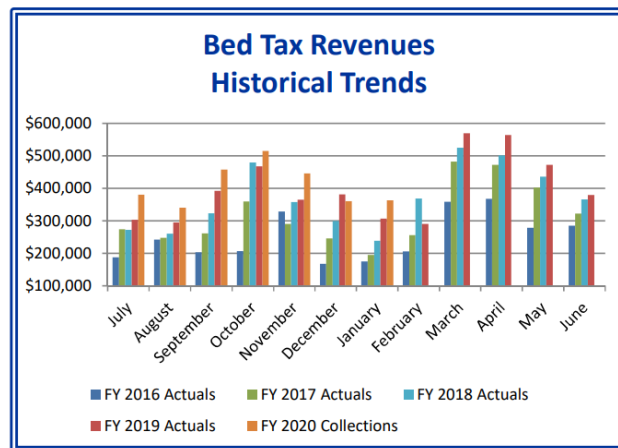
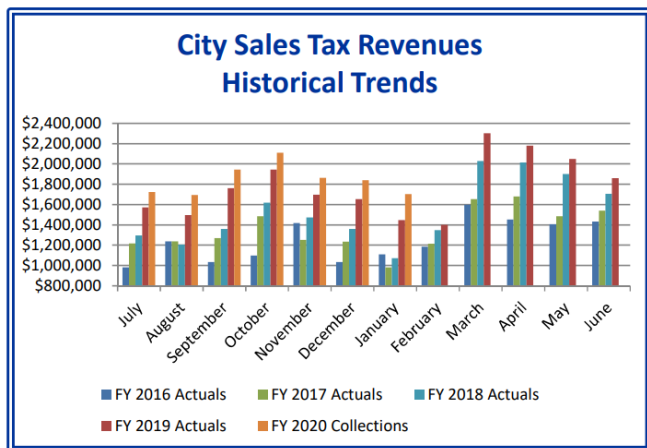
Overarching Metric, Objectives & Tactics

The overarching metric that will be used to gauge overall success of the Quality of the Economy Pillar is the overall sales and bed tax collections.

Quality of the Economy – Sales & Bed Tax Collections

Through January 2020, sales and bed tax collections increased year over year. In fact, sales tax collection grew 70% since FY14 (our benchmark year). Impacts to sales tax and bed tax collections due to COVID-19 are yet to be recorded, but we can expect drastic declines in the near future. Current tax collections are available through January 2019, illustrating a 11% increase in sales taxes and a 14% increase in bed tax collections compared to the previous year.

City Sales Tax Revenues						Bed Tax Revenues					
Month	FY 2019 Actuals	FY 2020 Collections	Actual Variance	FY 2020 Budget	Budget Variance	Month	FY 2019 Actuals	FY 2020 Collections	Actual Variance	FY 2020 Budget	Budget Variance
July	\$ 1,574,181	\$ 1,723,855	10%	\$ 1,627,120	6%	July	\$ 303,167	\$ 380,276	25%	\$ 309,810	23%
August	1,498,313	1,696,471	13%	1,566,580	8%	August	294,795	340,704	16%	312,080	9%
September	1,763,676	1,945,122	10%	1,716,410	13%	September	392,461	457,901	17%	349,640	31%
October	1,945,977	2,110,869	8%	1,721,600	23%	October	467,620	515,088	10%	445,380	16%
November	1,697,056	1,864,918	10%	1,729,920	8%	November	365,072	446,282	22%	393,260	13%
December	1,654,427	1,840,064	11%	1,593,830	15%	December	381,736	360,997	-5%	319,520	13%
January	1,449,428	1,705,109	18%	1,448,090	18%	January	306,838	363,165	18%	265,820	37%
February	1,400,316	-	-	1,533,550	-	February	290,354	-	-	340,060	-
March	2,304,663	-	-	2,136,000	-	March	569,565	-	-	550,840	-
April	2,182,014	-	-	2,219,810	-	April	563,908	-	-	585,610	-
May	2,049,526	-	-	1,981,570	-	May	472,623	-	-	471,170	-
June	1,862,115	-	-	1,971,320	-	June	380,099	-	-	426,110	-
Totals	\$ 21,381,693	\$ 12,886,409	11%	\$ 21,245,800	13%	Totals	\$ 4,788,239	\$ 2,864,413	14%	\$ 4,769,300	20%



This section addresses FY21 plans related to the Quality of Economy Pillar, beginning with the objectives below. The tactics described in the following pages were defined to address the objectives. They are considered short-term tactics unless otherwise specified. The short-term tactics were estimated to be completed within 12-18 months of the launch of the STP in FY20 and therefore some are appropriately extending into FY21.

Quality of the Economy Objectives

- C1** Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors
- C2** Expand interagency collaboration among diverse Sedona organizations
- C3** Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy
- C4** Pursue innovative approaches to employee housing and training

Quality of the Economy Tactics

Sustainable Tourism Plan objectives associated with the economy pillar address the need to be adaptable to the changing economic realities (C1.1) and using metrics to gauge performance and industry success (C1.2). Collaborative solutions (C2.1) call for better coordination between land managers, nonprofits, and businesses to develop partnership-oriented programs.

This Plan represents the essence of this Pillar: partnerships, coordination, research-based programs, with flexible and adaptable initiatives that can be tracked and measured.

Given the current COVID-19 situation, it is imperative that we adapt our marketing strategies to address the drastic declines in visitation, visitor spending and tax collections, while prioritizing safety and public health.



Marketing: Target Audiences

During the COVID-19 crisis, our efforts will require adaptability in choosing the appropriate targeting that will best help the Sedona economy rebound. What is listed below is based on current knowledge, but ultimate strategy, targeting, tactics and timing may need to shift in this ever-evolving environment.

GEOGRAPHIC

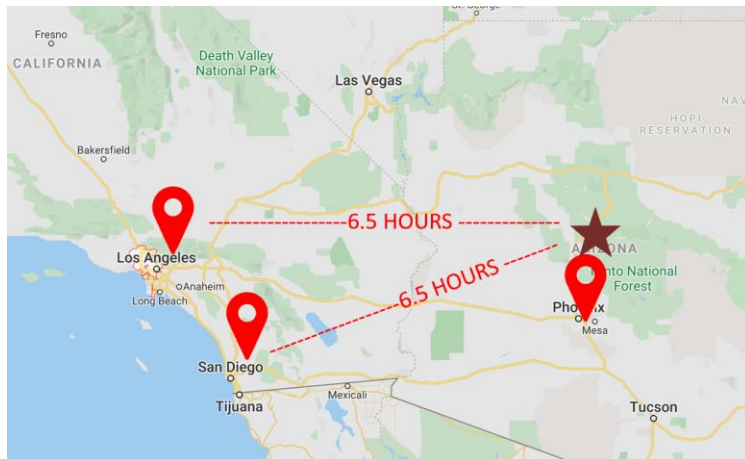
We generally encourage visitation only during summer and winter months when our businesses most need the help. We're anticipating a possible need for fall and spring marketing also due to the far-reaching negative impacts from the pandemic. Target markets include:

Residents of:

- Phoenix, AZ Metro Area: Our largest overnight feeder market
- Los Angeles, CA: Our second largest feeder market
- San Diego, CA: A new secondary California market

Visitors to: Grand Canyon

International: Canada, Europe (United Kingdom, Germany, France). And, other markets identified by the Arizona Office of Tourism



DEMOGRAPHIC

Primary: Age 25-54
 Secondary: Age 55+

- Annual Household Incomes \$150,000+ (Phoenix)
- Annual Household Incomes \$200,000+ (L.A. and San Diego)
- Families, couples, and groups of friends
- College-educated

We are widening our age demographic in FY21 to include a younger audience (ages 25-34) in effort to have a larger relevant base of customers to assist with economic recovery. This younger audience demographic will maintain the desired annual household income targets mentioned above to ensure that we preserve the sustainable tourism strategy of attracting affluent visitors.

PSYCHOGRAPHIC

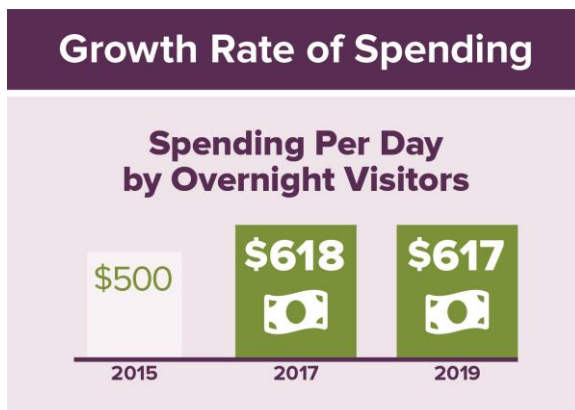
Psychographics is defined as the study of consumer personalities, values, opinions, attitudes, interests and lifestyles. The SCC&TB will target consumers with the following traits:

- "Travel Intenders" looking to take an overnight leisure trip this year
- Those inclined to honor our community value surrounding sustainability
- Values arts and enjoys cultural activities - art collecting, shopping, dining
- Wellness interests – growth in personal, cultural, creativity
- Nature lovers – appreciation of scenic and outdoor destinations
- Active – hikers, bikers, runners
- Travelers looking for unique experiences and "down-time"



VISITOR SPENDING BEHAVIOR & VISITOR PERCEPTION

Spend per day by overnight visitors continues to show an upward trend indicating that we are successfully attracting a more affluent audience. We will continue to concentrate our attention on inviting those consumers who are more prone to overnight stays while also encouraging day-trippers to stay longer.



2020 Annual Sedona Online Visitor Survey, BRC

The Brand

It is important to call upon the beauty of Sedona to act as the leading star of the brand. The brand aesthetic, feel, and voice will have a consistent application across all touch points.

We'll continue to communicate the brand across all departments. All assets the SCC&TB uses will continue to align under our unique position, along with the Sedona essence, promise and tagline.

Position: Sedona offers unique beauty combined with broad amenities that cannot be found anywhere else in the world.

Brand Essence: Peace, Love, Life

Brand Promise: Sedona will change you.

Tagline: "The Most Beautiful Place on Earth"

While scenic beauty is the main draw to Sedona - and is therefore our primary approach in marketing the destination - we do have four Brand Themes that allow us to promote and serve a specific visitor audience and our SCC&TB Partners:



These Brand Themes will be promoted through the following specific channels that allow us to create targeted content that address each theme.

- Monthly Consumer e-Newsletters to 150,000 opted-in active subscribers
- Bi-Annual Consumer Specialty e-Newsletters with targeted content
- Feature-length articles in the official Experience Sedona Visitors Guide
- Content on the VisitSedona.com website
- Arts and Wellness-branded signage throughout the official Visitor Center in Uptown
- Wellness-specific integrated advertising campaign in January and February
- Support of wellness-oriented events VegFest, Sedona Yoga Festival, Illuminate Film Festival
- Weekly niche social media posts
- Public relations, which helps build Sedona's reputation and encourages word-of-mouth referrals to the destination

Marketing

ONLINE CHANNELS

VisitSedona.com

We will continue to focus on digital platforms over the next year. VisitSedona.com – our official tourism website – plays a key role in consumer education and acquisition.

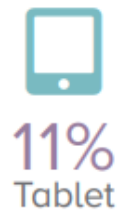
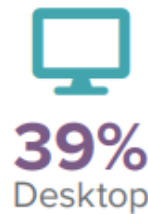
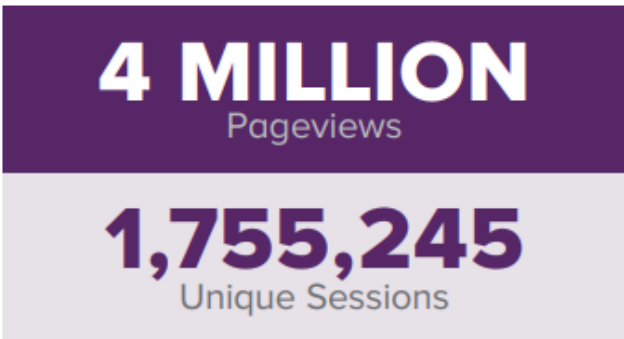
We drive highly qualified referrals to hotel partners through our online booking engine and work closely with properties to understand conversion and optimization.

To most effectively engage, educate, inspire and elevate customers, online channels will be aligned to seamlessly move them through the travel decision-making process. The goal is to increase engagement and create measurable interaction by providing an energizing experience (see ExperienceSedona.com below as just one example). This will reinforce the attributes of the Sedona brand and build long-term relationships with our customers.

ExperienceSedona.com - Custom Itinerary Builder

Recent Google changes focus on content for ranking. We launched Trip Tuner on VisitSedona.com (go direct to ExperienceSedona.com) to add more content and links to our partners and to provide great visual inspiration. Sedona is officially TripTuner's TOP performing destination internationally and is the 2nd ranking referral source for VisitSedona.com. Trip Tuner enhancements will continue to be made in FY21.

VisitSedona.com
FY19 (July 1, 2018 – June 30, 2019)



The screenshot displays the Trip Tuner interface with several travel categories and their match percentages:

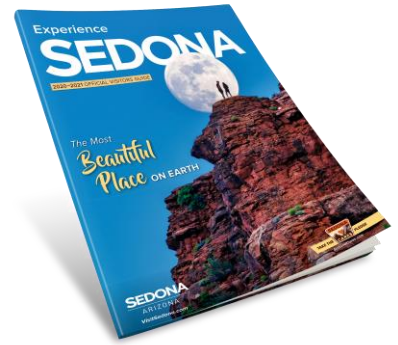
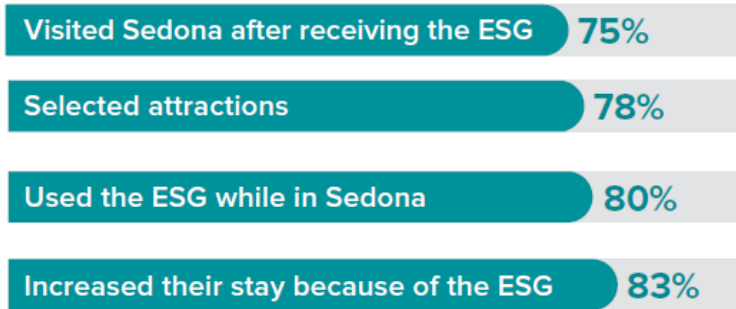
- LEARNING VACATIONS (92% MATCH)
- RESTORATIVE RETREATS (91% MATCH)
- COUNSELORS & COACHING (89% MATCH)
- HIDDEN GEMS (MATCH)
- FLIP FLOPS (MATCH)
- THRILL SEEKER (MATCH)
- FAMILY FUN (MATCH)
- NATURE LOVER (89% MATCH)

At the bottom, there are five sliders for: FAVORITE PLACES, HIGH HEELS, WELLNESS SEEKER, COUPLES ESCAPE, and CULTURE LOVER.

TOURISM WEBSITE & MARKETING COLLATERAL

All marketing and promotion drives to VisitSedona.com. On this website, we heavily promote our annual Experience Sedona Guide, which we produce 275,000 of each year. Research indicates that the guide positively impacts travelers.

This valuable visitor guide can be ordered on VisitSedona.com or by phone. The guide is mailed to approximately 40,000 potential visitors, and 75% of them come to Sedona after receiving the guide. It is distributed throughout the state of Arizona to visitor centers, concierge desks, and the Phoenix, Mesa and Tucson airports. The guide is downloadable online and is also utilized by tour operators, the media and travel agents.



WACVB Conversion Study 2014, Destination Analysts & Madden Media Conversion Study 2017

In addition to our primary fulfillment piece – the Experience Sedona Guide – we also produce the Sedona Lure Brochure in multiple foreign languages including not limited to English, Japanese, German, French and Spanish.

SEDONA RECOVERY CAMPAIGN – ADVERTISING PLAN

Marketing strategies will also take a phased approach, employing an integrated multi-media campaign that centers largely on digital marketing that targets and engages an affluent audience and that allows us to be adaptable and flexible during these unprecedented times.

Goals

1. Re-establish visitor spending to Sedona
2. Achieve average hotel occupancy of 55% for FY21 (5 points above national forecasts)
3. Build an urgent awareness campaign to drive markets to make visitor feel secure and confident in booking an overnight stay in Sedona.

NOTE: Goals are subject to change and will be reevaluated phase by phase as the public's perception of travel and tourism evolves post-COVID-19.

Creative and Messaging Goal:

Increase Sedona's hotel occupancy by creating relevant messaging that resonates in a post-COVID-19 environment with an emphasis on showing off Sedona's openness, beauty, and the many things to do encouraging overnight getaways.

Concept: Find Your Room To Play

Idea:

You've been cooped up in your house with your family for months now. It's time to take a few days to recharge your spirit, regain your sanity and bring them somewhere with big, safe, wide open spaces to move around. Full of thrilling vistas, wondrous starscapes, and adventures found down every trail, Sedona offers your spirit plenty of room to stretch its legs. Sedona, Arizona. Find your room to play.

Rationale:

This direction will speak to people’s mounting sense of cabin fever, as well as highlight the fact that Sedona has plenty of room to stay safe and socially distant. It also has a nice double meaning alluding to booking a hotel room that we can support with some nighttime imagery.

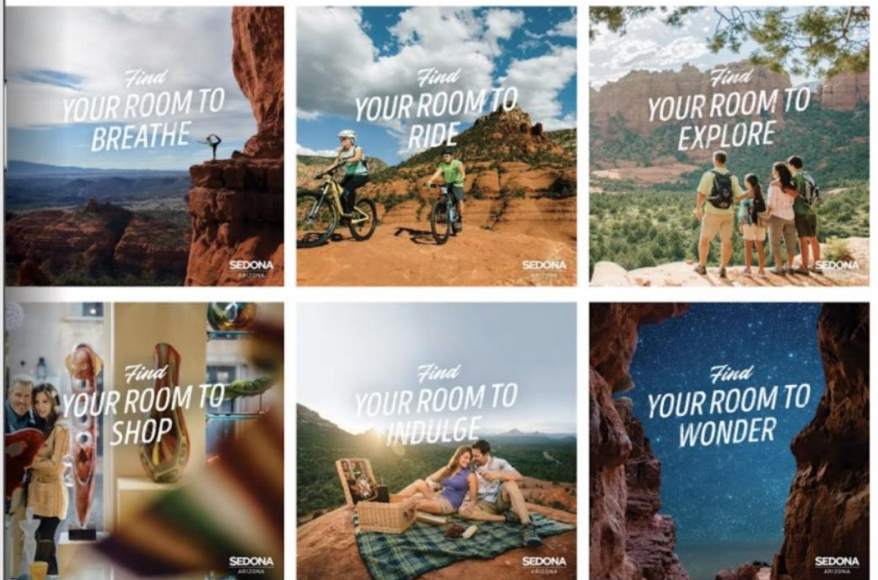
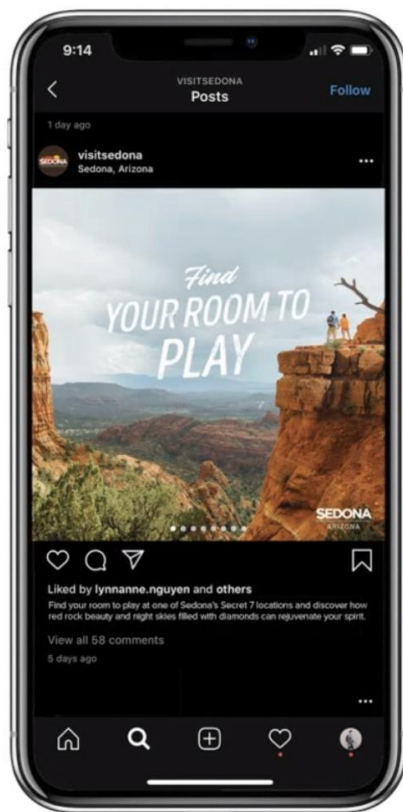
Media Tactics

- Connected TV and Digital Video
- Social Media Advertising
- Display Advertising
- Search Engine Marketing
- Outdoor Advertising
- Print Advertising

The campaign concepts have many applications that will help to communicate the numerous ways in which to enjoy Sedona; allow us to highlight our primary industry partners; and, will allude to the need for the consumer to stay multiple days.

Room to **PLAY**: primary image/message
 Room to **BREATHE**: yoga, meditation
 Room to **ROOM**: biking, hiking, sightseeing
 Room to **INDULGE**: restaurants, wineries

Room to **EXPLORE**: galleries, shopping
 Room to **RELAX**: spa, picnic, romance
 Room to **WONDER**: night skies, stargazing



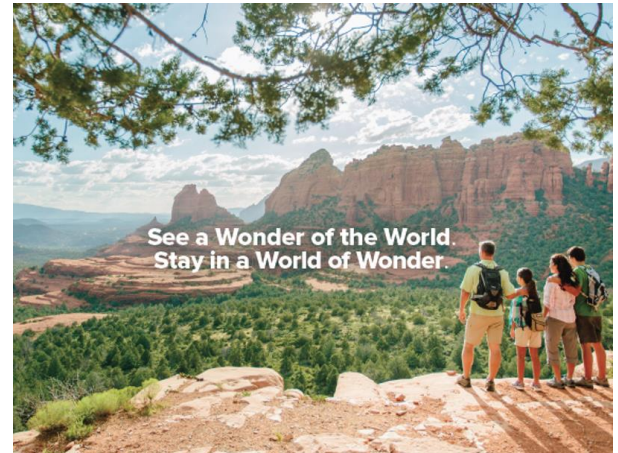
RECOVERY PERIOD – GRAND CANYON CAMPAIGN

Objective: Regain overnight visitation to Sedona by garnering share of Grand Canyon visitors.

Strategy: Enhance business by employing a “Basecamp” approach for Grand Canyon visitors: Stay in Sedona, and daytrip to the Grand Canyon.

Tactics: Target visitors (and potential visitors) to the Grand Canyon via marketing package through National Park Trips media/advertising partner, connecting Sedona to over 1.7 million Grand Canyon Vacationers.

- National Park Journal, Grand Canyon
- MyGrandCanyonPark.com
- National Park Newsletter
- National Park Facebook
- Grand Six Road Trip Contest
- Sedona eBlast
- Targeted Leads
- Grand Canyon Trip Planner Guides



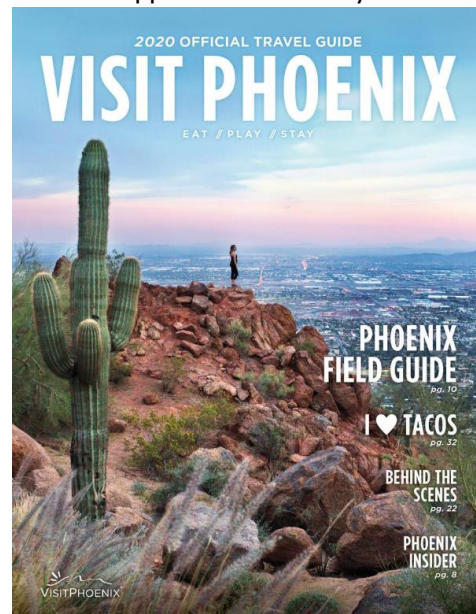
RECOVERY PERIOD – LEVERAGING PARTNERSHIPS

Objective: Leverage partnerships with state and regional DMOs for Sedona visitor attraction.

Strategy: Target consumers that are planning a trip to Arizona and Phoenix by placing Sedona content in qualified marketing programs through the Arizona Office of Tourism (AOT) and the Phoenix Convention & Visitors Bureau.

Tactics: Partner in co-op programs (both paid and free) as deemed appropriate to our target audiences and markets in avenues such as:

- AOT’s in-state marketing campaigns
- AOT regional marketing campaigns
- AOT Rural Marketing Co-Op fiscal year programs
- Official State Travel Guide (*see below*)
- Visit Phoenix Travel Guide (*see below*)
- All media, marketing and social media cross promotion opportunities as they arise



Public Relations & Communications

COMMUNICATIONS

Compelling articles build Sedona’s reputation as a desirable destination. Our Communications Plan allows us to provide more in-depth information to educate our audiences, which, in turn, helps to convert interest into action, inspiring them to travel to the destination and leave no trace. This important work is overseen by a fully integrated public relations program, which targets regional, national and international markets.

Public relations efforts garner attention supporting Sedona as the world’s most desirable destination for sustainable leisure and business travel. Making customers aware of special promotions, sustainable initiatives, community values and events drives them to the Sedona website for more information.

SOCIAL MEDIA

The growing form of digital communication plays an increasingly important role in communicating to residents, businesses, and for marketing a destination. The SCC&TB incorporates social media into our communications efforts to reinforce our message. We work to position Sedona as a premier destination for arts, wellness, outdoor adventure and sustainability; and generate a sense of community pride. The Sustainable Tourism Plan drives our efforts to enhance the quality of life, quality of economy, environment and visitor experience.

We will work to increase video content creation, brand awareness, the use of user-generated content and fan engagement. Social media allows us to personally engage to create a more connected fanbase, answer questions, and educate visitors on sustainable travel behaviors.

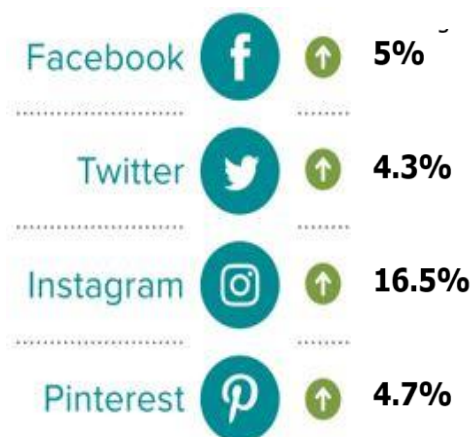
According to a recent survey conducted by Destination Analysts, the total estimated ROI of @VisitSedona Facebook brought over \$9 million in incremental visitor spending to Sedona. @VisitSedona Instagram brought over \$4 million in incremental visitor spending.

**Social media
=
\$13
million
in visitor
incremental
spending**

We will utilize messaging to support campaign efforts and will continue to measure and optimize through best practices. We are prepared to meet the challenges of social media through our work with key outlets such as Facebook, Twitter, Pinterest and Instagram with strategies developed to address each unique audience of those social media channels.

Destination partners also play an enormous role in our overall ability to engage and deliver value to our consumers. For this reason, the emphasis will be to further integrate social media efforts with our partners. Additionally, posts that are relevant to Sedona’s various brand pillars will be delivered on a regular basis:

Monday:	Arts/Culture
Tuesday:	Sustainability
Wednesday:	Wellness
Thursday:	Events / Live streaming
Friday:	Adventure



The SCC&TB will aggressively utilize social media and video to enhance brand awareness and integrate into all communications efforts. Social media is a key medium to execute on Sustainable Tourism Plan programs and tactics.

Data includes @SedonaChamber and @SedonaAZ information as of March 2020

Quarterly Media Round-Up and Press Releases

Quarterly media newsletters will be distributed to our growing media list and to targeted influencers and editorial calendars. Content will include story ideas, newsworthy items, events, sustainability efforts and other initiatives that are important to publicize. Average open rates for this communication medium is 34% (or 14 points higher than the national average).

To better tell our story to those who matter most, our locals, we will focus on communication efforts in the Sedona area. We will share local news, updates on projects of local interest and regularly showcase our community enhancement and sustainability initiatives. We will share our story through a variety of outlets such as the newspaper, radio, community events, social media, e-Newsletters, website blogs, and personalized emails. We will continuously educate and inform our valued stakeholders, partners, volunteers, affinity groups, city council, and residents that we are in the community, for the community.

The SCC&TB has developed numerous new webpages to communicate COVID-19 information and resources to locals, partners and travelers. Online shopping opportunities and virtual events are a short-term tactic to support the business community and generate some revenue. The SCC&TB will continue to promote sustainable business certifications, zero waste efforts, and a marketing plan that keeps Sedona safe, while working toward financial viability.

MEDIA MARKETPLACES

We will continue to develop our media relations efforts through one-on-one direct sales efforts to qualified travel journalists, editors, guidebook authors, influencers, and radio and TV producers by participating in the following media events:

- L.A. Media Mission (February)
- Arizona Media Marketplace
- Host approximately 20 media delegates from Adventure Elevate conference for Adventure Travel Trade Association (February with AOT support)
- U.S. Travel Association’s IPW, Media Marketplace and Media FAM Tours (Chicago in April)

Group / Meeting Travel Trends

At the start of 2020, the future for the incentive travel industry looked incredibly bright. The COVID-19 pandemic may have changed that outlook in the short-term, but experts are confident that once the crisis passes and the economy recovers, incentive travel will be as important as ever for engaging, motivating and rewarding employees. Here are some trends to look for:

Sustainability will shape the incentive experience of the future

Event professionals are predicting that sustainability will have a major impact on incentive programs in the future. Sustainability is shifting from being an afterthought and nice to have, to a necessity, and companies will respond by finding ways to curb the environmental impact of incentive travel, from offsetting the carbon impact of travelling to choosing green destinations and hotels.

Incentives will shift from consumption to contribution

As part of this move to become a more sustainable and socially responsible industry, incentive programs in the future will focus on positively benefiting the host destinations. "We are seeing a definite shift from consumption to contribution," says Ian Cummings, global vice president, commercial at CWT Meetings & Events. "Incentives were traditionally all about consumption – where can I go, what can I do there and what do I get out of this. Increasingly it will become more about going to a destination and contributing to that destination. I think bragging rights themselves are shifting and a picture of you doing something good holds more sway than one of you swigging Champagne."

Local experiences will lead the way

When asked what types of experiences are most popular for incentives, 60% of the luxury event planners surveyed said local/cultural experiences authentic to the destination. "Authenticity is the new luxury," says Hugo Slimbrouck at Ovation Global DMC. "Delegates will be looking for authenticity and want to understand how the locals, live, work and eat." Ultimately, it's about access and giving individuals the opportunity to experience something they can't elsewhere, which will increase pressure on both agencies and DMCs to seek out more creative, unique and authentic local activities.

Wellbeing will be at the heart of incentives

Employee wellness and wellbeing will continue to gain prevalence in incentive travel programs, according to the 2019 Incentive Travel Industry Index. "There is definitely a shift in wellness and community fulfilment being incorporated in incentive programs, whether that is for personal growth or connecting people and fostering strong communications among teams," says Chantal Challenger, regional account manager at BCD Meetings & Events in Asia. The Group & Meeting Sales department focuses on bringing group business to Sedona during need periods, specifically Sunday through Thursday.



The SCC&TB Sales Department is the one-stop destination expert that connects meeting and event planners with Sedona businesses. It provides professional local expertise to meeting industry professionals and assists them with setting up the perfect itinerary for their next meeting.

Collaboration with our industry partners to bring meetings and events to Sedona is important. The SCC&TB worked with the Arizona Office of Tourism to bring the AdventureELEVATE conference by Adventure Travel Trade Association to Sedona. It is an annual North America-based two-day intensive educational and networking conference that brings together thought-leaders and practitioners for inspiration, education and insights into the trends that shape adventure travel industry year-round. This event is expected to bring 590 room nights and additional spending in the community in February 2021. This outdoor adventure focused conference will occur during Sedona's off-peak period and is an ideal type of group that the sales department seeks to attract. This is also a good example of statewide industry collaboration to bring revenue to the region.



The SCC&TB will focus efforts to capture meeting and event business by primarily targeting the Phoenix, California and Canadian markets. These markets have consistently yielded positive results and offer new opportunities to increase future group business

In order to support these efforts, it is important that SCC&TB continue to engage with meeting planners, and third-party planners to ensure that Sedona is top of mind in the planning and selection of their next destination. The importance of developing and fostering relationships with meeting planners is undeniable, and one-on-one meetings, tradeshow and sales missions offer direct opportunities to connect face to face with targeted planners.

The SCC&TB continues to develop strong relationships with meeting and event planning professionals through various outreach programs that will result in increased group business when Sedona needs business. Sales solicitation efforts will include one-on-one sales calls, tradeshow, direct mailing campaigns, email campaigns and digital advertising.

Corporate & Incentive Meetings

Corporate Meeting Planners are responsible for organizing company meetings, training seminars, sales events, executive board meetings, teambuilding activities and incentive trips for their employees. An incentive event is a planned event or trip that is used to encourage people to achieve a specific business goal. Sedona, with its allure as a premier high-end destination positions us as an ideal incentive destination. Typically, this market segment has some flexibility with their timing and hold their events mid-week.

Association Meetings

Associations focus their events on the interests of their members. In addition to major conventions, they often plan board meetings, training/educational seminars, and local chapter meetings. Their events are best attended when held Tuesdays through Thursdays and during off-peak season for value rates.

Third-Party Planners

Although the services offered by third-party planners can vary greatly, third parties work with meeting and event planners with all types of organizations to help them implement and manage their events. Services from third-party providers range from site selection to full-service meeting management. Their core competency is to source lodging properties for their clients.

BLUR THE LINE BETWEEN
Vacation & Board Meeting

Imagine your next meeting or special event in the Most Beautiful Place on Earth, Sedona, AZ. Bring your group together for a transformative experience in a place that will inspire innovation, creativity and collaboration. Convene among Southwestern splendor with stunning scenery, delicious cuisine, fine art and world-class recreation. Your attendees won't want to miss your next meeting in this inspiring and rejuvenating setting. Blur the line between vacation and board meeting and plan your next event at MySedonaMeeting.com.

SEDONA
Division of Commerce
& Tourism Services

The Most Beautiful Place on Earth
MySedonaMeeting.com

DIRECT SALES: TRADE SHOWS & SALES MISSIONS

Industry trade shows give the SCC&TB the opportunity to make new connections, maintain relationships with existing clients, and promote Sedona in either an appointment setting or trade show setting. Sales Department will watch the development of the following trade shows and attend the shows that make sense for Sedona during COVID-19 pandemic recovery process. If larger shows in the beginning of the FY21 are canceled, other shows such as Connect Southwest, Connect Incentive, Luxury Meetings Summit, Small Market Meetings Summit, etc. will be considered. This list may change as market conditions dictate:

- IMEX America – Target international and domestic markets for corporate and incentive programs. More than 3,000 suppliers from every sector of the global meetings industry come together at one of the largest meetings markets in the world.
- Destination Arizona – Target pre-qualified meeting planners actively looking to book group business in Arizona. SCC&TB will add a pre-show FAM tour to this year’s participation.
- Canadian Meetings & Events Expo (CMEE) – SCC&TB will participate and actively pursue planners looking to book incentive business.
- HelmsBriscoe Annual Business Conference (ABC) – rescheduled from FY20 due to COVID-19. HelmsBriscoe ABC offers direct networking opportunities with up to 2,000 associates during the Partner Fair.
- Sales Missions to Phoenix – Target meeting industry professionals, associations and corporate businesses.



3RD PARTY MEETING PLANNER SALES ACTIVITIES

Valued Partner Program with HelmsBriscoe

HelmsBriscoe is the largest meetings procurement company in the world with \$1.36 billion in room revenue booked in 2019 and 1,400 associates in 55 countries. In 2019, HelmsBriscoe booked 6.6 million room nights through 50,000 programs around the world. Last year, in Sedona, HelmsBriscoe Associates booked \$605,141 and 2,335 total room nights.



The Valued Partner Program provides the SCC&TB exclusive opportunities to garner attention from HelmsBriscoe Associates. Programs include featured links and content in their sales platforms, destination offers, promotions, customized profile and partnership recognition and features in their e-Newsletter. Direct mailing campaign will be targeted to new associates monthly.

Through the benefit of the Valued Partner program, the SCC&TB will host the 2nd annual SCC&TB and HelmsBriscoe Sedona FAM tour, which was postponed in FY20 due to COVID-19.

HPN Global Educational Luncheon – conveniently headquartered in Scottsdale, Hospitality Performance Network (HPN) Global is one of the largest site selection and venue finding companies. At this event, the SCC&TB will educate HPN Global associates about Sedona as a premier destination for meetings and events.



ConferenceDirect Webinar - With over 13,000 events booked per year, ConferenceDirect represents nearly 4,500 global clients looking to book group events. SCC&TB will educate ConferenceDirect associates about Sedona.



SALES SOLICITATION EFFORTS

Pro-active solicitation includes targeted campaigns to organizations within the brand pillars of Arts & Culture, Outdoor Adventure and Spiritual & Wellness. Customized emails, calls and in-person visits will be completed. In addition, we'll conduct an **MPI Site Retargeting Campaign** geo-targeting MPI meeting planners, ensuring 60,000 impressions.

CLIENT SERVICES & ZERO WASTE EVENTS

Client services are an essential component of our sales efforts. As destination experts, we assist decision makers in making informed decisions when booking group business in Sedona, helping them to create the best itinerary to suit their needs.

In FY21, we will continue to encourage planners and local hoteliers to promote and provide best practices in zero waste events. We will work closely with the Sustainability Alliance to make zero waste events easy and achievable for meeting planners.

FAMILIARIZATION (FAM) TOURS & SITE INSPECTIONS

One of the key programs for SCC&TB will be to conduct FAM tours and site visits for meeting industry professionals and clients. These tours are excellent ways to showcase Sedona and to help increase the planner's destination knowledge. Because nothing sells the destination better than experiencing Sedona, SCC&TB will continue to assist with personalized FAM tours in addition to conducting a HelmsBriscoe invitational FAM and a Destination Arizona Pre-Show FAM.

MEETING PROFESSIONAL INCENTIVE PROGRAM

SCC&TB will continue the incentive programs to encourage meeting planners to shift meeting dates into need times and mid-week. Planners that book a new event during Sedona's non-peak times will receive an incentive.

DESTINATION EVENT PLANNER GUIDE & COMMUNICATIONS

The Destination Event Planner guide is a comprehensive reference guide written especially for meeting professionals. This guide contains information about SCC&TB services, hotel meeting facilities, accommodations, dining, transportation and event services. The online version is available on MySedonaMeeting.com.

The sales team will produce and distribute a quarterly e-Newsletter to more than 3,000 meeting and event planners. Each issue covers updates on Sedona and features local businesses to help planners stay informed. Special e-blasts may feature discounts to promote group bookings during need times.

Ongoing enhancements will be made to web pages that are specifically designed for meeting industry professionals on MySedonaMeeting.com located on SCC&TB's official website – VisitSedona.com.



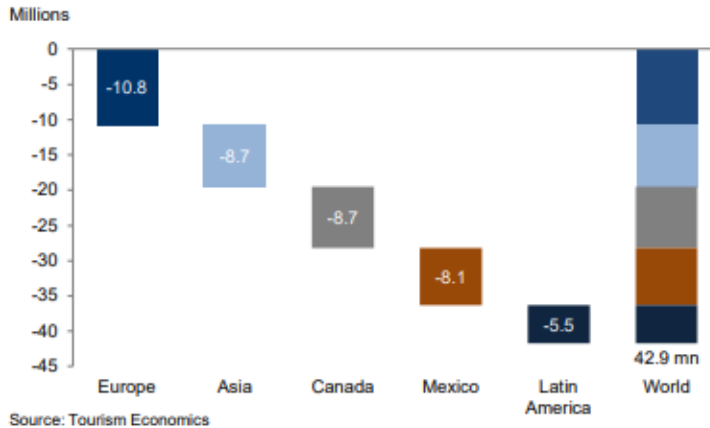
Travel Trade Industry Sales

The SCC&TB travel trade industry sales efforts focus on a direct economic impact to the community, especially during Sedona’s need times of summer and winter, through programs offered by national and international tour operators.

Oxford Economics states that the tourism travel industry losses due to the COVID-19 pandemic will far exceed that of any other sector. A \$519 billion decline in travel spending in the US this year will translate into a total economic loss of \$1.2 trillion in economic output. This is more than nine times the impact of 9/11 on travel sector revenue. In the second quarter, travel related jobs will fall by 6.9 million and result in a total employment loss of 8.0 million jobs in the US (including indirect impacts). A decline of \$80 billion in taxes will be realized as a result of travel declines in 2020. This equates to a 45% decline in travel economic impacts for the entire year.

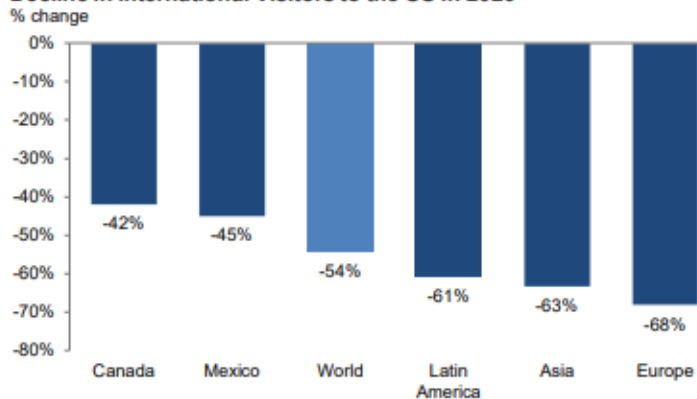
International visits to the US will decline 54% this year assuming partial opening of borders in the second half of 2020. 43 million fewer travelers will visit the US in 2020 than in 2019. These losses span all markets with the largest declines from Asia and Europe. A loss of \$116 billion in international spending is anticipated this year. This will be an unprecedented decline of 60% in one year.

Decline in International Visitors to the US in 2020



Source: Tourism Economics

Decline in International Visitors to the US in 2020



Source: Tourism Economics

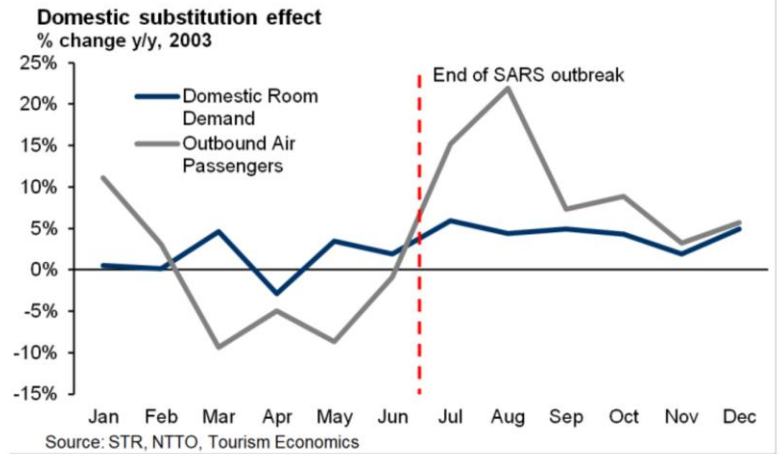
The SCC&TB Sales Department provides destination sales and marketing services to travel trade industry professionals. The department reaches out to travel trade professionals from various segments including wholesale tour operators, receptive tour operators, travel agents, and online travel agents in the travel distribution system to gain inclusion in their travel itineraries/programs. Working with partners and other travel industry stakeholders is critical for positioning the Sedona area as a premier leisure travel destination, both domestically and internationally.

Historically the SCC&TB Sales Department focused on its sales and marketing efforts on international target markets of Japan, Europe, mainly mature markets of the U.K., German speaking countries, and France, and domestic motor coach industry.

In FY21, the department will be flexible and will respond to the development of consumer confidence and domestic and international airlifts to make changes to the programs described in this Destination Service Plan, but the department will shift its focus to the domestic individual travel market in FY21, especially during the first two quarters of the fiscal year.

Brand USA’s “COVID-19 International Market Update” webinar explained how domestic travel will help offset inbound declines. U.S. residents chose not to travel abroad in 2003 and outbound trips declined 5% after SARS outbreak. Meanwhile, domestic travel grew. A 50% drop in the U.S. outbound travel this year equals roughly 50 million trips – a share of which will convert to domestic. Brand USA states that travelers’ priority is to minimize risk in the areas of health/hygiene, flexibility/control, and financial. International travel prerequisites include freedom of movement, consumer confidence, and product reconfigurations and availability.

The SCC&TB travel trade outreach programs will keep focusing on positioning Sedona as an overnight, multi-day destination emphasizing Sedona’s strength that relates to some new travel trend insights post COVID-19 pandemic previously described.



The department will watch closely on how the situation of the international airlifts and consumer confidence develop and be ready to take responsive actions.

It is still important for Sedona to have presence in its key markets where other Arizona destinations are present and may position Sedona as a day trip destination. Programs will include new virtual sales efforts and travel agency promotions. Trade shows, sales missions, familiarization tours, and other awareness programs for travel trade industry professionals to capture individual travel and small group tour business to Sedona will constantly be evaluated and planned accordingly during this fiscal year.

FY21 MARKETS

Domestic Travel Agencies

New in FY21, SCC&TB will implement programs to target travel agencies. They can be used to help promote Sedona’s “Safe. Clean. Ready” campaign and to help educate consumers who plan to visit Sedona.

As written in NorthStar Travel Group’s Travel Pulse article “As Coronavirus Impacts Travel, the Benefits of Booking With a Travel Agent Become Clear,” travel agents are trained in the art of crisis management. *“In a do-it-yourself world that frequently leans more towards independence and automation, it could take an event like this outbreak to make us realize that customer service is still alive and well. We’re still out here ready to tackle these major travel issues with our clients’ best interests in mind.”*

An article “5 Reasons Why You Need A Travel Agent – More Than Ever” on Forbes.com explains that the 5 main reasons to use a travel agent are; 1) Emergencies, 2) Expertise, 3) VIP Connections, 3) Extras, 4) Air, and 5) Better Trips. A quote by an advisor at Brownell Travel in the article sums it up nicely: *“What everyone needs these days is more time and less stress, and that’s what we’re here for. Travel advisors take the overwhelming amount of information out there and distill it into the key points that apply to you - the best hotel/destination/tour for your interests, your budget, and your time frame. A client shared that going through all the information online to plan a trip would be a second full-time job for her, and I told her that’s why it’s my full-time job instead!”*

Main focus will lie on travel agents, mainly in the drive markets of Arizona and neighboring states.

European Markets

SCC&TB will make efforts to keep some brand presence in its key international markets. Most of the programs here will be adaptable based on the current status of travel. We anticipate remote educational programs in the international market so that we are poised for recovery in the min-term when International travel returns.

The U.K. continues to be the number one overseas market to the U.S. In addition to the existing nonstop service between London Heathrow Airport and Phoenix Sky Harbor International Airport by British Airways, American Airlines added a daily nonstop service in 2019. The post COVID-19 situation on airlifts will be monitored closely.



Germany has been the number one market to bring overnight visits to Arizona since 2012. Although visitation to Arizona showed decline in 2016, it was increased in 2017 and 2018 by 1.4% and 3.1% respectively.

Following the successful direct flights between Phoenix Sky Harbor and Frankfurt, Condor Airlines added more nonstop flights to/from Germany from/to Phoenix Sky Harbor International Airport in 2019. The post COVID-19 situation on airlifts will be monitored closely. The key traveling months from Germany are June through September. Their top three travel motivators are; 1) cultural/historical attractions, 2) ecotourism and nature, and 3) dining/gastronomy.

WEBINARS & ONLINE EDUCATIONAL PROGRAMS

Until regular travel trade sales activities such as trade shows, conferences, and events resume, webinars and online programs provide alternative ways to educate travel industry professionals about the destination.

TRAVEL AGENCY OUTREACH & INCENTIVE PROGRAM

SCC&TB will create new travel agency outreach programs to educate them and their consumers about the destination including the new safety standards and Sedona Pledge, and to encourage multiple-night bookings in Sedona.

INDUSTRY TRADE SHOWS

Industry trade shows give the SCC&TB the opportunity to make new contacts, strengthen relationships with existing clients, and promote Sedona to a large number of people in one place at one time. SCC&TB will watch closely how the situation develops and balance face to face and virtual sales actives.

The Travel Industry Sales Department will watch the development of the following trade shows and attend the shows that make sense for Sedona during COVID-19 pandemic recovery process.

- Connect Tour: Target - domestic and Canadian motor coach & FIT tour operators
- Go West Summit: Target - international, receptive & domestic operators
- IITA (International Inbound Tour Operator Association) Summit – receptive operators
- U.S. Travel Association’s IPW: Target - international, receptive & domestic operators

SALES MISSIONS/PRODUCT TRAINING & SEMINARS

Sales missions allow the SCC&TB to directly contact travel trade industry professionals. Sales missions may include small product trainings and seminars if the situation allows. They can also be conducted in partnership with other destination marketing organizations in Arizona to take a regional approach to encourage clients to utilize Arizona and regional facilities, including Phoenix Sky Harbor International Airport and Flagstaff Pulliam Airport. International sales missions may be outsourced to in-market representatives or canceled based on circumstances in the marketplace. This list may change as market conditions dictate.

- Los Angeles: Target – receptive tour operators
- Las Vegas: Target – receptive tour operators and travel agencies
- San Diego: Target – travel agencies

FAMILIARIZATION (FAM) TOURS & SITE INSPECTIONS

FAM tours are an excellent way to showcase products in the destination. The SCC&TB will coordinate site inspections for motor coach, travel agent and group tour clients, receptive operators, international tour operators, and airline partners. SCC&TB will also participate in cooperative FAM tours with statewide partners, as opportunities arise.

COOPERATIVE SALES & MARKETING EFFORTS

SCC&TB travel trade sales may participate in cooperative sales and marketing opportunities provided by national and international tour operators. These cooperative marketing opportunities may be participated with the Arizona Office of Tourism and other Arizona destination marketing organizations. Opportunities will be evaluated with SCC&TB marketing department to maximize bookings during Sedona's need periods.

ITINERARY SUPPORT & CLIENT SERVICES

The SCC&TB will assist travel trade professionals to develop itineraries, featuring detailed information regarding attractions, timing of travel, dining and accommodation options. These itineraries will sell the many attributes of Sedona in order to best present the destination to their clients. Quality customer service is critical to our success. The SCC&TB ensures repeat business by providing planning support, sales support materials and other services to clients who are designing tours and packages that include Sedona.

COMMUNICATIONS

The SCC&TB will produce quarterly e-Newsletters constitute with updates that are specific to tour operators, travel agents and motor coach operators. The e-Newsletter is distributed to more than 2,000 travel trade professionals with an average open rate of 30%. The SCC&TB will also participate in e-Newsletter distribution opportunities provided by the Arizona Office of Tourism and other industry partners.

The sales team will continually enhance webpages that are specifically designed for travel trade industry professionals on SCC&TB's official website - VisitSedona.com.

TOURISM PARTNER RELATIONSHIPS

SCC&TB works closely with its tourism partners to better promote their business to travel trade industry professionals. Its strong partnership with local tourism businesses will allow the SCC&TB to reach its goals.



Environment

Goal Statement:

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

Overarching Metric, Objectives & Tactics

The overarching metric that will be used to gauge overall success of Environmental Pillar is the "Perception of Sustainability" with three target audiences: residents, businesses and visitors. The answers provide new datapoints regarding the perception of the destination and provide benchmarks for overall aggregate successes of each tactic of the Plan. The question gauges "How strongly do you agree with the following statement: Sedona is a sustainable destination (meaning it is invested in protecting its natural environment and community character)?" Visitor information is collected through ongoing surveys to visitors who have requested information from the SCC&TB; business results are collected annually through a Chamber of Commerce survey; and, a resident survey will be completed by the City of Sedona in the next National Citizen's Survey, date TBD.

Environment – Perception of Sustainability

Visitors: 87% of visitors positively rate Sedona as a sustainable destination invested in protecting its natural environment and community character.

Local Businesses: 71% of business positively rate Sedona as a sustainable destination invested in protecting its natural environment and community character.



This section addresses FY21 plans related to the Environment, beginning with the objectives below. The tactics described in the following pages were defined to address the objectives. They are considered short-term tactics unless otherwise specified. The short-term tactics were estimated to be completed within 12-18 months of the launch of the STP in FY20 and therefore some are appropriately extending into FY21.

Environment Objectives

- A1** Implement new waste prevention, reduction, and diversion strategies focused on visitors and their impacts in the Sedona region
- A2** Expand programs that encourage minimal water usage and protect water quality
- A3** Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy
- A4** Launch initiatives that lessen impacts to lands (including noise, air, and light pollution), and stimulate efforts for long-term sustainability
- A5** Take leadership role in educating and engaging businesses and visitors on sustainability initiatives and encouraging visitors to be a sensitive guest while in the destination

Environment Tactics

A1.1: Recycling Resources

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

Significant progress was made in FY20 as Sedona Recycling Center began tracking its progress as illustrated by the following goals status. The SCC&TB will continue to support the Lead Partner of this program – Sedona Recycling Center – as needed.

An important initiative for FY21 will include an educational and social media program produced in conjunction with Recycle By City, the City of Sedona, Sedona Recycles and the Sedona Chamber of Commerce & Tourism Bureau.

Recycle By City will create a recycling quiz that can be embedded into partner websites to educate residents about what can and cannot be recycled in Sedona. The test provides not only a fun way to educate our locals and businesses, but also helps identify where education is needed. This project addresses tactics A1.1, A1.2, A1.6 and A1.7.

GOAL / STATUS YTD

1. Maintain # of sites and business customers - STATUS = 129
2. Maintain collection of existing materials - CURRENT = 15 different types of materials
3. Maintain existing tonnage - CURRENT TONNAGE = 2,562.45 tons

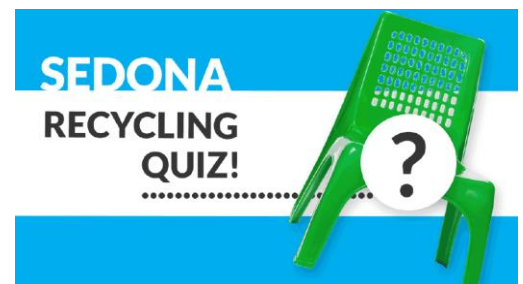
A1.2: Understanding Recycling Capabilities

Build the tourism industry's understanding of local recycling capabilities and ways to embrace.

In FY20, the City of Sedona increased funding to the Sedona Recycling Center to help offset changing times that the industry faces globally. The City is also researching reporting mechanisms to improve data collection. Sedona Recycling Center plans to continue its support of local events including MTB Fest, Yoga Fest and Sedona International Film Festival when those events return after COVID-19. The SCC&TB will continue to support these partners as needed in FY21 by helping to fund the Recycle by City Program which will create a household Guide, website, quiz and social media posts.

GOAL / STATUS YTD

1. Maintain number of businesses participating - CURRENT = 74
2. Track quiz results and number of people engaged
3. Track website statistics



A1.3: Sustainability Alliance Business Certification Expansion

Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses.

Considerable progress was made with this tactic in FY20. The Sustainability Alliance (SA) released a new version of certification. The program now has four levels of certification. A couple of enterprises have recertified at a higher level, including the City of Sedona which is now at the Silver level. The SA continues to seek involvement with local groups and at events like VVREO's Pioneer Pitch.

The SCC&TB worked in collaboration with the Sustainability Alliance to create the new graphics (see below) and will continue to market the program via inclusion of Business Tips and Consumer Tips in respective eNewsletters; promotion of newly-certified businesses via our blog and social media posts; and, marketing at the Visitor Center.

GOAL / STATUS YTD

1. Number of businesses actively certified in 2020 - GOAL = 90 / STATUS = 89



A1.4: Zero Waste Meetings & Events

Encourage 'zero waste' meetings and events.

Progress has been made on this initiative in FY20 (see below). However, continued work is needed to collaborate with event organizers to decrease waste. VegFest was a model for this program. In FY20, 750 attendees participated in their event and only 32.6 lbs waste went into the landfill. VegFest diverted 341.5 lbs from the landfill. In FY21, there will be focus on promotional incentives for participating organizations.

GOAL / STATUS YTD

1. Percentage of Sedona annual events pursuing zero waste practices
GOAL = 20% / STATUS = 6% (4 out of 63 events in calendar year 2020)



PROGRESS TO DATE

- Released a streamlined Zero Waste Events Checklist.
- Contacted all annual event hosts and organizers
- Sustainability Alliance assisted 6 annual events: VegFest, KSB Native Plant Workshop, Camp Verde Earth Day Celebration, RunSedona, Yoga Fest, Verde Valley Birding and Nature festival.
- SCC&TB enhanced this program's promotional ability by creating the Zero Waste logo for the SA (*at right*). The logo has been shared with community members who have earned this designation, and will also be used by the SCC&TB in marketing.

A1.5: Water Refilling Stations

Increase the number of water refilling stations in the area.

The City of Sedona and the SCC&TB was successful with moving this tactic forward in FY20 as noted below. The SCC&TB will continue in FY21 with its promotion to the local Sedona community via the Chamber Enews and blog posts as a means to encourage businesses to add their own water refilling stations. All stations have also been added to GetAroundSedona.com.

- 4 Stations on City properties, one a pool, and one at the Visitor Center.
- 9,099 plastic bottles saved at Sunset Park and Posse Grounds Park.
- 15,000 water bottles filled at VC July - December 2019 = 24,000 water bottles

GOAL / STATUS YTD

1. Number of stations - GOAL = 10 stations / STATUS = 5
2. Number of water bottles filled at stations - GOAL = 100,000 / STATUS = 24,000



A1.6: Waste Prevention and Recycling (mid-term goal)

Expand the capacity of local organizations to deepen the range of waste prevention and recycling.

The educational campaign developed by Recycle By City (see A1.1 and A1.2 above) will help enhance awareness of current capacity of Sedona Recycles.

GOAL / STATUS YTD

1. Number of businesses recycling - GOAL = 10 businesses / STATUS = TBD
2. Number of businesses composting - GOAL = 10 businesses / STATUS = TBD
3. Build capacity of what Sedona Recycles can collect and process - GOAL = 70% / STATUS = 40%

PROGRESS TO DATE

- Sustainability Alliance sponsored 1st Annual VVREO Moonshot event with a \$2,500 sponsorship.
- Continue to track every bin picked up in Sedona and the surrounding area and the weight of each bin to establish the tons of material collected and processed at the facility.
- SCR is currently providing 5 full service 24/7 drop off sites in Sedona.
- Recycling dumpsters are located at 17 Sedona businesses and nonprofit organizations
- 2019 YTD, 2,352 tons (4.7 million pounds) of recycled materials were collected, processed and shipped.
- Conducted educational tour for Sedona Charter School for 150 students who toured the facility to learn about waste prevention and the best recycling options available.

A1.7: Reduce Waste Program & Campaign

Educate and encourage businesses to implement waste reduction and prevention programs.

The City of Sedona is developing a Bring Your Own (BYO) campaign to generate brand awareness with local residents about more sustainable approaches. The City has identified their campaign objectives, tone and messaging, graphics and logo versions.

The SCC&TB has provided marketing insight along the way and will continue to support the City as needed in FY21 by helping to share the message.

GOAL / STATUS YTD

1. Number of businesses participating in reuse education and discounts - GOAL = TBD / STATUS = 10



A1.8: Single Use Plastics (mid-term goal)
Encourage less consumption of single use plastics.

The SCC&TB launched this program in FY19 with the aim to reduce the amount of straws being used in Sedona restaurants via the StrawFree Sedona campaign. The leads on this tactic have met since (in October 2019) and outlined additional action items that will further this tactic. Businesses that are already doing best practices to lessen or eliminate single use plastics are being identified. In FY21, the SCC&TB will support these new efforts and make the necessary connections within the community.



GOAL / STATUS YTD

- 1. Range of visitor connections - GOAL = 8 / STATUS = TBD
- 2. Number of businesses participating in StrawFree Sedona - GOAL = 80 / STATUS = 50
- 3. Number of retail shops not using plastic bags - GOAL = 5 / STATUS = 1
- 4. Number of businesses conducting waste audits - GOAL = TBD

A2.2: Voluntourism Programs – Water (mid-term goal)

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

The SCC&TB created a website for this program – VoluntourismInSedona.com – and has been promoting it at the Visitor Center, on social media and on the event calendar. The Oak Creek Watershed Council (OCWC) is one organization who actively and regularly seeks volunteers. In partnership with the SCC&TB who is assisting with funding and marketing, the OCWC saw great success in FY20:



- OCWC held a voluntourism event in July 2019 with REI and AZ State Parks removing 650 pounds of trash.
- In August 2019, OCWC partnered with REI, USFS, Dark Sky Brewing and 50 volunteers from across Arizona to remove 1,260 pounds of trash.
- In 2019 OCWC removed over 2,556 lbs of trash, engaged 185 volunteers, educated 750 people.

GOAL / STATUS YTD

- 1. Number of voluntourism programs - GOAL = 5 / STATUS = 3
- 2. Number of hours donated by volunteers - GOAL = 1,000 hours / STATUS = TBD
- 3. Number of visitors participating in voluntourism programs - GOAL = 500 / STATUS 185
- 4. Amount of trash removed by volunteers - GOAL = 5,000 lbs / STATUS = 2,556

A2.3: Water Quality Testing (long-term goal)

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

Baseline water quality testing took place in 2019. There were no exceedances recorded from OCWC samples in 2019. This could be attributed to a lack of turbidity and zero storm occurrences while sampling. Also, SRSP and FOF sample on Tuesdays which may not be the most indicative of number of visitors impacting water. OCWC sampled at three locations over busy season from May-September 2019 and completed entering in 2019 summer water quality data in addition to past data collected from 2017 and 2018. The final report will be completed soon. The SCC&TB is assisting with the funding for additional water quality testing in FY21.

GOAL / STATUS YTD

- 1. Number of days Oak Creek exceeds limits - GOAL = 0 / STATUS = 0
- 2. Number of samples collected from OCWC, SRSP, and FOF - GOAL = 25 / STATUS = 45 (15 sampling dates * 3 samples collected each date= 45 samples collected in 2019 by OCWC)
- 3. Reduction in E. coli exceedances - No exceedances in 2019.

A3.1: EV Charging Stations (mid-term goal)

Add additional vehicle charging stations in the Sedona area.

The SCC&TB will continue to promote this program to the business community encouraging them to install stations on their property; will maintain marketing the station locations to the visitor audience (via the Experience Sedona Guide and on GetAroundSedona.com) and, will partner with APS and the City as they continue to install EV stations and a solar parking structure.

GOAL / STATUS YTD

1. Number of public charging stations in and around Sedona - GOAL = 10 / STATUS = 4
2. Number of private charging stations in and around Sedona = GOAL = 10 / STATUS = TBD

A4.1: Trail Fund Programs

Develop programs to achieve sustainable funding for trail development and maintenance.

A considerable amount of progress has been made to help fund trail development and maintenance as illustrated below. STK will continue with a \$50,000 matching grant program from Sedona businesses to generate \$100,000 for the trails in FY21.



GOAL / STATUS YTD

1. Funding level for trails - SRRTF FY2020 FUNDRAISING GOAL = \$459,800.09 / STATUS = \$275,269.78 (as of Feb 2020)

PROGRESS TO DATE

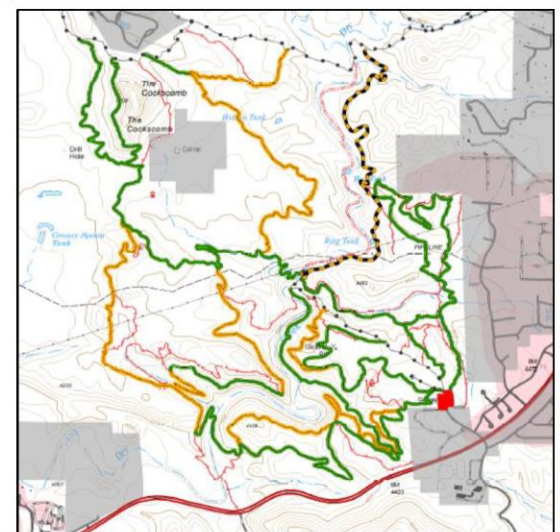
- VVCC raised \$13,000 for trails at the Sedona MTB Fest.
- RRTF focused now on developing Trail Bucks Opt-in or Opt-out Donation Program. Currently 6 businesses participating as of March 2020.
- Sedona TrailKeeper event held in March, distributed \$100,000 to RRTF for USFS.
- \$133,648 in Yavapai RAC Funds secured for Trail Crew salaries.
- Custom badges, website updates and new signs are complete.
- 756 volunteers donated 3,024 volunteer hours.
- 8.73 new miles built this year, 281 miles maintained.

Western Gateway

27 miles of the new 28-mile new trail system at the Western Gateway has been completed in the last year. This work was accomplished with volunteers, conservation corps crews, and Forest Service staff. The following is a description of the different methods of building that will be required to complete the system.

The next (and last) step of construction includes Trailhead Construction. A relocated Girdner Trailhead would be constructed to provide an established location for parking and unloading of bicycles and horses. The trailhead would be up to five acres in size directly north of the Sedona Cultural Park and Yavapai College campus exclusively on national forest land. The trailhead would be a surfaced parking area with a vault toilet. Project partners including the Sedona Red Rock Trail Fund and Verde Valley Cyclists Coalition are working together to generate additional funds beyond those used for annual trail maintenance.

Proposed trails in the Western Gateway project area



The Forest Service is also seeking other funding for this project. With the help of these partners, the City of Sedona, and the SCC&TB, completion of the Western Gateway trail system may be possible by winter 2021.

A4.2: Public Private Land Advocacy

Advocate that development of private/public lands is in alignment with sustainability goals.

Many community leaders including Keep Sedona Beautiful, SCC&TB Board Members, elected officials and more than 100 people attended the November 9, 2019 Verde Valley Townhall regarding land use. Keep Sedona Beautiful and the SCC&TB sponsored the event. The SCC&TB will continue to keep this tactic at the forefront as needed.

GOAL / STATUS YTD

- 1. Number of times to weigh in on specific projects - GOAL = TBD / STATUS = TBD
- 2. Monitor open space availability - GOAL = TBD / STATUS = TBD



A4.4: Limit impacts of trailhead parking (mid-term goal)

Investigate approaches to limit impacts of trailhead parking in Sedona neighborhoods.

The USFS determined that capacity analysis is not needed. The City is working closely with the USFS and other regional partners to develop a master transit plan that may include trailhead access. The SCC&TB participates on this committee and provides support as needed.

GOALS / STATUS YTD

- 1. Number of cars parking in neighborhoods - GOAL = TBD / STATUS = TBD
- 2. Survey specific areas impacted to benchmark improvements - GOAL = TBD / STATUS = TBD

A4.5: Dark Sky (mid-term goal)

Encourage grandfathered businesses and residents to implement dark sky-compliant lighting.

Meetings have been held with City of Sedona and outside experts to clarify Sedona outdoor light pollution code revisions and address plan to deal with grandfathered lights. The SCC&TB will provide support as needed.

GOAL / STATUS YTD

- 1. Number of signs currently out of compliance
CURRENT = TBD / GOAL = TBD

A4.6: Voluntourism Programs – Trails & Land (mid-term goal)

Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands.

The USFS has held 46 volunteer trail events since October 2, 2019, with 756 volunteers. 9 more volunteer events scheduled for 2020. SCC&TB will continue to promote voluntourism opportunities at VoluntourismInSedona.com and will promote at our official Visitor Center, on social media and on the event calendar.

GOAL / STATUS YTD

- 1. Number of voluntourism programs - GOAL = TBD / STATUS = TBD
- 2. Number of hours donated by volunteers - GOAL = # of hours TBD / STATUS = TBD
- 3. Number of visitors participating in voluntourism programs - GOAL = TBD / STATUS = TBD
- 4. Amount of trash removed by volunteers - GOAL = # of lbs TBD / STATUS = TBD

A4.7: Eliminate pesticides and herbicides (long-term goal)

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

The City of Sedona stopped using glyphosate in winter 2019 and has been training staff on integrated weed management in FY20. The City also identified a non-toxic herbicide landscaper using non-toxic herbicide that could serve as a champion for our area. The SCC&TB will support the City in FY21 as needed.

GOALS / STATUS YTD

1. City stopped using glyphosate in winter 2019
2. Benchmark through resident surveys - GOAL = TBD / STATUS = TBD

A5.1: Leave No Trace

Adopt and expand Leave No Trace programs.

The SCC&TB has become a Proud Community Partner of Leave No Trace, allowing us access to many benefits including but not limited to the following. This partnership provides the foundation for us to implement the tactic of educating visitors, businesses and residents on how to act on Leave No Trace principles.



- Use of Leave No trace logo for marketing and communications.
- Use of the Seven Principles of Leave No Trace
- Sedona, AZ and website link listed on the Leave No Trace website.
- Feature in Center's Enews.
- Partnership package including educational/promotional materials.
- Leave No Trace outreach modes: website, business cards, Pledge rack cards, VC signage, annual guides, LNT partnership
- SCC&TB arranging for future Strategies for Success event.
- USFS - all permitted outfitter/guides are required to provide LNT information to customers.

GOAL / STATUS YTD

1. Range of messages and channels - GOAL = 5 methods of communication, reaching 100,000 people annually / STATUS = 6 established marketing channels
2. Benchmark through visitor surveys - GOAL = 90% favorable visitor perceptions of Sedona as a sustainable destination / STATUS = 98%

A5.2: Sustainable Best Practices

Build on existing recognition programs to highlight sustainable best practices by local businesses.

71% of Sedona businesses either agree or strongly agree that Sedona is a sustainable destination. (source: 2020 Partnership Survey, 122 respondents). Our aim is to continue to nurture and advance that perception in future years. The SCC&TB will continue to build on this tactic and celebrate the advancements made by our businesses in the area of sustainability.

GOAL / STATUS YTD

1. Benchmark through business surveys - GOAL = 85% favorable business perceptions of Sedona as a sustainable destination / STATUS = 70%
2. Benchmark through visitor surveys - GOAL = 90% favorable visitor perceptions of Sedona as a sustainable destination / STATUS = 98%
3. Create awareness of sustainable business practices - GOAL = 100 blogs & posts / STATUS = 96

A5.3: Sedona Cares Pledge - visitors (mid-term goal)

Develop a "Sedona Sensitive Visitor" Pledge to help connect and engage visitors.

The Sedona Cares Pledge illustrates points of commitment we're asking that visitors, residents and businesses take in effort to keep Sedona the Most Beautiful Place on Earth. The SCC&TB has recently updated the Pledge to include pledges relevant to COVID-19. We will continue to promote the Pledge to our visitors through the following avenues:

- SedonaCares.com landing page with slider images
- Banner ads on various pages on VisitSedona.com
- Slider on the home page of SedonaChamber.com
- Regular articles in the consumer newsletter (150,000 subscribers)
- Experience Sedona Guide
- Sedona Cares Pledge canvas bags
- Sedona Cares Pledge rack cards

GOALS / STATUS YTD

1. Development of a pledge - Completed October 2019
2. Number of visitors taking pledge - GOAL = 1,000 / STATUS = 239
3. Benchmark through visitor surveys - GOAL = 90% favorable visitor perceptions of Sedona as a sustainable destination / STATUS = 98% Regularly promoting taking the Pledge.





Quality of Life

Goal Statement:

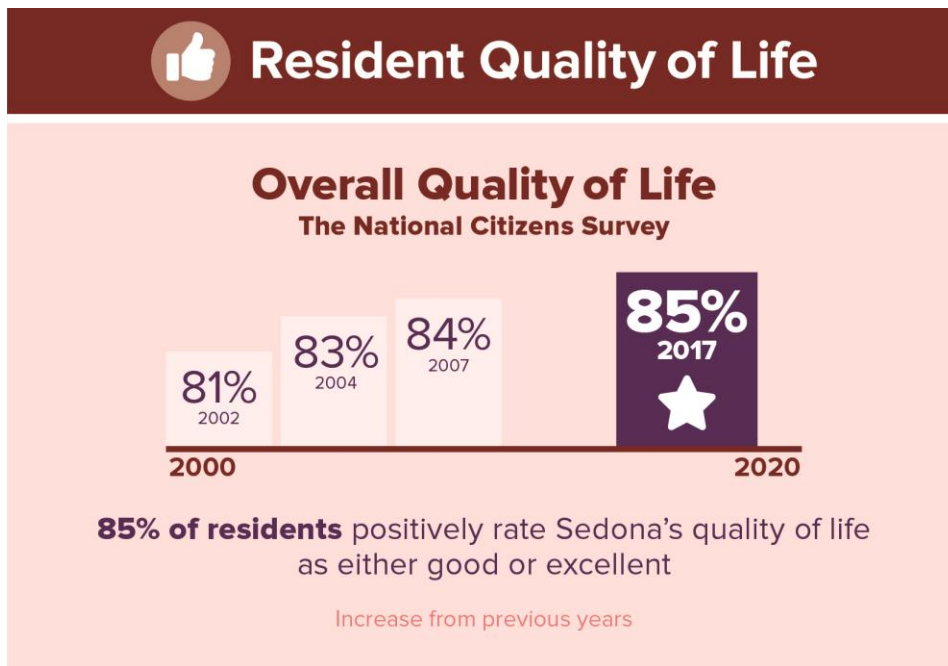
Protect and enhance the quality of life
by mitigating impacts of tourism.

Overarching Metric, Objectives & Tactics

The overarching metric that will be used to gauge overall success of the Quality of Life Pillar is the overall quality of life rating. The City will conduct the National Citizen's Survey in this fiscal year.

Resident Quality of Life – Overall Quality of Life

85% of residents positively rate Sedona's quality of life as either good or excellent. The trend is showing a regular increase since 2002.



This section addresses FY21 plans related to the Resident Quality of Life Pillar, beginning with the objectives below. The tactics described in the following pages were defined to address the objectives. They are considered short-term tactics unless otherwise specified. The short-term tactics were estimated to be completed within 12-18 months of the launch of the STP in FY20 and therefore some are appropriately extending into FY21.

Resident Quality of Life Objectives

B1	Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows and enhance access to key destinations
B2	Expand technology to help solve transportation challenges
B3	Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance
B4	Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors
B5	Manage current and future accommodations in ways that increase their balance with long-term sustainability
B6	Launch initiatives that lessen tourism impacts to residents (including noise, air, and light pollution) to strengthen resident quality of life

Quality of Life Tactics

B1.1: Sedona In Motion

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

The SCC&TB wishes to continue its support of the City of Sedona during the implementation of Sedona In Motion projects during FY21. This past year, we did so by creating and heavily marketing events that met our objectives of 1) offering training and education to all Sedona businesses for free through various Strategies for Success workshops (in partnership with the City's Economic Development Department and SBDC); and 2) providing locals with a reason to visit Uptown and surrounding area restaurants during the construction with special deals and pricing.

The SCC&TB developed the Locals Nite Out concept, including logo development and outreach to businesses to provide BOGO offers designed to bring locals to Uptown for buy one, get one free dining deals. COVID-19 placed these events on hold for the immediate time being due to the issues surrounding gathering groups, however, alternatives are currently being considered by the SCC&TB. In cooperation with the City and APS, in FY21, we plan to continue the bi-annual Community Pulse event as a means to educate the community about important issues such as SIM projects.

In partnership with the City of Sedona, the SCC&TB also developed a free Sedona Road construction Support Guide for local businesses ([view online](#)).

GOAL / STATUS YTD

1. Number of events focused on SIM mitigation - GOAL = 50 / STATUS = 76 (locals nite out, community pulse, strategies), plus weekly meet ups
2. Number of industry outreach efforts (communications) - GOAL = 50 / STATUS = 56 (ads, articles, Construction Guide, etc.)

B1.2: Walkability

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

WalkSedona.com continues to be enhanced and promoted extensively through the SCC&TB's Consumer eNewsletter, Experience Sedona Guide, in-room videos on Sedona Now, and social media. The Gallery Art Walk postcard updates are being administered in FY21, along with a new Wellness Walk variation of the program that will cater to the various wellness practitioners in Sedona.

GOALS / STATUS YTD

1. WalkSedona.com utilization - GOAL = 15,000 / STATUS = 7,049 page views
2. Number of modes of outreach - GOAL = 10 / STATUS = 5
3. Visitor positive perception of Sedona as a walkable destination (through visitor survey) - GOAL = 75% / STATUS = TBD
4. Estimates of trail and sidewalk uses - GOAL = TBD / STATUS = TBD



B1.3: Parking

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

In FY20, the Consulting team of Walter P. Moore presented a draft of the final report for the Uptown Sedona Parking Facility Needs, Siting and Design concept assessment to the City Council. The Council discussed the report with the consultant and staff and provided direction to staff regarding next steps to purchase the lots of Forest Road. The report draft report can be found here: <http://www.sedonaaz.gov/your-government/meetings-documents>.

In addition, several enhancements have been made to the Jordan Road lot, including new driveway entrances and sidewalk enhancements. An EV charging station is scheduled to be installed. The minimum principle payment is scheduled in FY21.

The building is also currently being used by the Uptown construction team as a meeting headquarters.

GOALS / STATUS YTD

1. Average occupancy of available spaces - GOAL = TBD / STATUS = TBD
2. Benchmark through visitor surveys - GOAL = TBD / STATUS = TBD
3. Benchmark through business surveys - GOAL = TBD / STATUS = TBD

B1.4: Traffic Congestion Mitigation

Promote alternative visitor destinations, routes, and times to moderate areas of greatest congestion - monitor congestion and communicate both real-time conditions and alternative routes.

ADOT began displaying travel time data on I-17 in December 2018. The dynamic message sign (DMS) indicates the travel times to Sedona via SR179 and SR 260. This board is utilized during high-peak travel times and is an important tool to divert cars via an alternate entrance to Sedona (85% of visitors arrive to Sedona via SR 179).

The City is continuing discussions in pursuit of a new sign on northbound I-17 closer to the decision point at the I-17 / SR 260 intersection. The City is also continuing discussions about ensuring that messages that are displayed for southbound I-17 are more meaningful and informative for the traveling public, as well as possibly providing information at the DMS board for northbound I-17, just south of the SR 179 intersection. There were discussions about additional DMS signs in OCC as part of the roadside pullout evaluation study that Kimley-Horn completed for ADOT, but there has been no progress on this yet.

The SCC&TB will continue to publish maps and routes to Sedona in their Experience Sedona Guide and online. GetAroundSedona.com has also been developed to communicate traffic congestion. This website continues to be marketed.

GOALS / STATUS YTD

1. Number of traffic days when wait times exceed standard averages - GOAL = TBD / STATUS = TBD
2. Benchmark traffic volumes - GOAL = TBD / STATUS = TBD
3. Benchmark through visitor surveys - GOAL = TBD / STATUS = TBD



B1.5: Sedona Transit – Verde Lynx Marketing

Build business support and visitor utilization of Sedona Transit to enhance effectiveness.

Discussion of the need for a marketing plan for Verde Lynx began before the COVID-19 pandemic. At that time, Verde Lynx was providing about 175 trips per day, primarily to Cottonwood residents commuting to jobs in Sedona. Service had recently been expanded to 11 PM on weekday evenings and there was a desire to increase awareness and usage of the transit service among Sedona workers.



In addition, Sedona had recently completed development of its Transit Implementation Plan and was moving towards the establishment of a robust transit service in the Sedona-Oak Creek Canyon area. This was seen as an early opportunity to begin building momentum towards expanded transit services.

As the pandemic and the resulting stay-at-home protocol have brought economic and transit activity to a near standstill, Verde Lynx ridership plummeted. As a result, service levels have been reduced to weekend levels and expanded evening service has been eliminated.

When the economy “reopens,” there will be a need to re-establish and rebuild the transit network from the ground up. In that context, the marketing plan takes on an even more vital role.

A SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is underway along with identification of target markets, and development of objectives, strategies and messaging. A meeting with the City of Sedona is currently being schedule. The SCC&TB will continue to be the marketing partner for the new program.

GOALS / STATUS YTD

1. Number of businesses engaged in project - GOAL = TBD / STATUS = TBD
2. Number of industry outreach efforts - GOAL = TBD / STATUS = TBD
3. Transit utilization figures - GOAL = TBD / STATUS = TBD

B3.1: Expand Communication with Sedona Residents

Expand communication with Sedona residents focusing on benefits and impacts of tourism and available resources.

The SCC&TB continues its extensive communications to residents through its myriad of channels (eNewsletters, print advertising, Facebook ads, websites, social media, blog posts, Red Rock News articles, signage). The topic varies based on the current environment. As of late, the thrust of our current communication is centered around COVID-19 and how our residents can stay safe. Our Sedona | Safe.Clean.Ready marketing plan launched locally in May 2020 with over 200 businesses signed-on to do their part in opening Sedona safely. The campaign equally encourages residents and visitors to also do their part in following CDC guidelines.



B5.1: Short Term Rentals - Legislation

Pursue new state legislative authority to manage Short Term Rentals (STR).

The City of Sedona and county representatives are pursuing statewide legislative changes to regulate STRs. City representatives attended committee meetings at the state legislature in November/December 2019 and will continue to advocate for modifications to the current law.

Counties are also advocating for legislation that would allow communities to regulate investor-owned short-term vacation rentals to mitigate impacts on residential neighborhoods. Proposed legislation would define commercial activity within the statute to create equity and uniformity with traditional hotels and the short-term rental industry

GOALS / STATUS YTD

1. Ability to regulate- GOAL = TBD

B5.2: Short Term Rentals - Engagement

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

The SCC&TB is interested in holding a workshop for short-term rental owners and operators. The original workshop was scheduled for June 2020. Due to COVID-19, this event will be rescheduled for a future date in FY21.

GOALS / STATUS YTD

1. Number of STR owners participating - GOAL = TBD / STATUS = TBD
2. Benchmark resident attitudes towards STRs - GOAL = TBD / STATUS = TBD

B5.3: Short Term Rental - Research

Provide Short Term Rental (STR) research and impacts.

Lodging Res is currently secured as the provider for STR data, inventory and compliance support for the City of Sedona, while the SCC&TB is utilizing AirDNA (collects 90% of all STR data from Air BnB, HomeAway, VRBO) which will be used to gauge Sedona STR performance in terms of occupancy and ADR. Both vendors will be used in FY21. Data will be shared with the public.

GOALS / STATUS YTD

1. Range of statistics - GOAL = TBD

B6.1: OHV Programs

Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption.

The SCC&TB, USFS, Keep Sedona Beautiful, and the City's Public Works department are just some of the organizations interested and leading efforts in this tactic. In FY21, the SCC&TB will focus on 1) educating visitors consistent with the Sedona Pledge but targeted to motorized users; and, 2) working with the rental companies to encourage them to do whatever they can, including playing an active role in supporting #1.

GOAL / STATUS YTD

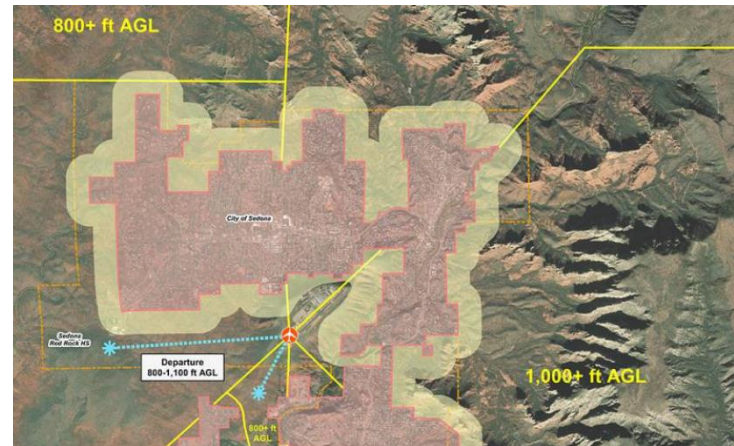
1. Benchmark through residential surveys - GOAL = TBD / STATUS = TBD
2. Number of brochures distributed, website views - GOAL = TBD / STATUS = TBD
3. Vehicle counts at high-use areas - GOAL = TBD / STATUS = TBD

B6.2: Heli Programs

Develop initiatives that monitor and moderate noise levels and intrusion of helicopter tours.

In a major step forward for sustainability in red rock country, Sedona helicopter tour operators have agreed to “no-fly” zones encompassing the entire City of Sedona. Under the agreement, several major resorts and neighborhoods outside the city limits are also included where tour helicopters will no longer overfly.

Agreements between Sedona Air Tours and Guidance Air were signed in January 2020. More information can be found at www.SedonaAirNoise.com



Key points in the agreement include:

- Regular tour flights will occur only between 8 a.m. and dusk
- Flight paths and altitudes will be electronically documented and archived
- A protocol for noise complaints will be publicized
- Operators will not hover over or near sensitive archeological sites or at any time during tour operations
- Operators will be sensitive to the impact of noise on heritage site such as ruins and areas sacred to indigenous peoples and to neighborhoods.

The SCC&TB, along with the City of Sedona, the Airport Authority, Yavapai County and the tour operators, will continue to monitor this situation and work closely with the partners to deliver on proposed marketing incentives, monitor complaints and gauge success of the program.

GOAL / STATUS YTD

1. Number of agreements with tour companies - GOAL = 2 / STATUS = 2
2. Benchmark noise levels - GOAL = TBD / STATUS = TBD

Other Programs that Support Quality of Life

Love Our Locals

In an effort to promote business located in Sedona, we will develop a multi-media Love Our Locals Campaign which will feature our community's local businesses.

The objectives are to:

- Connect locals to businesses
- Connect locals to non-profits
- Feature local business owners/employees
- Feature Made in Sedona products



Executions might include:

- Blog posts of featured monthly Local
- Cross promotion with the Sedona Verde Valley National Geographic website
- Features in local print advertising and radio spots
- Coupons for locals only
- Coordination with events like: Locals Nite Out

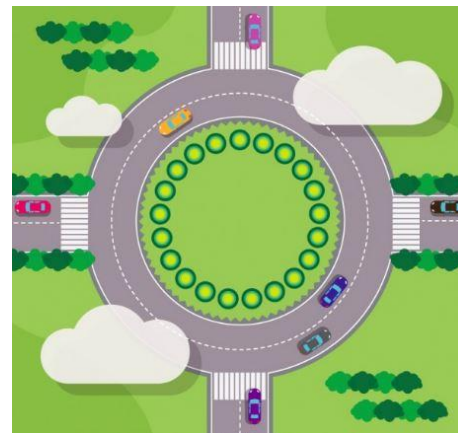
Roundabout 101 & Bike Etiquette Videos

Traffic in the roundabouts throughout the Sedona area is often a source of concern for the visiting population and the local residents.

The SCC&TB educates and communicates how to navigate the roundabouts through its 275,000 printed annual Experience Sedona Visitor Guides and use of video assists in describing the simple steps needed to successfully maneuver Sedona's roundabouts.

Sedona is also a bike friendly city and that means motorists should be aware of the rules of the road, sharing the byways with our health-minded residents and visitors.

Roundabout 101 and Bike Etiquette Videos are airing in all hotel rooms, on VisitSedona.com, and shared with the lodging partners to include in trip planning communications.



Local Event Support

Sedona is home to many world-class special events and festivals, and they will continue to play a significant role in the marketing of our destination over the next year. These events drive incremental visitors to the destination and help brand Sedona as a unique and premier destination.

The SCC&TB and the Sedona Event Alliance (SEA) have teamed together to identify the needs of the event community and to identify opportunities to promote and facilitate events in Sedona. These entities work together to identify and support events that enhance the brand, generate significant economic impact, drive incremental room nights and garner millions of dollars in earned media directed at our target consumers.

The SCC&TB will also utilize sponsorship elements such as additional marketing, social media promotion, public relations, and business-to-business sales tools to assist these event promoters.



Event Sponsorships

The SCC&TB will offer annual events additional exposure and coverage before their event date on our websites, social media, e-newsletters, visitor center signage and more. Events include:

- 1st Friday Evening in the Galleries
- Sedona Mountain Bike Festival
- Sedona Yoga Festival
- Red Rocks Oktoberfest
- Sedona WineFest
- Illuminate Film Festival
- Winter Music Festival
- Sedona TedX
- Sedona Plein Air Festival
- PhotoFest
- Sedona Arts Festival
- Fiesta del Tlaquepaque
- Dia de los Muertos
- Hummingbird Festival
- Cinco de Mayo
- Sedona Open Studios Tour
- Red Rocks Music Festival
- VegFest
- Sedona Food Truck Festival
- Photo Symposium
- Sedona Wolf Week

Comprehensive Events Calendar Management: SedonaEvents.com

The SCC&TB will continue to provide a robust, one-stop comprehensive Sedona-Verde Valley event portal that is used by residents and visitors alike. We will maintain and assist event producers in submitting events for free to the online calendar – SedonaEvents.com - to provide state-of-the-art responsive calendar technology that allows users to sort and find events easily.

This calendar will continue to captivate users with photos, and RSS feed will allow our calendar to increase its reach, as partners will be able to pull our calendar into their own websites.



Visitor Experience

Goal Statement:

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

Dynamic Metrics, Objectives & Tactics

The overarching metric that will be used to gauge overall success of Visitor Experience Pillar is the overall visitor satisfaction rating. Visitor Satisfaction is collected at multiple touch points including at the Visitor Center and through email surveys.

Visitor Experience – Visitor Satisfaction

98% of visitors positively rate Sedona as either a good or excellent destination. The trend is showing a regular increase since 2017.



This section addresses FY21 plans related to the Visitor Experience Pillar, beginning with the objectives below. The tactics described in the following pages were defined to address the objectives. They are considered short-term tactics unless otherwise specified. The short-term tactics were estimated to be completed within 12-18 months of the launch of the STP in FY20 and therefore some are appropriately extending into FY21.

Pillar Objectives

- D1** Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting
- D2** Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

Visitor Services

WELCOME TO SEDONA

The SCC&TB serves potential visitors, current visitors already in Sedona and residents. The Visitor Center staff and volunteers serve as destination experts – greeting guests and offering insights into Sedona’s depth and breadth of amenities to ensure a memorable visit – and to encourage increased spending and length of stay.

The role of the Visitor Center is vital to helping manage the footprint of Sedona’s 3 million visitors per year and strives to provide the best visitor experience to ensure that visitors spend more time and dollars in our community while leaving minimal environmental impacts. Additionally, throughout the COVID-19 time period, and for as long as needed, we will evaluate safety precautions and do everything we can to keep our staff, volunteers and visitors safe.



Any product or service is only as strong as its brand. In the case of Sedona, we grow the Sedona brand through our marketing, sales and public relations efforts, live the brand through our people and partners, and house the brand at our Visitor Center. We deliver transformational experiences that deepen brand loyalty, create lasting impressions, drive brand performance, and exceed our visitor’s expectations.

Step through the doors of our Visitor Center and each person you encounter embraces the fact the Sedona is the Most Beautiful place on Earth.

Tactics to assist in enhancing the visitor experience:

- Continue providing a one-stop physical location from which visitors can connect to local businesses and services. Keep providing a welcoming environment for visitors to collect and learn about available tourism products and services in the region.
- Continue to provide the international visitor with useful maps and information on Sedona.
- Utilize the newly developed Sedona’s Secret 7 brochure for visitors in effort to reduce impacts in highly trafficked trails.
- Educate visitors of the Voluntourism opportunities available in Sedona.
- Promote the “Sedona Cares Pledge” to visitors and encourage Pledge sign-up and adherence.

TRAINED VOLUNTEER CORE

The Visitor Center is successful in large part because of the volunteers who are continually trained and educated to best serve Sedona’s visitor.

- Continue to offer partners the opportunity to educate our volunteers and staff by conducting Familiarization (FAM) tours to help our team become more aware of the services businesses in the area have to offer,
- Continue to offer Volunteer Refresher training sessions to volunteers annually,
- Continue offering the Front-liners (front desk agents, concierge, etc.) a training opportunity to assist them with having the most current information on Sedona to assist visitors,

VOLUNTEER & FRONT LINER E-NEWSLETTER

A volunteer e-Newsletter & Front Liner e-Newsletter is emailed weekly to inform the volunteers and concierge about information they need to properly assist visitors with the most current information. Topics include road construction updates; prescribed burns conducted in the area; local events; ribbon cuttings and volunteer FAM tours; chamber events; and local news.

SUSTAINABILITY

The visitor center staff and volunteers are trained to incorporate sustainability efforts in their interactions. This will include efforts to decrease trailhead conflicts by recognizing trails that are most suitable for hikers, bikers and equestrians. We will utilize tools from the Sedona Secret 7 Campaign to disperse visitors to lesser known areas of Sedona in effort to reduce impacts on already highly trafficked trails. We work closely with the USFS to design promotional materials that reinforce the Leave No Trace message and educate visitors on trail etiquette and trail safety.

SEDONA EVENTS

Sedona hosts numerous events year-round that are enjoyed by visitors and residents alike. The visitor center staff and volunteers are trained to utilize the Sedona Events Calendar – SedonaEvents.com. The calendar is updated daily with the most current information on upcoming events in the area.

We also deliver monthly events card (*below*) to the area concierge to ensure that they are aware of the online events calendar. Submitting to the online calendar is free and open to all Sedona businesses, residents and organizations. This card also provides us the area to add a *Leave No Trace* message, instilling that sustainability message wherever possible to encourage responsible action from our visitors.



Visitor Experience Tactics

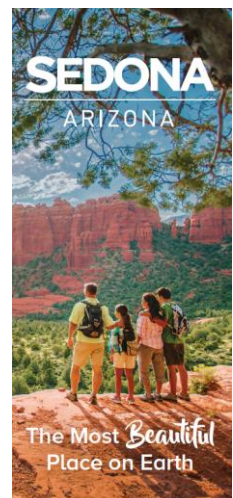
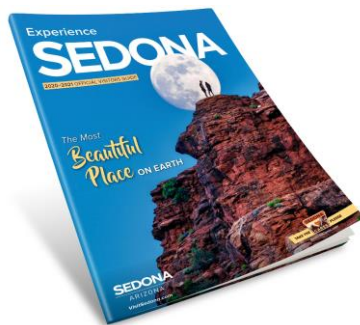
D1.1: Promotional Items

Review and update SCC&TB promotional materials with sustainable initiatives.

The first part of this extensive collateral review was completed in late FY20. FY21 will see the updates made to the various collateral designs and subsequent printing of the new materials.

GOAL / STATUS YTD

1. Number of updates completed – GOAL = 10 / STATUS = 3



D1.2: Dark Sky

Identify and promote experiences synergistic with Sedona's dark sky designation (Star Party). Keep Sedona Beautiful, the SCC&TB and Verde Valley Astronomers were planning the 2020 summer Star Party event just prior to the pandemic. The date is currently planned for August 21, 2020. The group needs to come together and determine the next steps for FY21.



GOAL / STATUS YTD

1. Number of experiences linked to dark sky designation - GOAL = TBD / STATUS = TBD
2. Benchmark through visitor surveys - GOAL = TBD / STATUS = TBD

D2.1: Visitor Dispersion

Build on success of Sedona's Secret 7 to distribute visitor impacts and lessen environmental impacts on selected trails and areas.

The new Secret 7 brochure is being finalized and printed in late FY20. SedonaSecret7.com updates will be made as needed in FY21 and digital advertising will create more exposure of the site to the traveling consumer. More than ever, we want these lesser known spots to be utilized due to the desire for social distancing during the COVID-19 recovery.



GOAL / STATUS YTD

1. Number of annual page views - GOAL = 100,000 / STATUS = 112,239
2. Benchmark through visitor utilization - GOAL = TBD / STATUS = TBD

D2.2: Regional Coordination

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

The Verde Front held a strategic planning meeting in January 2020 to further define priorities. The Verde Front is a broadly supported regional effort to ensure a collaborative approach to recreation and tourism coordination, planning and implementation across the Verde Valley. This cross-jurisdictional, multi-stakeholder effort is working to develop a long-term and comprehensive sustainable recreation approach to link communities through the Verde Valley. The Verde Front is fostering a regional sustainable recreation plan and river and trails commission to ensure ongoing support and coordination. Representatives from the City of Sedona, the USFS and the Sedona Chamber of Commerce & Tourism Bureau participate in this group. More information here: <https://verderiver.org/verde-front/>

GOAL / STATUS YTD

1. Number and range of integrated experiences - GOAL = TBD / STATUS = TBD
2. Committee participation numbers by community - GOAL = TBD / STATUS = TBD

D2.3: Regional Dispersion

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

A new local marketing expert will assist the SVVTC in FY21 in advancing the position of the Sedona Verde Valley region as a premier tourism destination that values its heritage, people, culture and natural resources.



GOAL / STATUS YTD

1. Number and range of integrated experiences - GOAL = TBD / STATUS = TBD
2. Benchmark through visitor surveys (including regional spending and participation) - GOAL = TBD / STATUS = TBD

Appendix

- A. Long-Term & Short-Term Goals
- B. Performance Standards

APPENDIX A

Long-Term Goals

Community & Business Services

1. Provide relevant services and resources to help businesses grow.
2. Engage with the community to increase connectedness and sense of pride in Sedona.
3. Strengthen partnerships for the betterment of the community.
4. Maintain financial and organizational transparency.
5. Support the City of Sedona Community Plan and the Economic Diversification Plan.

Tourism

1. To attract, manage and monitor sustainable tourism for the benefit of residents, industry and visitors.
2. To make visiting Sedona a positive, safe and memorable experience.
3. To strive for a balance between the environment, quality of life for residents, quality of the economy and the visitor experience by executing the Sustainable Tourism Plan.

Environment

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

Quality of Life

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

Quality of Economy

Shape the Sedona economy in ways that balance 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.

Short-Term Goals FY21

Community & Business Services

1. Assist businesses by mitigating impacts of the recent COVID-19 crisis and SIM projects.
2. Provide training and resources to help businesses rebound.

Destination Services

Marketing & Communications

1. Achieve pre-COVID-19 levels of visitor spending with a focus on mid-week and off-peak seasons.
2. Position Sedona as a premier destination for arts, wellness, outdoor adventure and sustainability; and thus generating a sense of community pride.
3. Conduct research to inform decision-making for the organization and stakeholders.
4. Actively engage in executing the Sustainable Tourism Plan in an effort to contribute to the quality of life for residents, enrich the tourism experience, and mitigate visitor impacts.

Group/Meeting and Travel Trade Industry Sales

1. Position Sedona as the premier destination for small meetings and incentives.
2. Position Sedona as a top leisure destination for national and international travelers through travel trade tour programs.

Visitor Services

1. Provide the highest level of customer service at the Visitor Center.
2. Maintain a trained, engaged and vibrant volunteer core.
3. Provide resources to visitors to support sustainability and stewardship efforts.

APPENDIX B

Performance Standards
FY21 (July 2020- June 2021)
Marketing
Generate no less than 110,000 inquiries from targeted customers in domestic and international markets.
Generate 1,500,000 unique visitors to VisitSedona.com.
Generate 100,000,000 overall paid impressions.
Generate \$300,000 in private sector revenues.
Communications
Reach 1 billion impressions through editorial placement and social media.
Generate publicity with an equivalent advertising value of \$10 million.
Assist 500 media professionals.
Grow overall social media fan base by 10% or 400,000 fans.
Group/Meeting Sales
Generate leads for 24,000 room nights (generating potential for \$5 million in room bookings, \$14.8 million in total economic impact, and \$350,000 in city taxes).
Meet with 100-250 professional meeting planners to help generate mid-week, off-peak season business.
Generate 15,000 page views for Group/Meetings web pages on VisitSedona.com.
Travel Trade Industry Sales
Generate 25-30 domestic and international hotel and service request leads.
Produce 600-700 service request referrals for Sedona partners.
Reach out to 450 travel trade professionals at tradeshow, sales missions, and travel agency virtual outreach programs.
Generate 11,000 page views for travel trade web pages on VisitSedona.com.
Visitor Services
Manage Uptown Visitor Center 7-day/week, 59.5 hours (exclude 2 holidays) w/ staff & trained volunteers (# of hours open).
Manage and assist 300,000 walk-ins annually.
Manage and assist 7,500 visitors inquiries (via phone, email, web and social media).
Produce and distribute 275,000 Experience Sedona Visitor Guides.
Maintain an "excellent" or "good" visitor satisfaction rating.



Fiscal Year 2021 Tourism & Visitor Services Budget

		Tourism			Visitor Center			Total Tourism & Visitor Center			
		FY20 Budget	FY21 Budget	% Change FY21 vs. FY20	FY20 Budget	FY21 Budget	% Change FY21 vs. FY20	FY20 Budget	FY21 Budget	\$ Change FY21 vs. FY20	% Change FY21 vs. FY20
1	Portion of Bed Tax Revenue Phase 1	\$ 1,982,500	\$ 2,400,500	21%	\$ 510,000	\$ 410,000	-20%	\$ 2,492,500	\$ 2,810,500	\$ 318,000	13%
2	Portion of Bed Tax Revenue Phase 2	\$ -	\$ 180,000					\$ -	\$ 180,000	\$ 180,000	
3	Total	\$ 1,982,500	\$ 2,580,500	30%	\$ 510,000	\$ 410,000	-20%	\$ 2,492,500	\$ 2,990,500	\$ 498,000	20%
4	Expenses:										
5	Quality of Economy Programs										
6	Advertising Outside Sedona	\$ 485,000	\$ 1,063,500	119%				\$ 485,000	\$ 1,063,500	\$ 578,500	119%
7	Marketing Support (in-Sedona, support services)	\$ 187,000	\$ 225,000	20%				\$ 187,000	\$ 225,000	\$ 38,000	20%
8	Marketing Collateral	\$ 32,200	\$ 37,900	18%	\$ 2,000		-100%	\$ 34,200	\$ 37,900	\$ 3,700	11%
9	Media & Communications	\$ 108,000	\$ 88,000	-19%				\$ 108,000	\$ 88,000	\$ (20,000)	-19%
10	Meetings Sales	\$ 108,000	\$ 108,000	0%				\$ 108,000	\$ 108,000	\$ -	0%
11	Research	\$ 24,550	\$ 34,500	41%	\$ 4,000		-100%	\$ 28,550	\$ 34,500	\$ 5,950	21%
12	Trade Shows & Sales Missions	\$ 110,000	\$ 110,000	0%				\$ 110,000	\$ 110,000	\$ -	0%
13	Dues & Subscriptions	\$ 13,200	\$ 13,200	0%				\$ 13,200	\$ 13,200	\$ -	0%
14	Postage, Delivery & Distribution	\$ 104,000	\$ 132,200	27%	\$ 2,000		-100%	\$ 106,000	\$ 132,200	\$ 26,200	25%
15	Total Quality of Economy	\$ 1,171,950	\$ 1,812,300	55%	\$ 8,000	\$ -	-100%	\$ 1,179,950	\$ 1,812,300	\$ 632,350	54%
16	Total Environmental Programs (plus \$50,000 from private sector for total investment of \$171,000)	\$ 132,500	\$ 121,000	-9%				\$ 132,500	\$ 121,000	\$ (11,500)	-9%
17	Total Quality of Life Programs	\$ 280,000	\$ 271,000	-3%				\$ 280,000	\$ 271,000	\$ (9,000)	-3%
18	Quality of Visitor Experience										
19	Regional Programs	\$ 20,000	\$ 19,250	-4%				\$ 20,000	\$ 19,250	\$ (750)	-4%
20	StarParty	\$ 8,000	\$ 3,000	-63%				\$ 8,000	\$ 3,000	\$ (5,000)	-63%
21	Public Restroom Renovation				\$ 100,000	\$ -	-100%	\$ 100,000	\$ -	\$ (100,000)	-100%
22	Other Visitor Experience	\$ 22,000	\$ 5,000	-77%				\$ 22,000	\$ 5,000	\$ (17,000)	-77%
23	Total Visitor Experience	\$ 50,000	\$ 27,250	-46%	\$ 100,000	\$ -	-100%	\$ 150,000	\$ 27,250	\$ (122,750)	-82%
24	Operations										
25	Storage & Handling	\$ 3,000	\$ 6,400	113%	\$ 5,200	\$ 4,700	-10%	\$ 8,200	\$ 11,100	\$ 2,900	35%
26	Building & Grounds Maintenance	\$ 10,333	\$ 9,300	-10%	\$ 16,000	\$ 16,000	0%	\$ 26,333	\$ 25,300	\$ (1,033)	-4%
27	Commercial Liability Insurance	\$ 2,000	\$ 2,400	20%	\$ -	\$ 2,400		\$ 2,000	\$ 4,800	\$ 2,800	140%
28	Computer & Technology	\$ 18,000	\$ 8,500	-53%	\$ 5,000	\$ 3,600	-28%	\$ 23,000	\$ 12,100	\$ (10,900)	-47%
29	Credit Card & Bank Charges	\$ 4,500	\$ 3,250	-28%	\$ 4,700	\$ 4,910	4%	\$ 9,200	\$ 8,160	\$ (1,040)	-11%
30	Equipment Lease & Repair	\$ 3,450	\$ 8,800	155%	\$ 3,600	\$ 5,950	65%	\$ 7,050	\$ 14,750	\$ 7,700	109%
31	Professional Fees	\$ 16,000	\$ 13,400	-16%	\$ 4,800	\$ 5,600	17%	\$ 20,800	\$ 19,000	\$ (1,800)	-9%
32	Property Tax, License, Permits	\$ 2,167	\$ 2,300	6%	\$ 2,166	\$ 3,150	45%	\$ 4,333	\$ 5,450	\$ 1,117	26%
33	Supplies	\$ 16,000	\$ 10,700	-33%	\$ 5,400	\$ 8,700	61%	\$ 21,400	\$ 19,400	\$ (2,000)	-9%
34	Phone, Internet	\$ 13,000	\$ 13,800	6%	\$ 12,000	\$ 12,700	6%	\$ 25,000	\$ 26,500	\$ 1,500	6%
35	Utilities	\$ 8,000	\$ 6,650	-17%	\$ 13,000	\$ 15,750	21%	\$ 21,000	\$ 22,400	\$ 1,400	7%
36	Volunteer Services & Training				\$ 31,000	\$ 24,000	-23%	\$ 31,000	\$ 24,000	\$ (7,000)	-23%
37	Mortgage Interest	\$ -	\$ 7,250		\$ -	\$ 11,700		\$ -	\$ 18,950	\$ 18,950	
38	Salaries & Benefits	\$ 250,600	\$ 256,200	2%	\$ 300,134	\$ 290,840	-3%	\$ 550,734	\$ 547,040	\$ (3,694)	-1%
39	Total Operations	\$ 347,050	\$ 348,950	1%	\$ 403,000	\$ 410,000	2%	\$ 750,050	\$ 758,950	\$ 8,900	1%
40	Total Expense	\$ 1,981,500	\$ 2,580,500	30%	\$ 511,000	\$ 410,000	-25%	\$ 2,492,500	\$ 2,990,500	\$ 498,000	20%



FY21 Program of Work: Marketing

		July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Targeted Cities	Targeted City Campaign: Phoenix	X	X	X	X	X	X	Barrett Jackson	X	X	X	X	X
	Targeted City Campaign: Los Angeles	X	X	X	X	X	X	X	X	X	X	X	X
	Targeted City Campaign: San Diego	X	X										X
	National Park Trips Integrated Program: Grand Canyon	X	X	X	X	X	X	X	X	X	X	X	X
	AOT Integrated Program: Canada				X	X	X	X	X				
Co-Operative Programs	Lifestyle Magazine TBD						X	X				X	X
	Consumer E-Newsletter Paid Article	X	X	X	X	X	X	X	X	X	X	X	X
	Consumer E-Newsletter Discover Sedona Ad	X	X	X	X	X	X	X	X	X	X	X	X
	VisitSedona.com Advertising	X	X	X	X	X	X	X	X	X	X	X	X
	ESG Brochure Mailing Program	X	X	X	X	X	X	X	X	X	X	X	X
Branding, Positioning & Education	Search Engine Optimization	X	X	X	X	X	X	X	X	X	X	X	X
	Consumer e-Newsletters	X	X	X	X	X	X	X	X	X	X	X	X
	Go-Arizona.com	X	X	X	X	X	X	X	X	X	X	X	X
	In-Market Advertising via In-Room TV Channels	X	X	X	X	X	X	X	X	X	X	X	X
	Trip Advisor Competitive Destination Advertising	X	X	X	X	X	X	X	X	X	X	X	X
	AZ and PHX Destination Visitor Guides	X	X	X	X	X	X	X	X	X	X	X	X
	Content Marketing Activation Program	X					X	X	X			X	X
	Select Print Publications	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide	AZ Pride Guide
	AZ Wine Lifestyles					AZ Wine Lifestyles				AZ Wine Lifestyles			
	Red Rock Country Visitors' Guide	Red Rock Country Visitors' Guide	Red Rock Country Visitors' Guide		Red Rock Country Visitors' Guide		Red Rock Country Visitors' Guide		Red Rock Country Visitors' Guide		Red Rock Country Visitors' Guide	Red Rock Country Visitors' Guide	
Marketing Collateral & Distribution	Experience Sedona Guide Distribution	X	X	X	X	X	X	X	X	X	Mailed to stakeholders	X	X
	Brochures - English, Spanish, French, Chinese, German, Japanese	X	X	X	X	X	X	X	X	X	X	X	X
	Historic Preservation Commision Brochure			X	X	X	X	X	X	X	X	X	X
	Sedona Verde Valley Map	X	X	X	X	X	X	X	X	X	X	X	X



FY21 Program of Work: Sustainable Tourism Plan

		July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Environment	Sustainability Alliance Business Certification Expansion	X	X	X	X	X	X	X	X	X	X	X	X
	Zero Waste Meetings & Events Promotion						X	X	X	X	X	X	X
	Water Refilling Stations Campaign (businesses)						X	X	X	X	X	X	X
	Reduce Waste / Recycle By City Campaign	X	X	X	X	X	X	X	X	X	X	X	X
	Leave No Trace Campaign (visitors)						X	X	X	X	X	X	X
	Sedona Trail Keepers Program	X	X	X	X	X	X	X	X	Event	X	X	X
	Water Quality Testing	X	X									X	X
	Voluntourism Programs	X	X	X	X	X	X	X	X	X	X	X	X
Quality of Visitor Experience	Star Party		X										
	Secret 7 Campaign	X	X	X	X	X	X	X	X	X	X	X	X
	Regional Coordination - Verde Front	X	X	X	X	X	X	X	X	X	X	X	X
	Regional Coordination - National Geographic	X	X	X	X	X	X	X	X	X	X	X	X
	Regional Coordination - Sedona Verde Valley Tourism Council	X	X	X	X	X	X	X	X	X	X	X	X
Quality of Life	SIM: Locals Nite Out	X	X			X	X	X					X
	SIM: Business Training	X	X			X	X	X	X				X
	Roundabout & Bike Etiquette Promotion	X	X	X	X	X	X	X	X	X	X	X	X
	Walk Sedona Program	X	X	X	X	X	X	X	X	X	X	X	X
	Short-Term Rental Research & Impacts	X	X	X	X	X	X	X	X	X	X	X	X
	Short-Term Rental Workshop							X					
	OHV Programs											X	X
	Fly Friendly Agreement	X	X	X	X	X	X	X	X	X	X	X	X
	Sustainable Tourism Planning		X			X			X			X	
	Event Support	X	X	X	X	X	X	X	X	X	X	X	X



FY21 Program of Work: Sales

		July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Travel Industry Sales	Custom Travel Trade Site Inspections	X	X	X	X	X	X	X	X	X	X	X	X
	German Speaking Europe - Fulfillment and Sales	X	X	X	X	X	X	X	X	X	X	X	X
	e-Newsletter Distribution	X		X	X		X	X		X	X		X
	Travel Agency Outreach Program	X	X	X	X	X	X						
	Sales Missions & Tradeshows		Connect Tour and Go West Summit		AOT's Los Angeles Receptive Event			Los Angeles Sales Mission	IITA Summit			US Travel Assn IPW	Sales mission TBD

Meeting & Corporate Sales	Custom Corporate Site Inspections	X	X	X	X	X	X	X	X	X	X	X	X
	Sales Solicitation	X	X	X	X	X	X	X	X	X	X	X	X
	3rd Party Meeting Planner Sales Events						HelmsBriscoe Annual Luncheon	ConferenceDirect Webinar				HPN Global Office Luncheon	HelmsBriscoe Annual FAM
	Phoenix Sales Missions					X			X				
	Meeting Planner International & ASAE Events	X						X		X		X	
	E-Newsletter Distribution	X			X			X			X		
	Tradeshows		Canadian Meetings & Events Expo	IMEX America	Destination Arizona					ATTA FAM & Tradeshow			

FY21 Program of Work: Visitor Services

		July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Volunteer Training & Services	Volunteer Training		X				X		X				X
	Frontliner E-newsletter Distribution	X	X	X	X	X	X	X	X	X	X	X	X
	Volunteer FAMs & Appriciation Event	X	X	X	Event	X	X	X	X	X	Event	X	X



FY21 Program of Work: Communications

		July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Tourism Communications	Themes	ROOM TO PLAY Open Spaces Natural Beauty		ROOM TO EXPLORE Arts & Culture		ROOM TO WONDER ROOM TO INDULGE Sightseeing, Shop, Eat		ROOM TO BREATHE RELAX Wellness		ROOM TO ROAM ROOM TO PLAY Outdoor Adventure			ROOM TO PLAY Open Spaces Natural Beauty
		#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ	#SedonaAZ
		Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready	Sedona Safe.Clean.Ready
		Room To PLAY 1. Secret 7: Hiking 2. Open spaces 3. Stargazing 4. Monsoon sunsets	Room to ROAM: 1. Secret 7: Biking 2. Babymoos 3. Tips for pet-travel	Room to EXPLORE: 1. Secret 7: Arts & Culture 2. Gallery Spotlights 3. Tips for collecting art 4. Public art in Sedona	Room to INDULGE: 1. Secret 7: Stargazing 2. Collector story 3. Local artist Spotlight 4. Craft beverages in Sedona	Room to WONDER: 1. Secret 7: Vistas 2. Holiday recipes from Sedona chefs 3. Sedona-made gifts 4. Local artist spotlights	Room to WONDER: 1. Secret 7: Vistas 2. Holiday recipes from Sedona chefs 3. Sedona-made gifts 4. Local artist spotlights	Room to RELAX: 1. Secret 7: Spiritual 2. Mind, body treatments 3. Mindful resorts 4. Brain-building activities	Room to BREATHE 1. Romantic getaways 2. Learning/Volunteering vacations 3. Sustainable tourism efforts 4. Only in Sedona spa treatments	Room to PLAY: 1. Secret 7: Picnics 2. Nat Geo website 3. Sedona Caes 4. Sedona Trail Keepers	Room to PLAY: 1. Off-the-beaten path bike trails 2. Top golf greens 3. Earth Month 4. Leave no Trace	Room to ROAM: 1. Secret 7: Bike trails for National Bike Month 2. National Tourism Week 3. VV wineries (National Wine Day) 4. Sustainability message	Room to PLAY: 1. Off the beaten path trails, National Trails Day 2. Tips for green travel: World Environment Day 3. Sustainable business certifications
Local Communications	Themes	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out Enewsletter signup	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Sustainable Tourism Plan Enewsletter signup	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Sustainable Tourism Plan Enewsletter signup	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Sustainable Tourism Plan	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Sustainable Tourism Plan	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Sustainable Tourism Plan	Sedona Safe.Clean.Ready champions Tourism Impacts (COVID) Locals Nite Out
			STAR Party Photo Symposium	Fiesta del Tlaq Winefest Red Rocks Music Fest	Plein Air Festival Red Rocks Oktoberfest Sedona Arts Festival Dia de los Muertos	Wolf Week	Sweet Stroll Tree Lighting & Santa Visit Nutcracker Festival of Lights	Winter MusicFest VegFest	International Film Festival RunSedona	Sedona Yoga Fest Sedona MTB Festival	Open Studios Tour Food Truck Fest	Cinco de Mayo & Chili CookOff	Illuminate Film Fest Sedona PhotoFest Plein Air Legacy Event
Tourism	Media Events								ATTA FAM & Tradeshow Activities			LA Media Events with PHX	US Travel Association IPW Media Marketplace

FY21 Program of Work: Research

		July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Research & Training	Smith Travel Research Lodging Data	x	x	x	x	x	x	x	x	x	x	x	x
	Visitor Center Walk- in Data Collection	x	x	x	x	x	x	x	x	x	x	x	x
	Sedona Visitor Online Surveys				x (Jan-June Report)						x (July-Dec Report)		
	Short Term Vacation Rental Research	x	x	x	x	x	x	x	x	x	x	x	x
	Adara Trip Profile & Market Insights	x	x	x	x	x	x	x	x	x	x	x	x
	Education / Training	AZ Governor's Conference on Tourism	ESTO Annual Conference	Destinations International Visitor Services Summit							DMA West Tech Summit		Tour Tracker Motorcoach Inventory Report



Destination Recovery Plan

FY21

FY21 Goals & Destination Recovery Plan

Agenda

- ✓ **Destination Recovery Plan**
- ✓ **Current Situation & Research**
- ✓ **FY21 Strategy by Pillar**
 - ✓ **Highlights & Priorities**
- ✓ **Discussion / Approval**
- ✓ **FY21 Budget**

Considerations

- Safety first: employees, customers, community
- Responsible rebound | Expect slow recovery
- Build Businesses Back up | Get employees working
- Current Situation
- Research
- Trends
- Adaptable and flexible programs
- Phased approach

Considerations

- Speed to market
 - Short-term | Mid-term | Long-term sales funnel
- Increased competition in drive markets
- Off-set International and Group markets
- Bottom up Budget
- Hold true to Sustainable Tourism Plan Goals, Objectives and Dynamic Metrics



Environment

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



Resident Quality of Life

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



Quality of the Economy

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



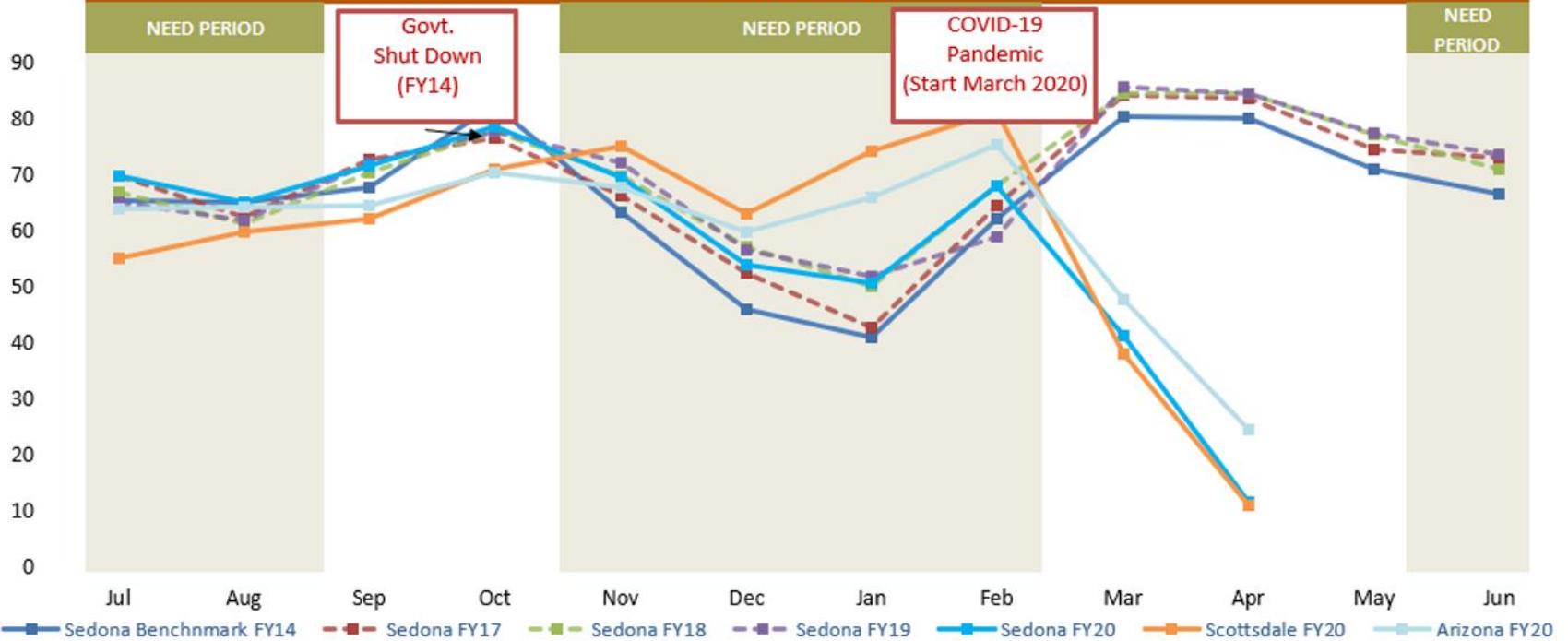
Visitor Experience

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

Current Economic Impacts



OCCUPANCY (%) COMPARISON
ARIZONA FY 2020



Occupancy %

FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	70.0	65.5	71.8	78.9	69.7	54.3	50.9	68.4	41.6	11.7			58.3

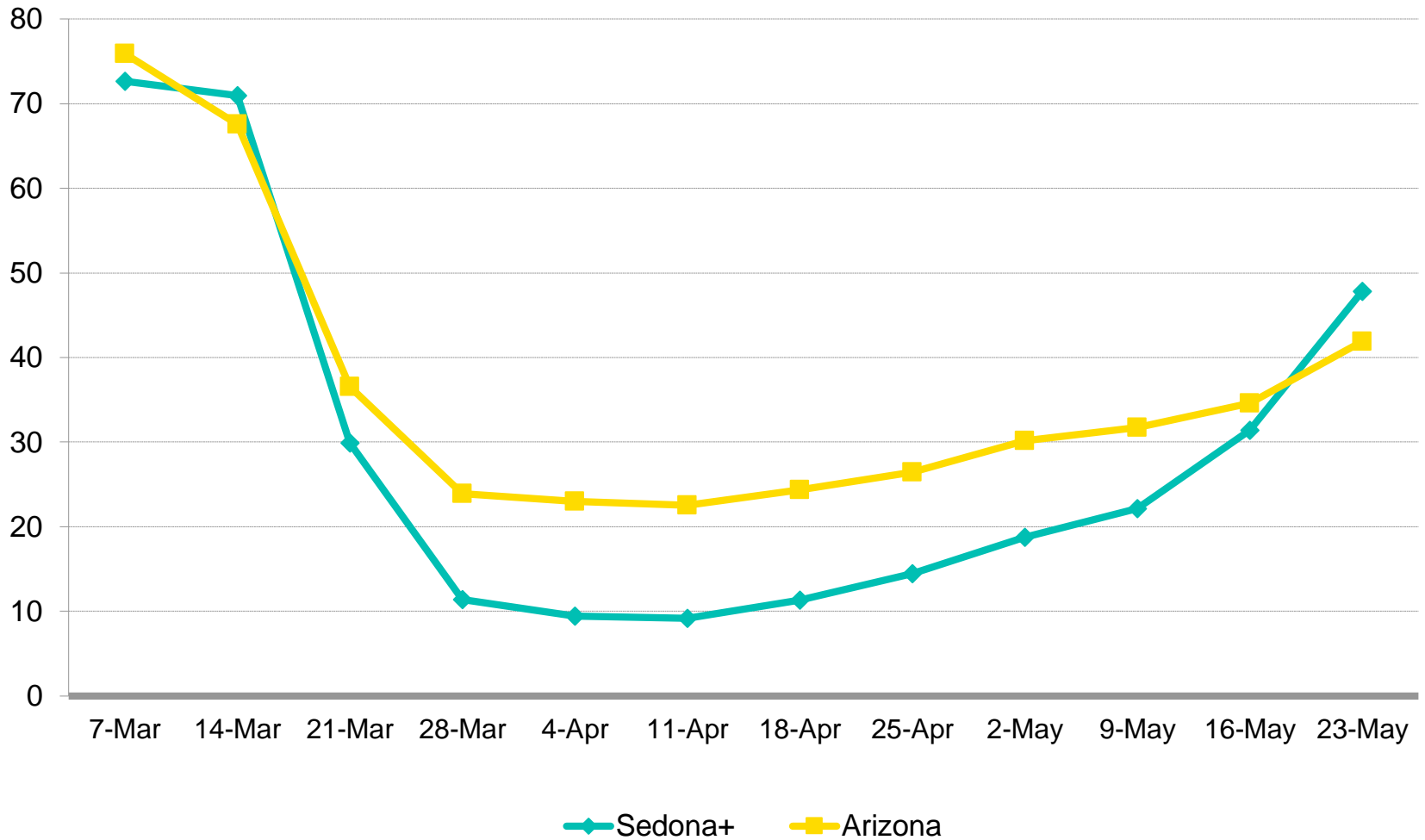
% Occupancy Changed

FY20 v FY14	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2019 v 2013	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014	2020 v 2014
	6.5%	0.0%	5.4%	-4.5%	9.4%	17.8%	23.8%	9.8%	-48.4%	-85.4%			-11.2%

FY20 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2019 v 2018	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019
	6.9%	5.5%	-0.8%	1.3%	-3.9%	-4.6%	-2.1%	15.3%	-51.6%	-86.2%			-15.5%

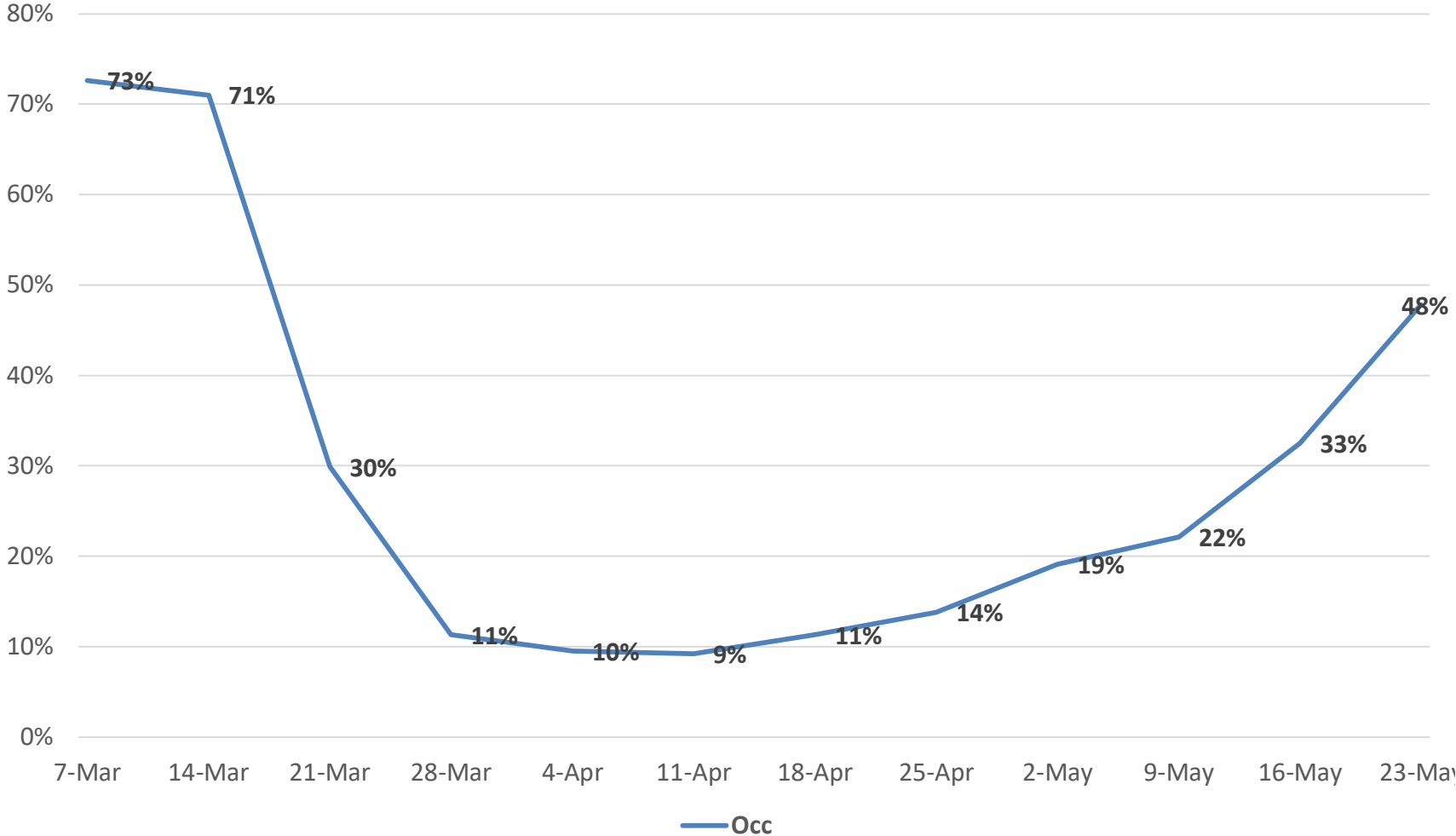
FY20 INDEX	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2019	2019	2019	2019	2019	2019	2019	2020	2020	2020	2020	2020	2020	FY20
	109.0%	101.5%	110.8%	111.5%	102.5%	90.5%	77.1%	90.3%	86.7%	47.4%			98.7%

Weekly Occ (%) - Mar 07, 2020 to May 23, 2020

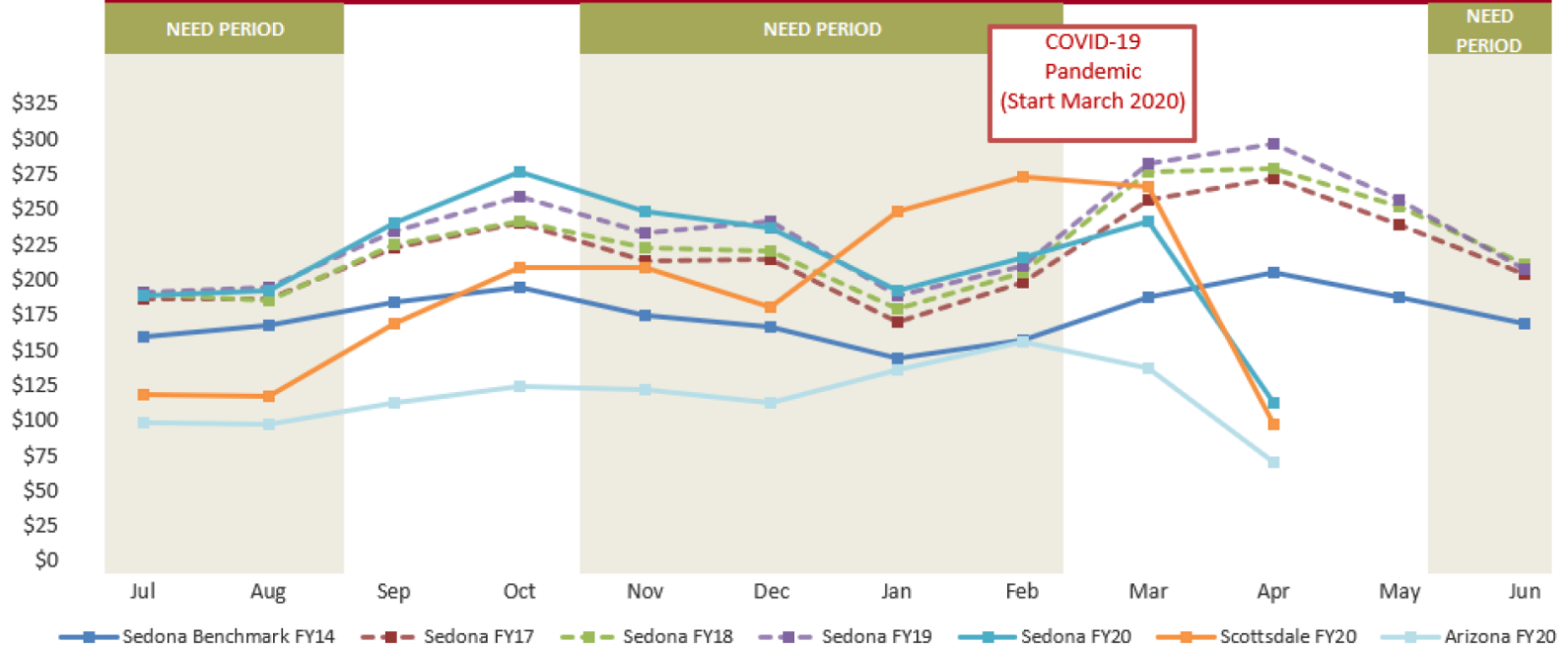


Sedona Hotel Weekly Performance

Occ Rate – Week Ending May 23



**AVERAGE DAILY RATE COMPARISON
ARIZONA FY 2020**



ADR

FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
		189.68	193.27	241.32	277.50	248.88	237.92	193.17	216.33	242.40	112.61		

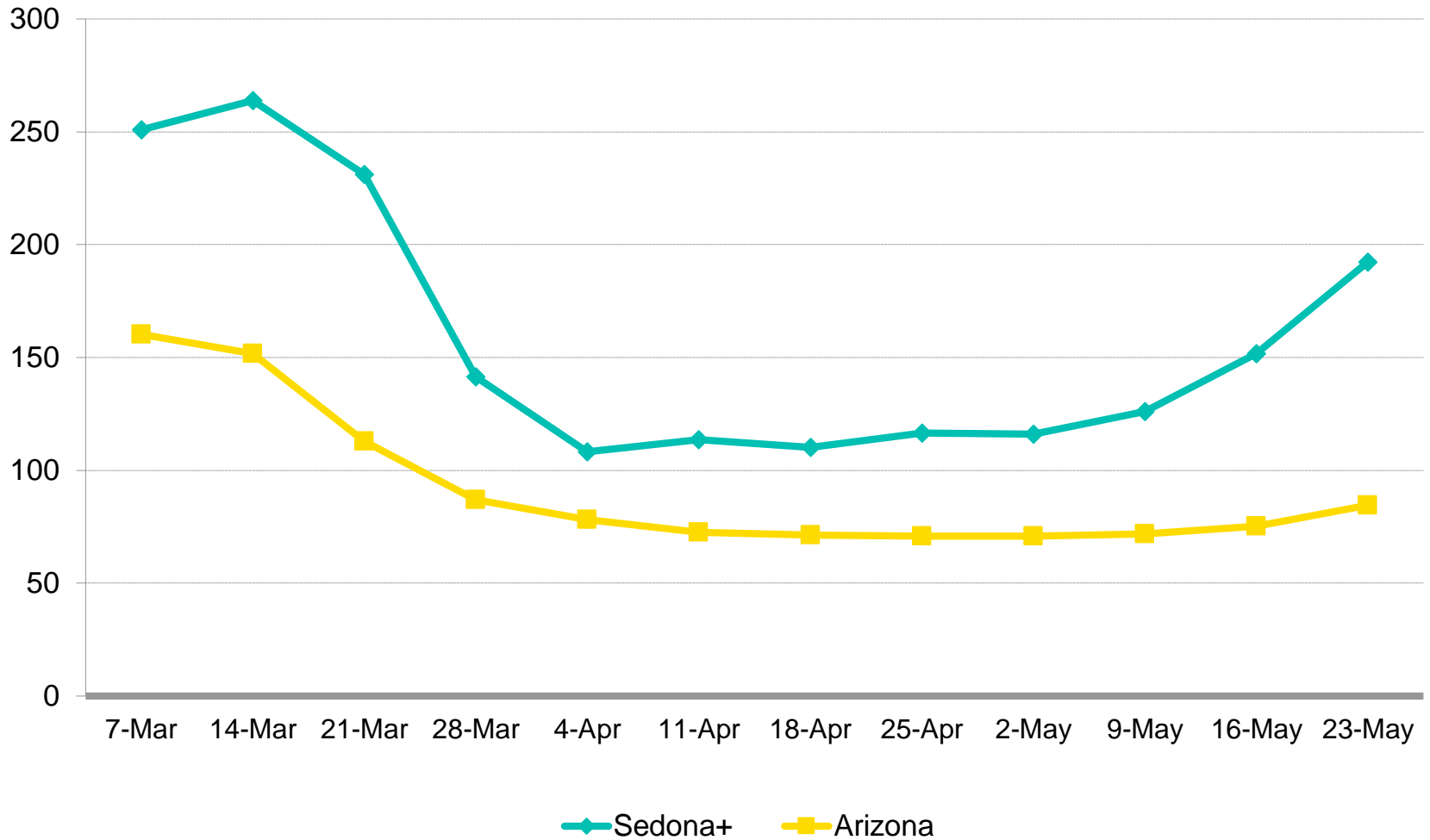
% ADR Changed

FY20 v FY14	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2019 v 2013	18.8%	15.1%	30.6%	42.2%	41.7%	42.9%	33.5%	37.0%	28.8%	-45.4%		

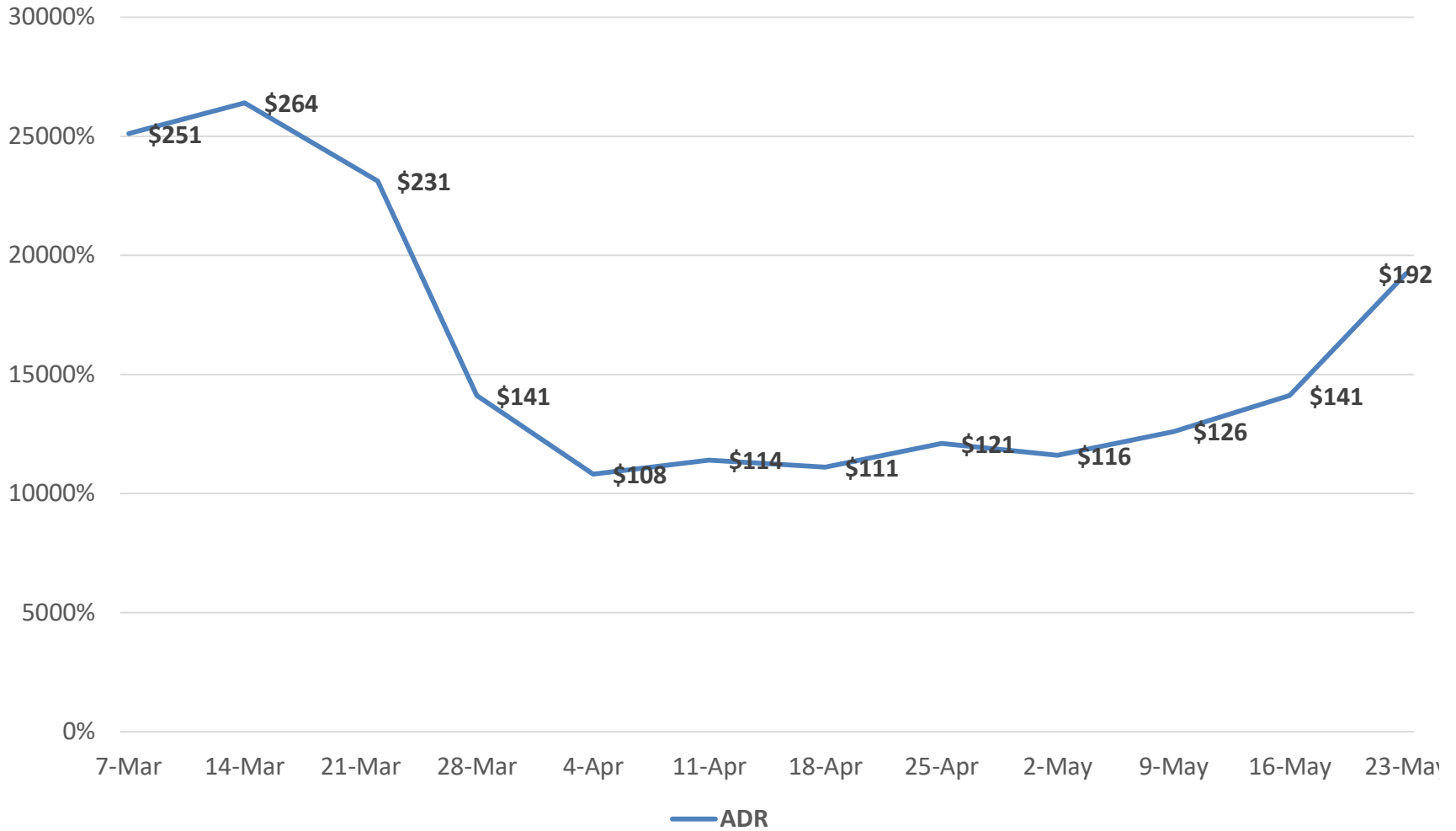
FY20 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2019 v 2018	-0.8%	-0.7%	2.9%	7.0%	6.2%	-1.5%	2.2%	2.6%	-14.2%	-62.1%		

FY20 INDEX	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2019	192.1	196.6	214.3	221.9	203.4	211.4	141.7	138.4	175.8	158.7	2020	2020

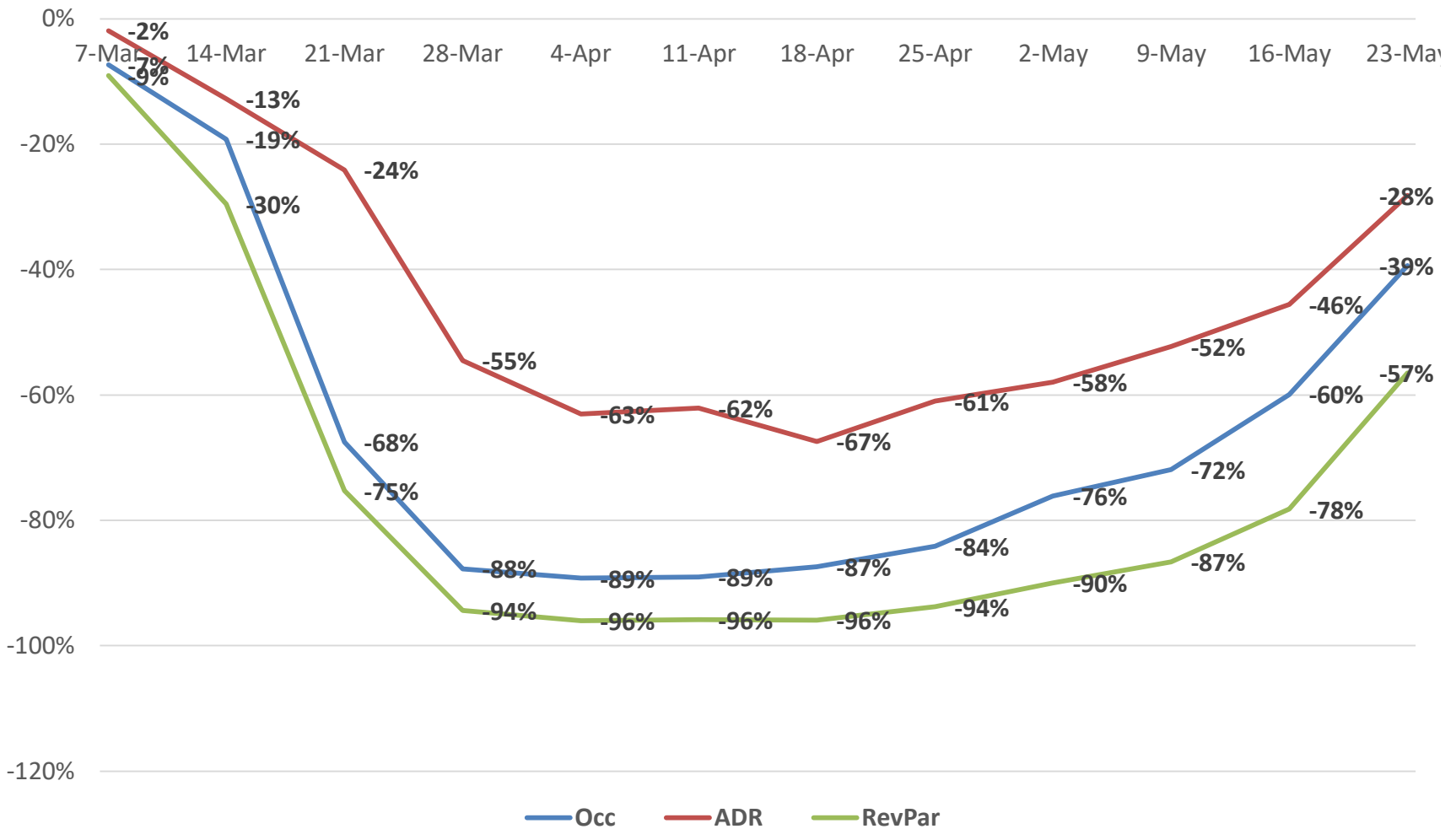
Weekly ADR - Mar 07, 2020 to May 23, 2020



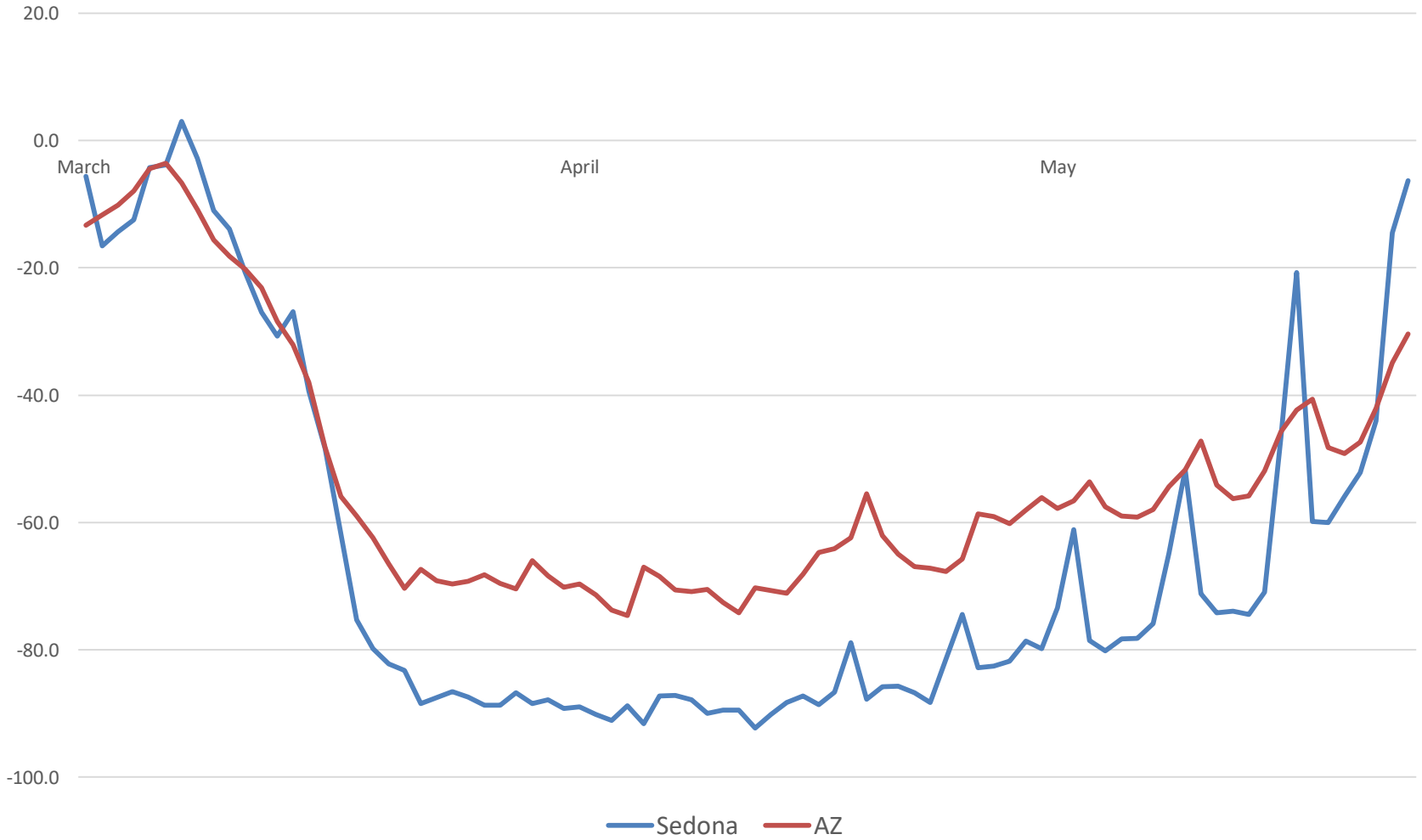
Sedona Hotel Weekly Performance ADR – Week Ending May 23



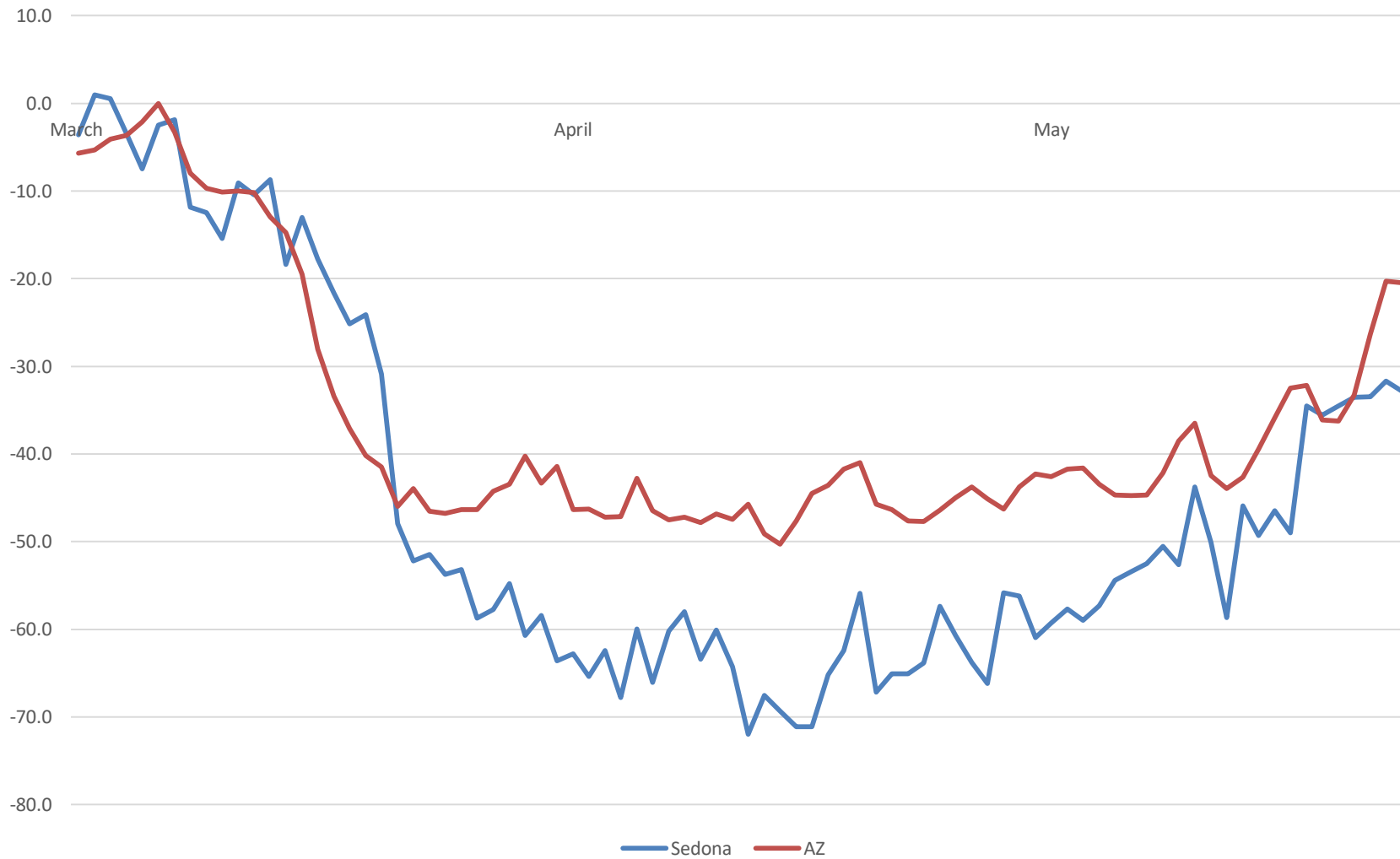
Sedona Hotel Weekly Performance – % Change From 2019 - Week Ending May 23



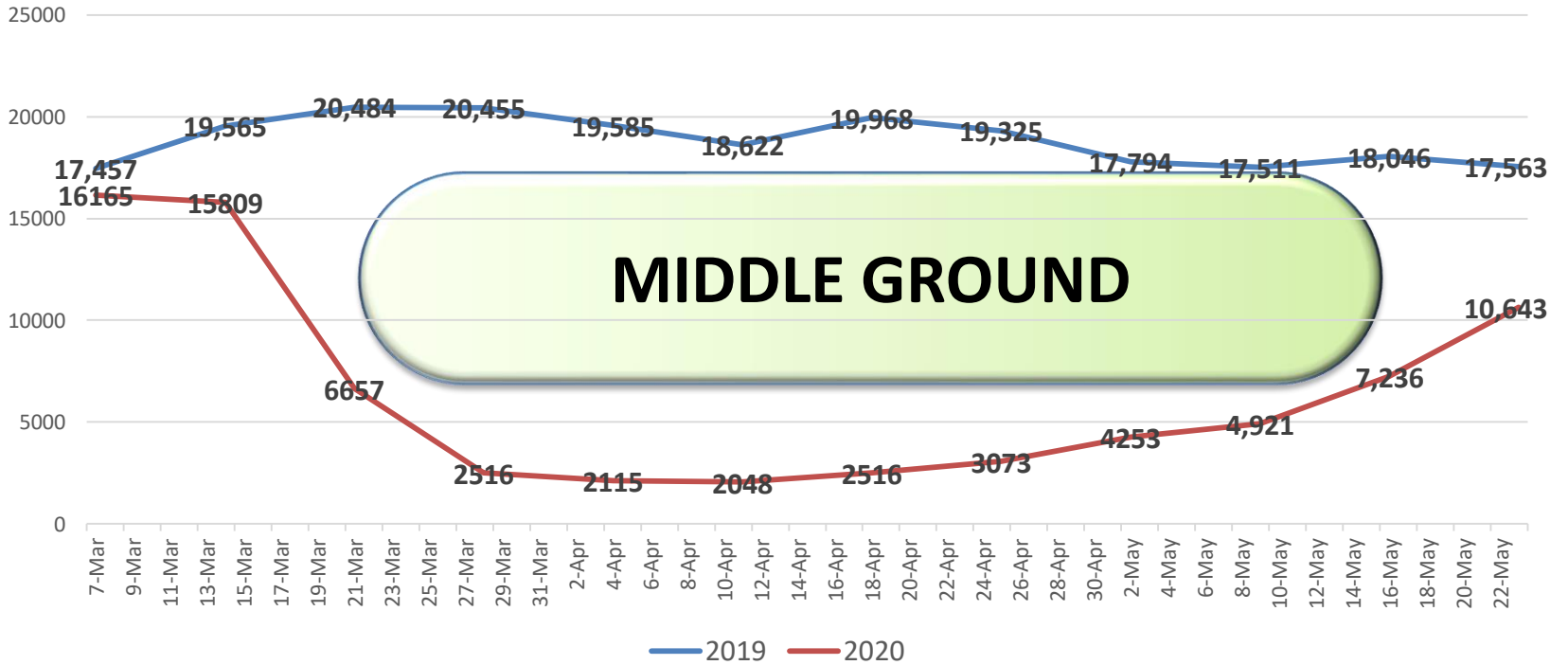
Occupancy Comparison % Decline



ADR Comparison % Decline



Sedona Hotel and Timeshare Weekly Overnight Visitation Week Ending



Travel Industry Impacts from COVID-19 Pandemic

Off-The-Beaten Path

“Instead of spending the majority of a travel trip in dense cities, we foresee the reverse, and travelers will spend the majority trips in off-the-beaten path communities and locales. We also anticipate greater shoulder-season travel, where travelers can still enjoy all that a country can offer without the crowds.”

Travel Industry Impacts from COVID-19 Pandemic

The Great Outdoors

“Following this period of social distancing, hoteliers need to consider that travelers’ behaviors will be forever changed. Expect consumers to seek out more off-the-beaten path experiences, private accommodations and adventure activities where they are able to be outdoors and surrounded by open air.”

Travel Industry Impacts from COVID-19 Pandemic

Public Safety

“We predict that there will be a pent-up demand that people will want to travel. However, there will be consideration about health safety, which will extend past what the industry has seen in other pandemics. This will also extend to airlines and hotels, but destinations will play a large part in the recovery: what they did, how they are involved in making it safer for their staff/locals, and even the rates of infections being a part of the overall calculation of consumers selecting destinations.”

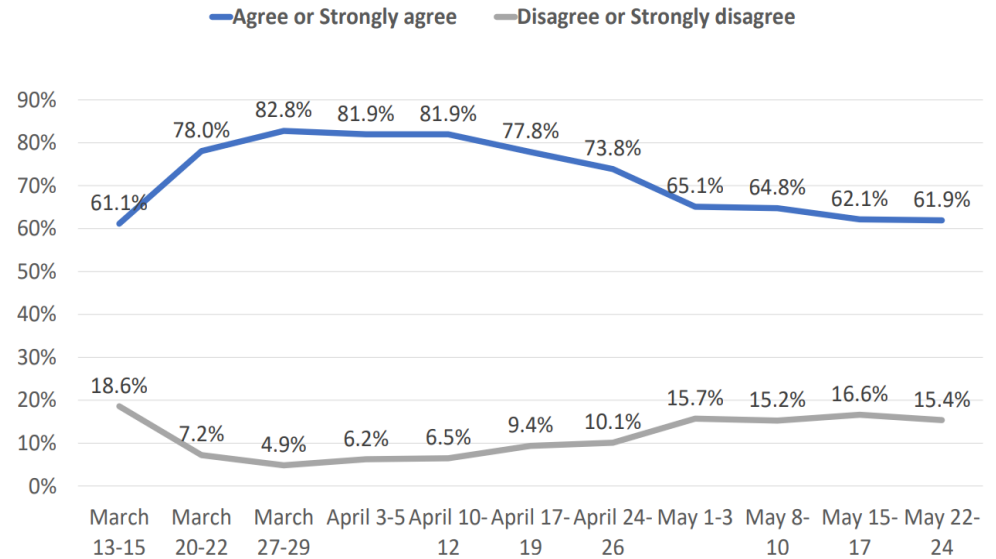
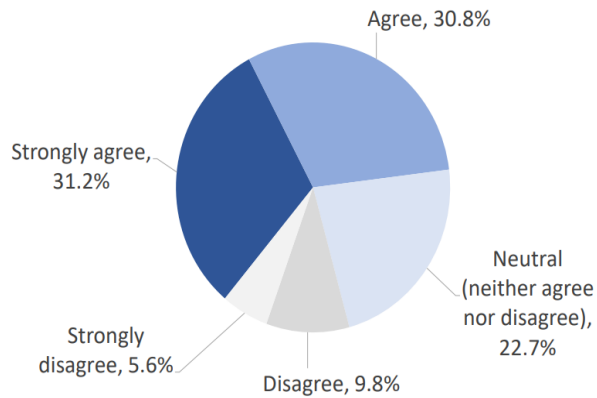
Americans' Travel State of Mind as of May 31st, 2020



Avoiding Travel Until the Crisis Blows Over

How much do you agree with the following statement?

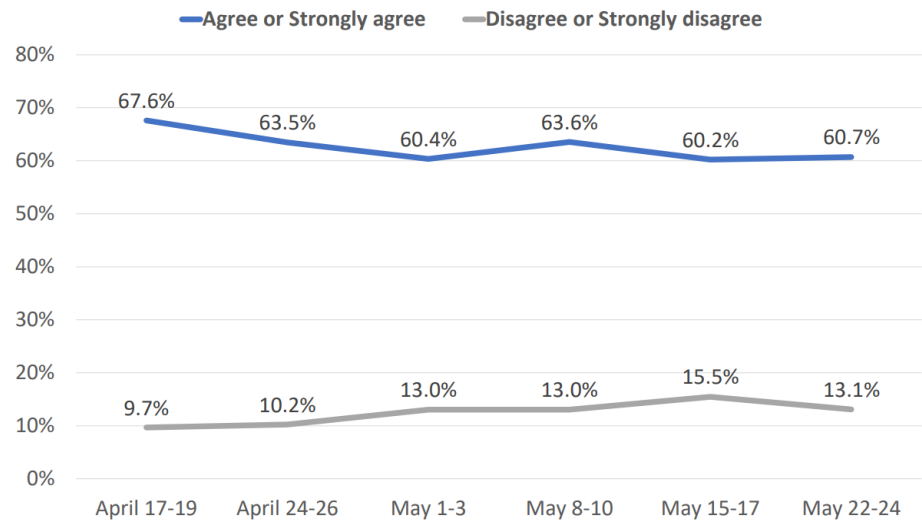
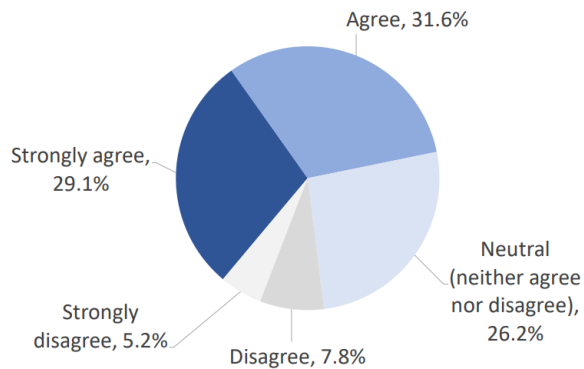
Statement: I'm planning to avoid all travel until the coronavirus situation blows over.



Travelers in Community are Unwanted

How much do you agree with the following statement?

Statement: I do not want travelers coming to visit my community right now.



Airlift – Sky Harbor Flight Schedules Analysis of cancelled flights compared to February 2020 Schedules

24,000+ flights cancelled to Sky Harbor March – July 2020

- 134 total flights canceled for March 2020.
- April 2020: 7,200+ flights canceled, a drop of **-43.3%**.
- May 2020: 11,700+ flights canceled, a drop of **-70.0%**.
- June 2020: 4,000+ flights canceled, a drop of **-24.5%**
- July 2020: 1,100+ flights canceled, a drop of **-6.5%**





Destination Recovery Plan

FY21

FY21 Goals & Destination Recovery Plan



Caring for

Business

Locals and Visitors

Together



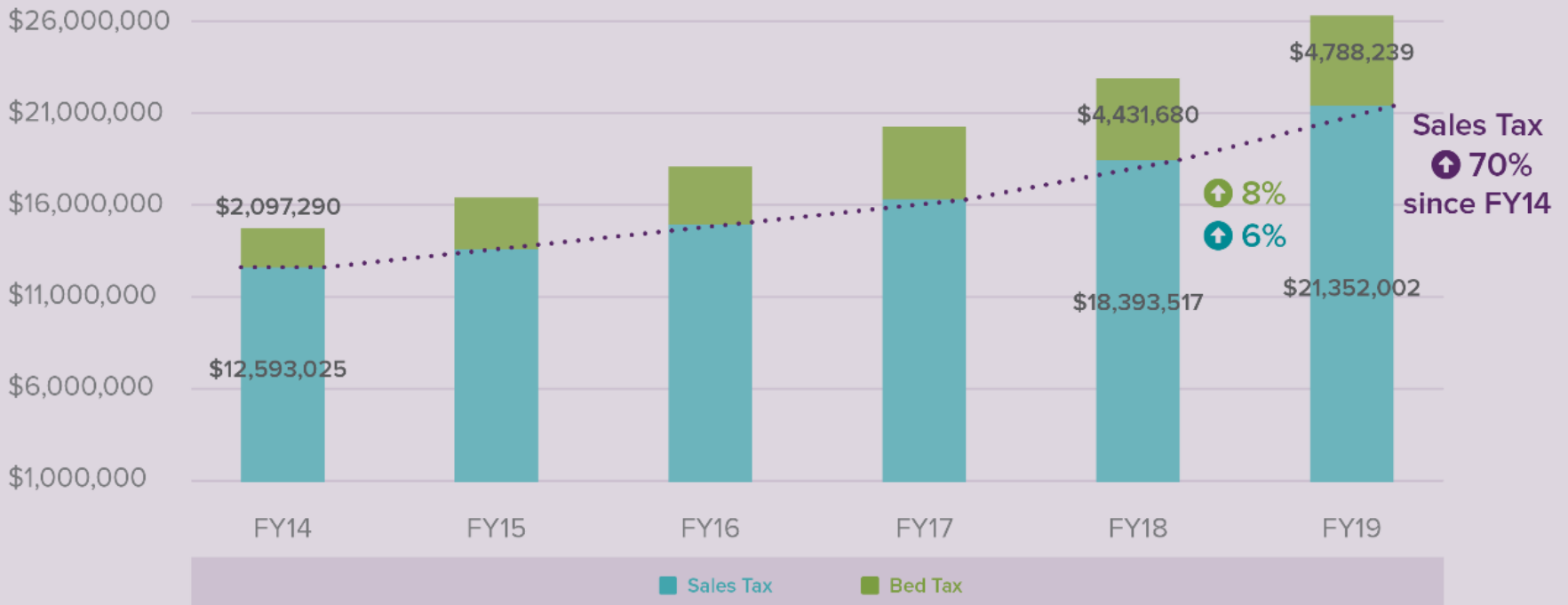
Quality of the Economy Objectives

- C1** Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors
- C2** Expand interagency collaboration among diverse Sedona organizations
- C3** Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy
- C4** Pursue innovative approaches to employee housing and training



Quality of the Economy

Sales & Bed Tax Collections



Excludes .5% sales tax increase implemented in March 2018

Month	Retail	Restaurant & Bar	Hotel/Motel	Construction	Leasing	Communications & Utilities	Amusements & Other	Totals
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City Sales Tax Revenues by Category and by Month

July 2018	\$ 511,610	\$ 321,144	\$ 304,687	\$ 153,287	\$ 114,969	\$ 70,252	\$ 98,233	\$ 1,574,182
August 2018	509,887	306,811	294,710	109,552	123,711	66,746	86,895	1,498,312
September 2018	599,890	355,203	394,429	129,832	124,029	65,334	94,961	1,763,678
October 2018	656,954	421,517	467,790	92,980	139,574	58,732	108,431	1,945,978
November 2018	599,965	356,589	368,420	105,784	125,669	55,670	84,959	1,697,056
December 2018	579,093	310,204	380,453	121,126	141,714	57,334	58,214	1,648,138
January 2019	509,544	283,021	309,652	93,062	121,730	64,327	56,674	1,438,010
February 2019	481,411	271,508	294,460	87,584	137,780	58,382	64,516	1,395,641
March 2019	710,090	492,066	579,585	122,056	161,264	56,678	176,372	2,298,111
April 2019	698,174	445,837	574,212	108,855	142,153	52,398	148,883	2,170,512
May 2019	657,613	425,555	480,668	132,555	129,000	54,546	168,039	2,047,976
June 2019	590,382	377,501	390,862	145,159	159,996	58,414	133,851	1,856,165
Total FY 2019	\$ 7,104,613	\$ 4,366,956	\$ 4,839,928	\$ 1,401,832	\$ 1,621,589	\$ 718,813	\$ 1,280,028	\$ 21,333,759

July 2019	\$ 556,523	\$ 338,347	\$ 385,663	\$ 125,895	\$ 126,406	\$ 65,539	\$ 113,873	\$ 1,712,246
August 2019	533,678	335,441	340,211	103,131	132,515	67,910	170,141	1,683,027
September 2019	609,904	407,547	457,079	137,927	147,723	74,529	100,956	1,935,665
October 2019	685,931	433,018	511,731	128,867	152,000	59,328	125,885	2,096,760
November 2019	667,306	394,346	447,089	151,139	155,136	58,249	88,212	1,961,477
December 2019	725,119	310,857	369,481	168,222	143,855	55,259	67,271	1,840,064
January 2020	609,410	317,577	369,711	170,317	118,914	67,386	51,795	1,705,110
February 2020	-	-	-	-	-	-	-	-
March 2020	-	-	-	-	-	-	-	-
April 2020	-	-	-	-	-	-	-	-
May 2020	-	-	-	-	-	-	-	-
June 2020	-	-	-	-	-	-	-	-
Total Year-to-Date FY 2020	\$ 4,387,871	\$ 2,537,133	\$ 2,880,965	\$ 985,498	\$ 976,549	\$ 448,200	\$ 718,133	\$ 12,934,349

Current Month Comparison to Same Month Last Year

January 2019 vs. January 2020	\$ 99,866	\$ 34,556	\$ 60,059	\$ 77,255	\$ (2,816)	\$ 3,059	\$ (4,879)	\$ 267,100
Change from January to January	20%	12%	19%	83%	-2%	5%	-9%	19%

Year-to-Date Comparison to Year-to-Date Last Year

Difference in YTD	\$ 420,928	\$ 182,644	\$ 360,824	\$ 179,875	\$ 85,153	\$ 9,805	\$ 129,766	\$ 1,368,995
% Change from Prior YTD	11%	8%	14%	22%	10%	2%	22%	12%

Long-Term Goals

Tourism

- To attract, manage and monitor sustainable tourism for the benefit of residents, industry and visitors.
- To make visiting Sedona a positive, safe and memorable experience.
- To strive for a balance between the environment, quality of life for residents, quality of the economy and the visitor experience by executing the Sustainable Tourism Plan.

Long-Term Goals

Environment

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

Quality of Life

- Protect and enhance the quality of life by mitigating impacts of tourism.

Quality of Economy

- Shape the Sedona economy in ways that balance 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.

Short-Term Goals

Marketing & Communications

- Achieve pre-COVID levels of visitor spending with a focus on mid-week and off-peak seasons.
- Position Sedona as a premier destination for arts, wellness, outdoor adventure and sustainability; and thus generating a sense of community pride.
- Conduct research to inform decision-making for the organization and stakeholders.
- Actively engage in executing the Sustainable Tourism Plan in an effort to contribute to the quality of life for residents, enrich the tourism experience, and mitigate visitor impacts.

Group/Meeting and Travel Trade Industry Sales

- Position Sedona as the premier destination for small meetings and incentives.
- Position Sedona as a top leisure destination for national and international travelers through travel trade tour programs.

Visitor Services

- Provide the highest level of customer service at the Visitor Center.
- Maintain a trained, engaged and vibrant volunteer core.
- Provide resources to visitors to support sustainability and stewardship effort

	Average Occupancy				Average Daily Rates			
	FY19 Actuals	FY20 Actuals	SCC&TB Goal Occupancy	SCC&TB estimated percentage decrease	FY19 Actuals	FY20 Actuals	SCC&TB Estimate	Estimated decreases
Month								
Jul		70%	39%	-45%		\$190	\$124	-35%
Aug		66%	43%	-35%		\$193	\$135	-30%
Sep		72%	50%	-30%		\$241	\$181	-25%
Oct		79%	55%	-30%		\$278	\$209	-25%
Nov		70%	49%	-30%		\$249	\$187	-25%
Dec		54%	38%	-30%		\$238	\$179	-25%
Jan		51%	41%	-20%		\$193	\$154	-20%
Feb	68%	69%	58%	-15%		\$216	\$173	-20%
Mar	86%	42%	77%	-10%	\$ 283.00	\$242	\$255	-10%
Apr	85%	12%	70%	-10%	\$ 297.00	\$113	\$267	-10%
May	78%		70%	-10%	\$ 257.00		\$231	-10%
Jun	74%		67%	-10%	\$ 208.00		\$187	-10%
FY Avg			55%	-23%			\$190	-20%
Matching National norms								
Outperforming national norms by 10 points								
Outperforming national norms by 5 points								

NATIONAL LODGING INDUSTRY FORECASTS

	2021 STR NATIONAL Forecast	2021 STR SEDONA Forecast
Occupancy	52.1%	53%
Average Daily Rate	\$104.58	\$167

The Economic Impact of the Coronavirus Due
to Travel Losses, April 2020 | Smith Travel
Research Sedona Forecast

SEDONA FORECAST*

2021 Forecast (July 2020 – June 2021)
55% (-23%)
\$190 (-20%)

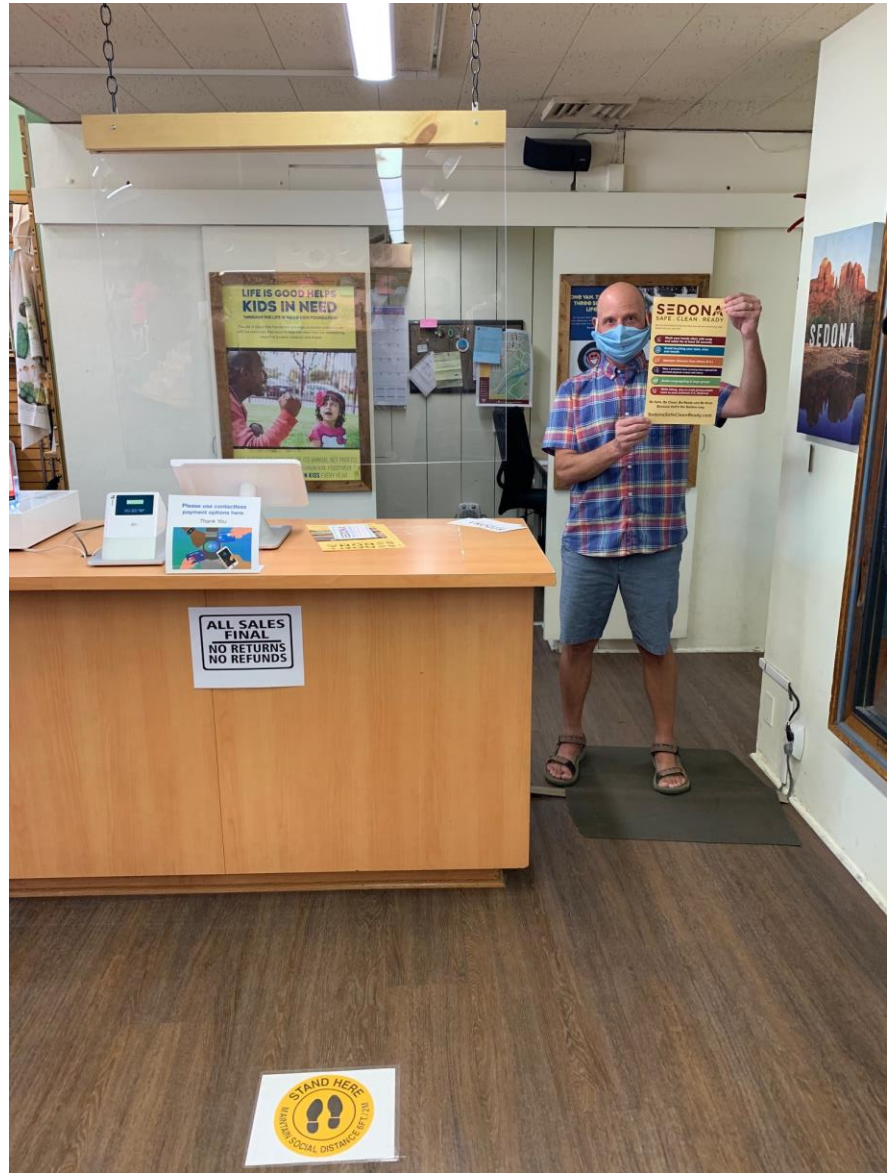
SCC&TB goal*

SEEDONA
SAFE . CLEAN . READY

SedonaSafeCleanReady.com

Committed to You during the COVID-19 Crisis





VERDE ✓ VALLEY

SAFE . CLEAN . READY

COTTONWOOD ✓
SAFE . CLEAN . READY

CottonwoodAZ.gov/safe-clean-ready

Committed to You during the COVID-19 Crisis

A scenic view of a red rock canyon. In the foreground, two people are standing on a rocky cliff edge, looking out over the landscape. The canyon is filled with red rock formations and green vegetation. The sky is blue with some clouds. The text "Find YOUR ROOM TO PLAY" is overlaid on the image in a white, stylized font.

Find
YOUR ROOM TO
PLAY

Find
**YOUR ROOM TO
BREATHE**



Find
**YOUR ROOM TO
ROAM**



A close-up photograph of a person's back during a hot stone massage. Several smooth, dark, oval-shaped stones are placed on the skin. A pair of hands is visible, with fingers resting on the stones. The person's ear and part of their hair are visible in the lower right corner. The text "Find YOUR ROOM TO RELAX" is overlaid on the image in white, with "Find" in a script font and "YOUR ROOM TO RELAX" in a bold, sans-serif font.

Find
**YOUR ROOM TO
RELAX**

A man and a woman are smiling and standing in a hotel lobby. The man is wearing a blue scarf and a brown jacket, and the woman is wearing a brown robe. They are standing next to a large, colorful fish sculpture. The background shows a modern hotel interior with a glass display case containing various items, including a green plant and a red object. The text "Find YOUR ROOM TO EXPLORE" is overlaid on the image.

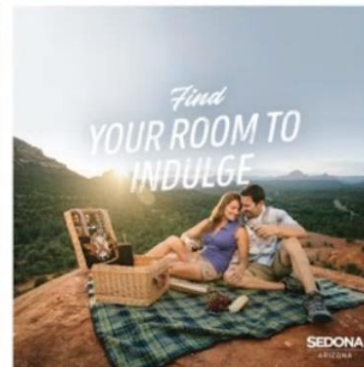
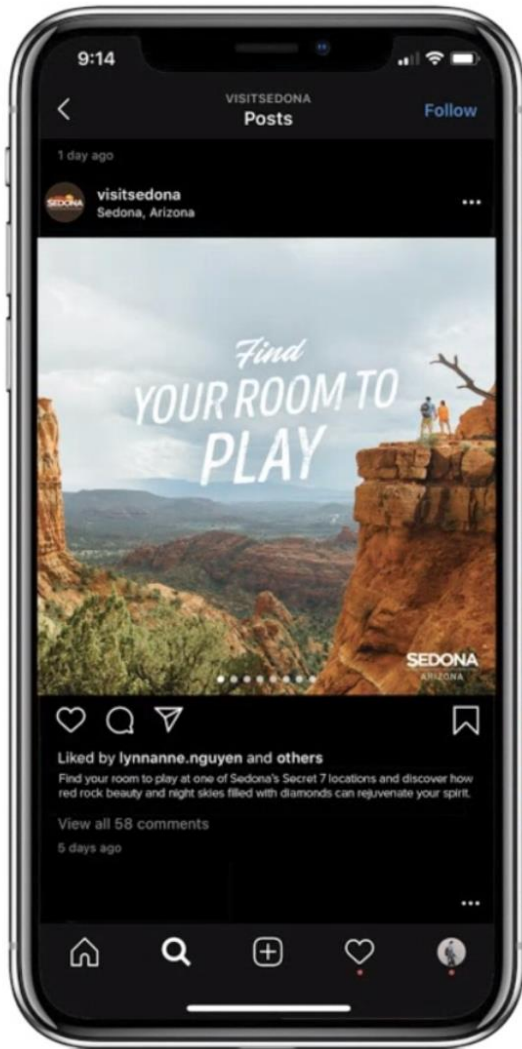
Find
**YOUR ROOM TO
EXPLORE**

A photograph of a restaurant interior with large windows overlooking a mountain landscape. The text "Find YOUR ROOM TO INDULGE" is overlaid on the image. The word "Find" is in a white, cursive font, while "YOUR ROOM TO INDULGE" is in a white, bold, distressed font. The restaurant has several tables set with white linens, glassware, and silverware. There are orange armchairs and a long, curved, dark-colored sofa in the foreground. The view outside the windows shows a rugged mountain range under a clear sky.

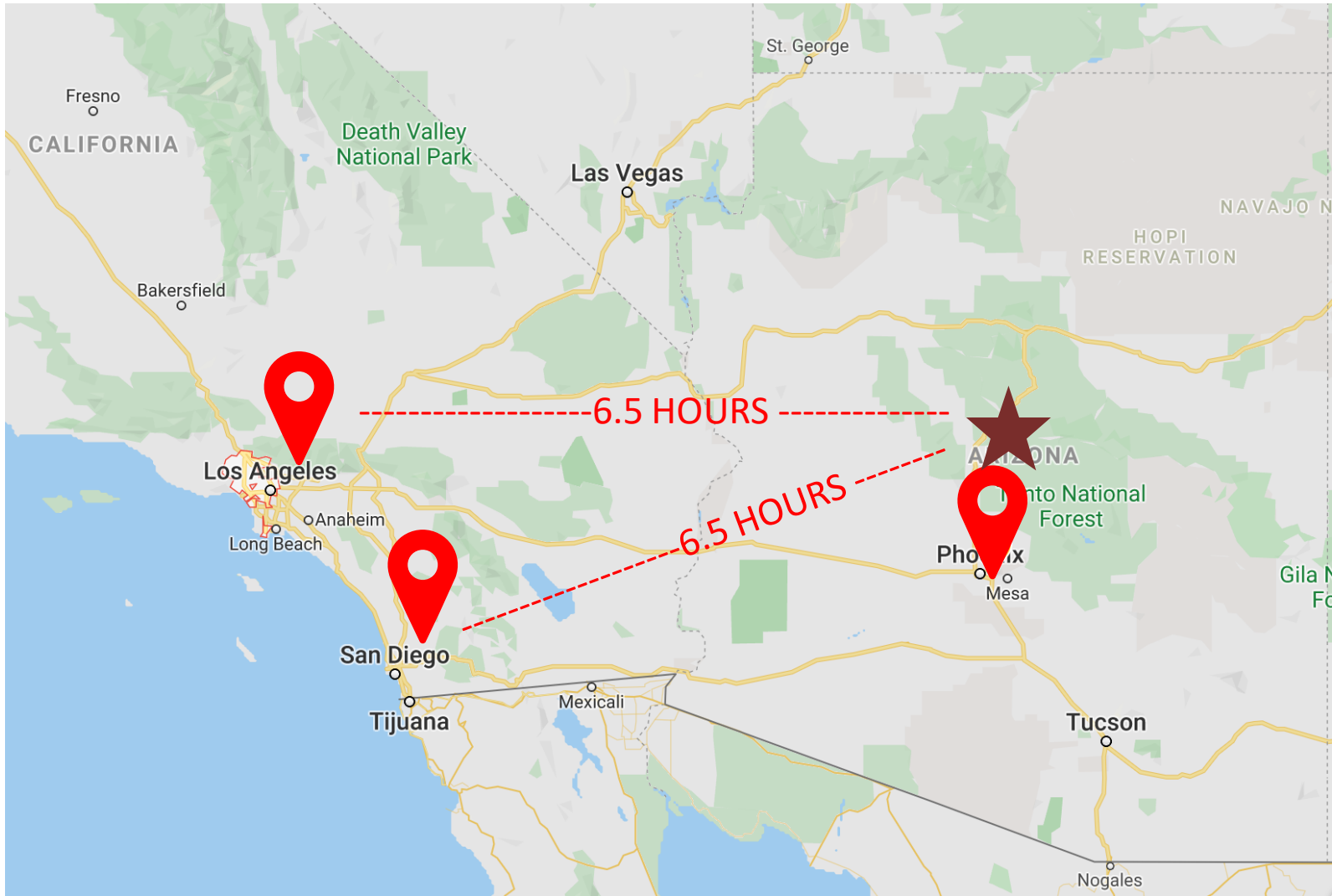
Find
**YOUR ROOM TO
INDULGE**



Find
**YOUR ROOM TO
WONDER**



DRIVE MARKETS





INCOME: UPSCALE

(Full lead set: Upper-middle class)



EDUCATION: COLLEGE GRADUATE +



EMPLOYMENT: MANAGEMENT

(Full lead set: White collar mix)



**See a Wonder of the World.
Stay in a World of Wonder.**

Focus on Overnight Stays

LEARNING VACATIONS **92% MATCH**

RESTORATIVE RETREATS **91% MATCH**

COUNSELORS & COACHING **89% MATCH**

89% MATCH

89% MATCH

FAVORITE PLACES	HIGH HEELS	WELLNESS SEEKER	COUPLES ESCAPE	CULTURE LOVER
●	●	●	●	●

HIDDEN GEMS	FLIP FLOPS	THRILL SEEKER	FAMILY FUN	NATURE LOVER
●	●	●	●	●

Timing

2020

2021

January							February							March						
Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
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Timing

2020

2021

January							February							March								
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April							May							June							
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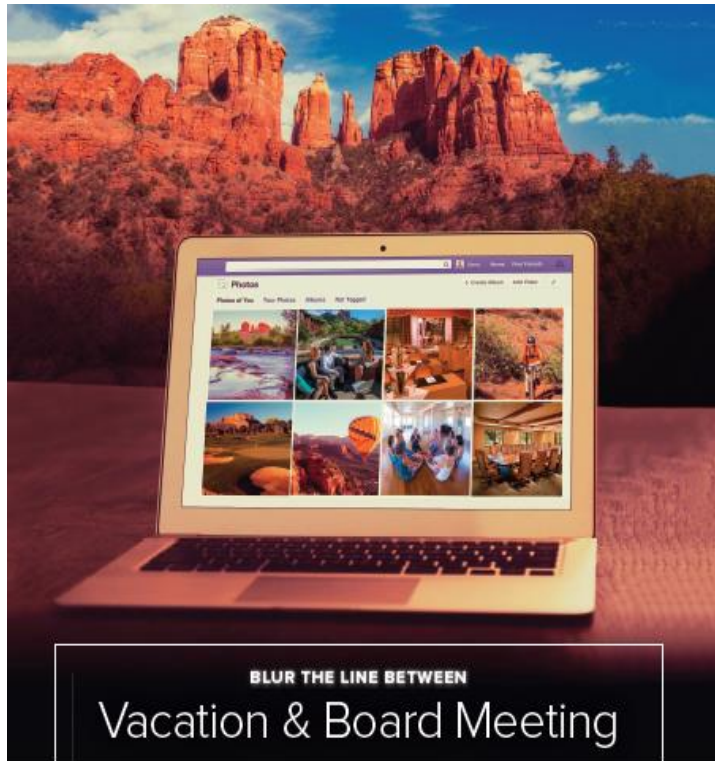
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April							May							June						
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July							August							September						
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October							November							December						
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3	4	5	6	7	8	9	8	9	10	11	12	13	6	7	8	9	10	11		
10	11	12	13	14	15	16	14	15	16	17	18	19	20	13	14	15	16	17	18	
17	18	19	20	21	22	23	21	22	23	24	25	26	27	20	21	22	23	24	25	
24	25	26	27	28	29	30	28	29	30	26	27	28	29	30	31					

ADVENTURE ELEVATE

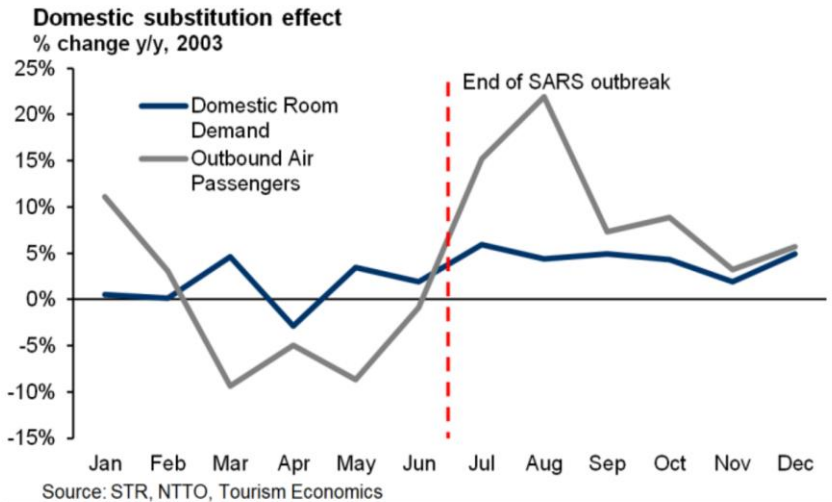


BLUR THE LINE BETWEEN
Vacation & Board Meeting

Imagine your next meeting or special event in the Most Beautiful Place on Earth, Sedona, AZ. Bring your group together for a transformative experience in a place that will inspire innovation, creativity and collaboration. Convene among Southwestern splendor with stunning scenery, delicious cuisine, fine art and world-class recreation. Your attendees won't want to miss your next meeting in this inspiring and rejuvenating setting. Blur the line between vacation and board meeting and plan your next event at MySedonaMeeting.com.



The Most Beautiful Place on Earth
MySedonaMeeting.com



Quality of Economy Budget

Quality of Economy Programs	FY20	FY21	\$\$ Change	% Change
Advertising Outside Sedona	\$ 485,000	\$ 1,063,500	\$ 578,000	119%
Marketing Support (in-Sedona, support services)	\$ 187,000	\$ 225,000	\$ 38,000	20%
Marketing Collateral	\$ 34,200	\$ 37,900	\$ 3,700	11%
Media & Communications	\$ 108,000	\$ 88,000	\$ (20,000)	-19%
Meetings Sales	\$ 108,000	\$ 108,000	\$ -	0%
Research	\$ 28,550	\$ 34,500	\$ 5,950	21%
Trade Shows & Sales Missions	\$ 110,000	\$ 110,000	\$ -	0%
Dues & Subscriptions	\$ 13,200	\$ 13,200	\$ -	0%
Postage, Delivery & Distribution	\$ 106,000	\$ 132,200	\$ 26,200	25%
Total Quality of Economy	\$ 1,179,950	\$ 1,811,800	\$ 631,850	54%

Caring for the Environment

Locals and Visitors
Together

Pillar Objectives

A1 Implement new waste prevention, reduction, and diversion strategies focused on visitors and their impacts in the Sedona region

A2 Expand programs that encourage minimal water usage and protect water quality

A3 Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy

A4 Launch initiatives that lessen impacts to lands (including noise, air, and light pollution), and stimulate efforts for long-term sustainability

A5 Take leadership role in educating and engaging businesses and visitors on sustainability initiatives and encouraging visitors to be sensitive guests while in the destination



Environment

Perception of Sustainability

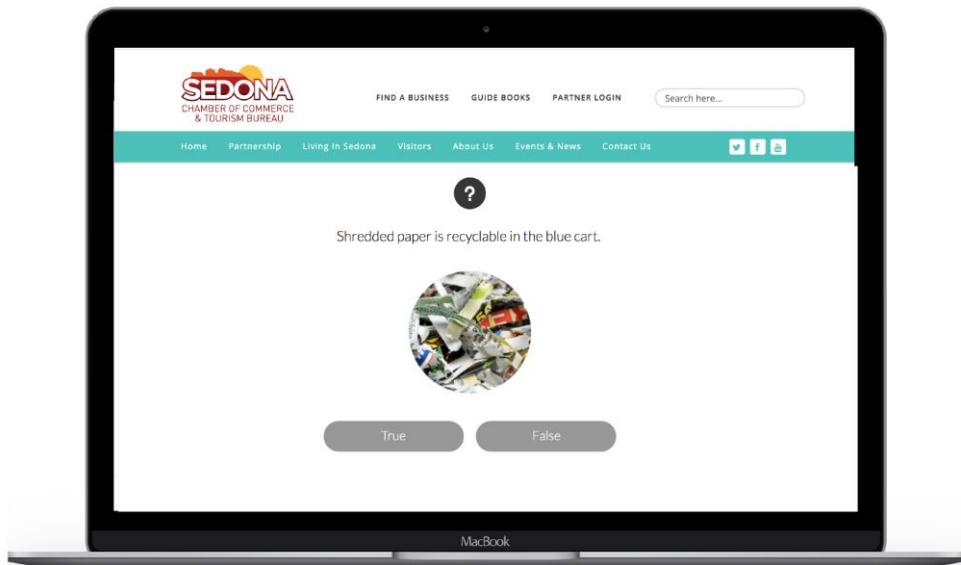
Sedona Visitors



Sedona Businesses



Recycling Quiz



- Interactive Guide
- Interactive Quiz
- Sedona Marketing Materials
- Realtime Analytics
- Social Media Content

A1

R/C

WHY DOG FOOD BAGS ARE NOT RECYCLABLE

PLASTIC (INSIDE)

PAPER (OUTSIDE)

NEW! healthy joints

R/C

Place in your recycling bin

Cut off label & recycle at stores

100% paper

100% plastic

recyclebycity.com

R/C

recyclebycity.com

TOO TOXIC TO TRASH

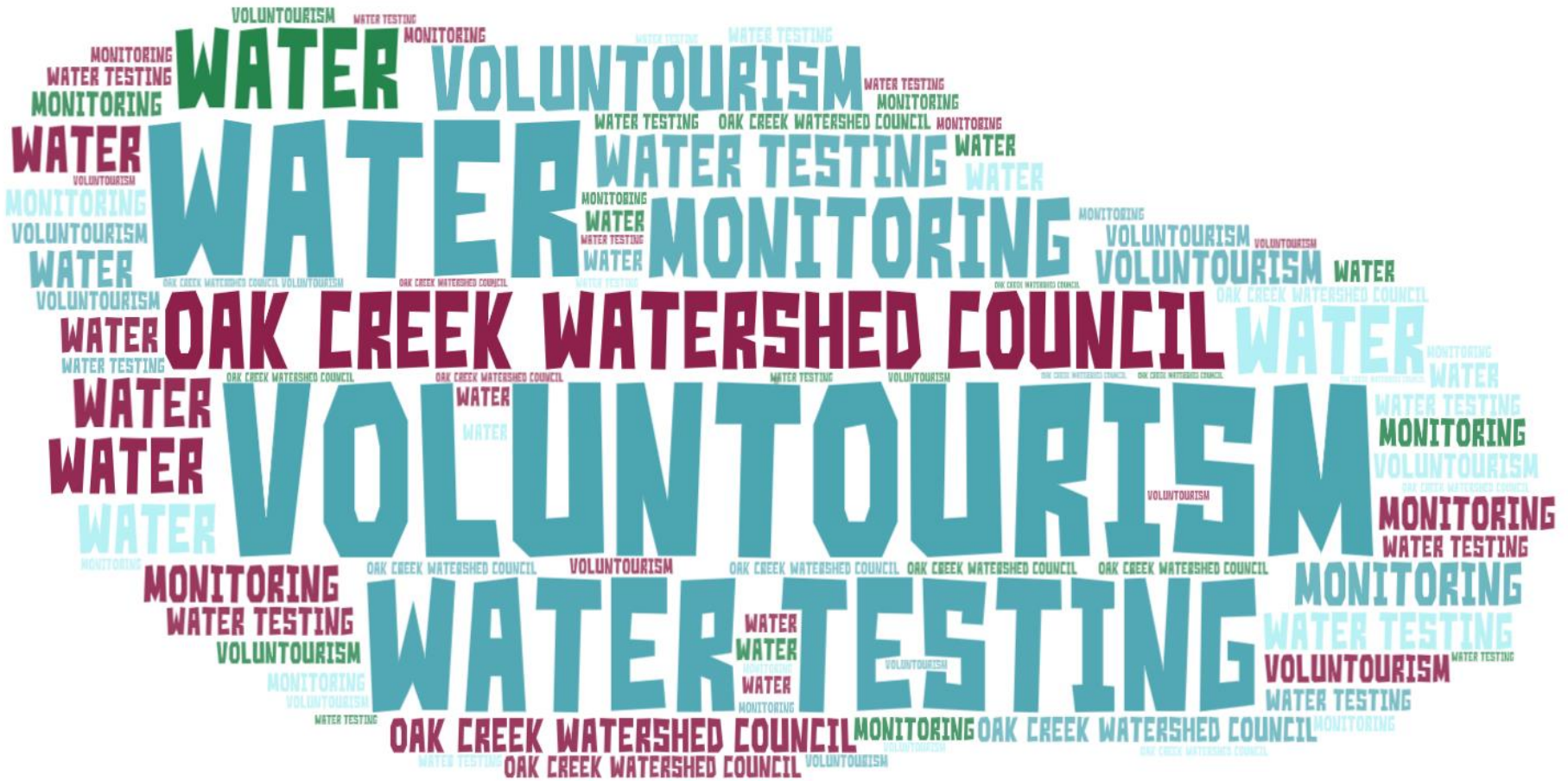
LOOK ON THE LABEL FOR:

"TOXIC"	"WARNING"
"CORROSIVE"	"CAUTION"
"EXPLOSIVE"	"FLAMMABLE"
"REACTIVE"	"POISON"

WHAT DO



A1





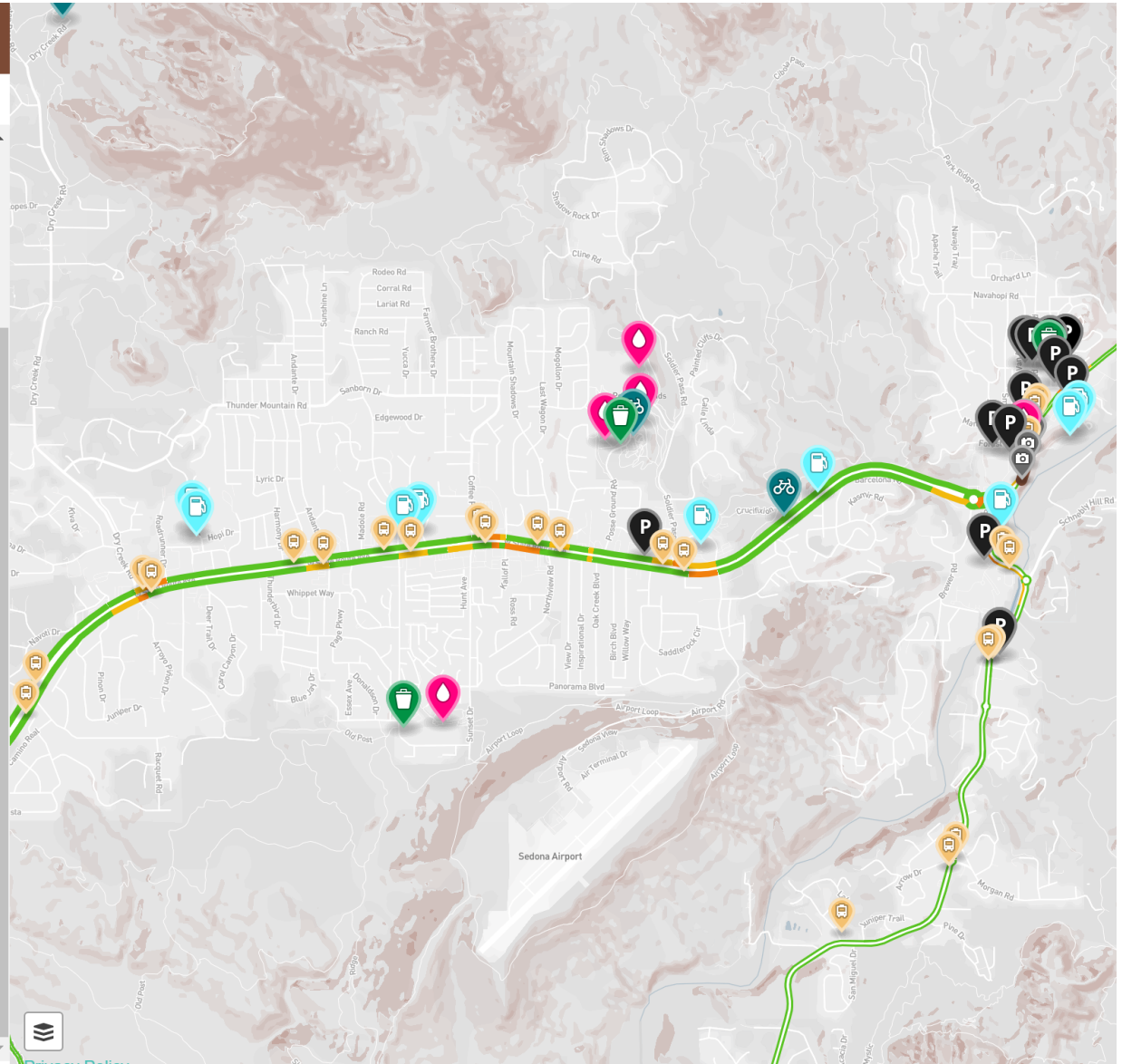
A3 | A4



Get Around Sedona

What are you looking for?

- Tours & Sightseeing**
- Secret 7's**
- Retail & Shopping**
- Parking**
- P Parking**
- EV Stations**
- Transportation**
- Transport and Travel Services**
- Public Transportation**
- Wedding & Meeting Services**
- Theatre**
- Museum**
- Parks and Trailheads**
- Public Restrooms**
- Water Fill-up Stations**
- Bike Stations**
- Churches**
- Public Art Locations**
- Suggested Walking Route**
- Real-time Traffic (red heavy)**
- Recycling Drop-off**





A5

FY21

STP Pillars Budget

	FY20	FY21	\$\$ Change	% Change
Total Environmental Programs (plus \$50,000 from private sector STK = \$171,000)	\$ 132,500	\$ 121,000	\$ (11,500)	-9%
Total Quality of Life Programs	\$ 280,000	\$ 271,000	\$ (9,000)	-3%
Quality of Visitor Experience				
Regional Programs	\$ 20,000	\$ 19,250	\$ (750)	-4%
StarParty	\$ 8,000	\$ 3,000	\$ (5,000)	-63%
Public Restroom Renovation	\$ 100,000	\$ -	\$ (100,000)	-100%
Other Visitor Experience	\$ 22,000	\$ 5,000	\$ (17,000)	-77%
Total Visitor Experience	\$ 150,000	\$ 27,250	\$ (122,750)	-82%



Quality of Life

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

Resident Quality of Life Objectives

- B1** Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows and enhance access to key destinations
- B2** Expand technology to help solve transportation challenges
- B3** Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance
- B4** Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors
- B5** Manage current and future accommodations in ways that increase their balance with long-term sustainability
- B6** Launch initiatives that lessen tourism impacts to residents (including noise, air, and light pollution) to strengthen resident quality of life



Resident Quality of Life

Overall Quality of Life The National Citizens Survey



85% of residents positively rate Sedona's quality of life as either good or excellent

Increase from previous years

B1.1

SIM Business Support



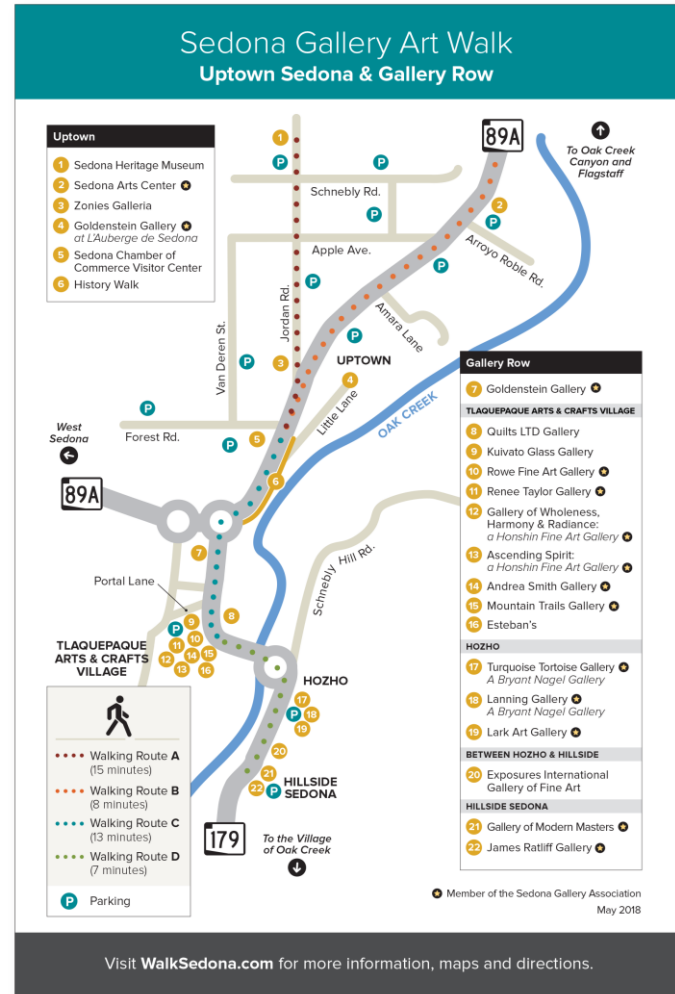
STRATEGIES
FOR SUCCESS WORKSHOPS

presented by  **aps**



B1

Programs & Resources for Walkability



B1.2 Programs & Resources for Walkability

Get Around Sedona

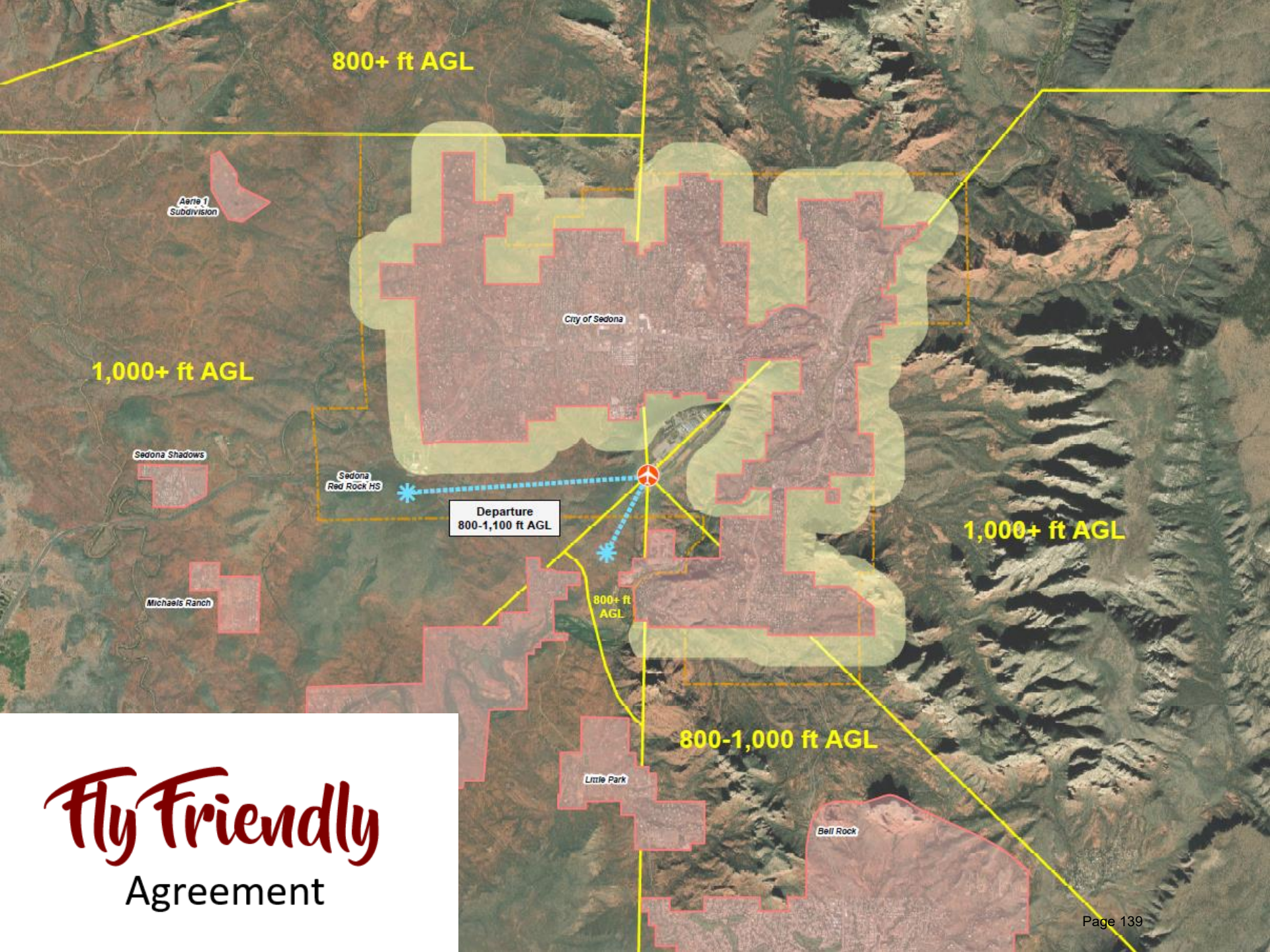
What are you looking for?

- Art Galleries
- Restaurants
- Parking**
- P Parking**
- EV Stations**
- Public Transportation
- Theatre
- Museum
- +** Tours
- Churches
- +** Parks and Trailheads
- Water Fill-up Stations**
- Bike Stations
- Lodging
- Public Art Locations
- Suggested Walking Route
- Real-time Traffic (red heavy)**
- Recycling Drop-off**

@Cedar and Schnebly
[Get Directions!](#)



AIRD.NA



800+ ft AGL

Aerie 1 Subdivision

City of Sedona

1,000+ ft AGL

Sedona Shadows

Sedona Red Rock HS

Departure 800-1,100 ft AGL

1,000+ ft AGL

Michaels Ranch

800+ ft AGL

800-1,000 ft AGL

Little Park

Bell Rock

Fly Friendly Agreement

FY21

STP Pillars Budget

	FY20	FY21	\$\$ Change	% Change
Total Environmental Programs (plus \$50,000 from private sector STK = \$171,000)	\$ 132,500	\$ 121,000	\$ (11,500)	-9%
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Caring for Visitors

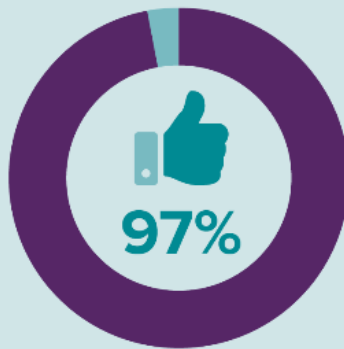
Locals and Visitors

Together

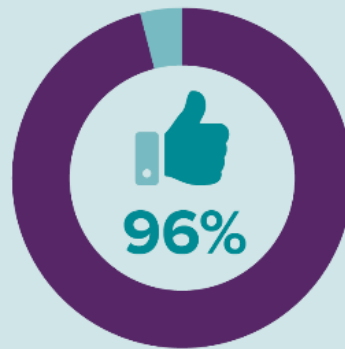


Visitor Experience

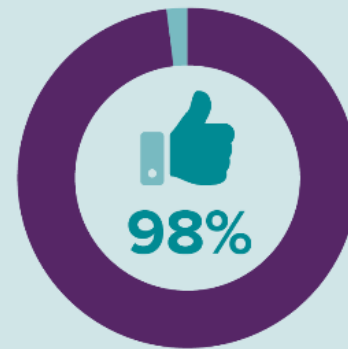
Visitor Satisfaction



2017



2018



2019

98% of visitors positively rate Sedona as either a good or excellent Destination

Increase from previous years

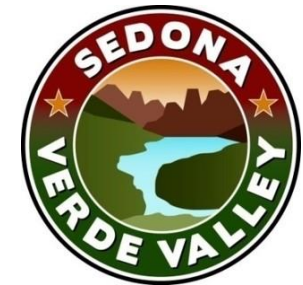
Pillar Objectives

D1

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

D2

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



D2

FY21 Plans

Safety first: employees, customers, community

Responsible rebound | Expect slow recovery

Continue to build on success of STP

Adaptable and flexible programs

Phased approach / Contingency

Execute Short-Term Tactics

Evaluate Mid-Term Tactics

Monitor Metrics

FY21 Plans

Speed to market

Short-term | Mid-term | Long-term sales funnel

Increased competition in drive markets

Off-set International and Group markets

Bottom up Budget

**Hold true to Sustainable Tourism Plan Goals,
Objectives and Dynamic Metrics**

Discussion | Possible Action

Motion to APPROVE:

FY21 Destination Recovery Plan

FY21 Goals

FY21 Program of Work

BUDGETING
APPROACH
Bottom Up



VISITOR
EXP

ENVIRONMENT

QUALITY OF LIFE

QUALITY OF ECONOMY

STAFF & OPERATIONS



Fiscal Year 2021 Tourism & Visitor Services Budget

		Tourism			Visitor Center			Total Tourism & Visitor Center			
		FY20 Budget	FY21 Budget	% Change FY21 vs. FY20	FY20 Budget	FY21 Budget	% Change FY21 vs. FY20	FY20 Budget	FY21 Budget	\$ Change FY21 vs. FY20	% Change FY21 vs. FY20
1	Portion of Bed Tax Revenue Phase 1	\$ 1,982,500	\$ 2,400,500	21%	\$ 510,000	\$ 410,000	-20%	\$ 2,492,500	\$ 2,810,500	\$ 318,000	13%
2	Portion of Bed Tax Revenue Phase 2	\$ -	\$ 180,000					\$ -	\$ 180,000	\$ 180,000	
3	Total	\$ 1,982,500	\$ 2,580,500	30%	\$ 510,000	\$ 410,000	-20%	\$ 2,492,500	\$ 2,990,500	\$ 498,000	20%
4	Expenses:										
5	Quality of Economy Programs										
6	Advertising Outside Sedona	\$ 485,000	\$ 1,063,500	119%				\$ 485,000	\$ 1,063,500	\$ 578,500	119%
7	Marketing Support (in-Sedona, support services)	\$ 187,000	\$ 225,000	20%				\$ 187,000	\$ 225,000	\$ 38,000	20%
8	Marketing Collateral	\$ 32,200	\$ 37,900	18%	\$ 2,000		-100%	\$ 34,200	\$ 37,900	\$ 3,700	11%
9	Media & Communications	\$ 108,000	\$ 88,000	-19%				\$ 108,000	\$ 88,000	\$ (20,000)	-19%
10	Meetings Sales	\$ 108,000	\$ 108,000	0%				\$ 108,000	\$ 108,000	\$ -	0%
11	Research	\$ 24,550	\$ 34,500	41%	\$ 4,000		-100%	\$ 28,550	\$ 34,500	\$ 5,950	21%
12	Trade Shows & Sales Missions	\$ 110,000	\$ 110,000	0%				\$ 110,000	\$ 110,000	\$ -	0%
13	Dues & Subscriptions	\$ 13,200	\$ 13,200	0%				\$ 13,200	\$ 13,200	\$ -	0%
14	Postage, Delivery & Distribution	\$ 104,000	\$ 132,200	27%	\$ 2,000		-100%	\$ 106,000	\$ 132,200	\$ 26,200	25%
15	Total Quality of Economy	\$ 1,171,950	\$ 1,812,300	55%	\$ 8,000	\$ -	-100%	\$ 1,179,950	\$ 1,812,300	\$ 632,350	54%
16	Total Environmental Programs (plus \$50,000 from private sector for total investment of \$171,000)	\$ 132,500	\$ 121,000	-9%				\$ 132,500	\$ 121,000	\$ (11,500)	-9%
17	Total Quality of Life Programs	\$ 280,000	\$ 271,000	-3%				\$ 280,000	\$ 271,000	\$ (9,000)	-3%
18	Quality of Visitor Experience										
19	Regional Programs	\$ 20,000	\$ 19,250	-4%				\$ 20,000	\$ 19,250	\$ (750)	-4%
20	StarParty	\$ 8,000	\$ 3,000	-63%				\$ 8,000	\$ 3,000	\$ (5,000)	-63%
21	Public Restroom Renovation				\$ 100,000	\$ -	-100%	\$ 100,000	\$ -	\$ (100,000)	-100%
22	Other Visitor Experience	\$ 22,000	\$ 5,000	-77%				\$ 22,000	\$ 5,000	\$ (17,000)	-77%
23	Total Visitor Experience	\$ 50,000	\$ 27,250	-46%	\$ 100,000	\$ -	-100%	\$ 150,000	\$ 27,250	\$ (122,750)	-82%
24	Operations										
25	Storage & Handling	\$ 3,000	\$ 6,400	113%	\$ 5,200	\$ 4,700	-10%	\$ 8,200	\$ 11,100	\$ 2,900	35%
26	Building & Grounds Maintenance	\$ 10,333	\$ 9,300	-10%	\$ 16,000	\$ 16,000	0%	\$ 26,333	\$ 25,300	\$ (1,033)	-4%
27	Commercial Liability Insurance	\$ 2,000	\$ 2,400	20%	\$ -	\$ 2,400		\$ 2,000	\$ 4,800	\$ 2,800	140%
28	Computer & Technology	\$ 18,000	\$ 8,500	-53%	\$ 5,000	\$ 3,600	-28%	\$ 23,000	\$ 12,100	\$ (10,900)	-47%
29	Credit Card & Bank Charges	\$ 4,500	\$ 3,250	-28%	\$ 4,700	\$ 4,910	4%	\$ 9,200	\$ 8,160	\$ (1,040)	-11%
30	Equipment Lease & Repair	\$ 3,450	\$ 8,800	155%	\$ 3,600	\$ 5,950	65%	\$ 7,050	\$ 14,750	\$ 7,700	109%
31	Professional Fees	\$ 16,000	\$ 13,400	-16%	\$ 4,800	\$ 5,600	17%	\$ 20,800	\$ 19,000	\$ (1,800)	-9%
32	Property Tax, License, Permits	\$ 2,167	\$ 2,300	6%	\$ 2,166	\$ 3,150	45%	\$ 4,333	\$ 5,450	\$ 1,117	26%
33	Supplies	\$ 16,000	\$ 10,700	-33%	\$ 5,400	\$ 8,700	61%	\$ 21,400	\$ 19,400	\$ (2,000)	-9%
34	Phone, Internet	\$ 13,000	\$ 13,800	6%	\$ 12,000	\$ 12,700	6%	\$ 25,000	\$ 26,500	\$ 1,500	6%
35	Utilities	\$ 8,000	\$ 6,650	-17%	\$ 13,000	\$ 15,750	21%	\$ 21,000	\$ 22,400	\$ 1,400	7%
36	Volunteer Services & Training				\$ 31,000	\$ 24,000	-23%	\$ 31,000	\$ 24,000	\$ (7,000)	-23%
37	Mortgage Interest	\$ -	\$ 7,250		\$ -	\$ 11,700		\$ -	\$ 18,950	\$ 18,950	
38	Salaries & Benefits	\$ 250,600	\$ 256,200	2%	\$ 300,134	\$ 290,840	-3%	\$ 550,734	\$ 547,040	\$ (3,694)	-1%
39	Total Operations	\$ 347,050	\$ 348,950	1%	\$ 403,000	\$ 410,000	2%	\$ 750,050	\$ 758,950	\$ 8,900	1%
40	Total Expense	\$ 1,981,500	\$ 2,580,500	30%	\$ 511,000	\$ 410,000	-25%	\$ 2,492,500	\$ 2,990,500	\$ 498,000	20%



SEDONA

ARIZONA

Keeping

The Most Beautiful Place on Earth

Discussion



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