

# AGENDA



# 3:00 P.M.

## CITY COUNCIL SPECIAL MEETING

## WEDNESDAY, JULY 28, 2021

### NOTES:

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

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

### GUIDELINES FOR PUBLIC COMMENT

#### PURPOSE:

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

#### PROCEDURES:

- **It is strongly encouraged that public input on agenda items be submitted by sending an email to the City Clerk at [sirvine@sedonaaz.gov](mailto:sirvine@sedonaaz.gov) in advance of the 3:00 p.m. Call To Order.**
- 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 COVID-19, SEATING FOR THE PUBLIC WITHIN THE COUNCIL CHAMBERS IS LIMITED. THOSE WISHING TO COMMENT ON SCHEDULED AGENDA ITEMS MAY BE ASKED TO WAIT OUTDOORS OR IN AN ALTERNATE LOCATION IF THERE IS NOT ADEQUATE SEATING IN COUNCIL CHAMBERS. **COMMENTS IN ADVANCE OF THE 3:00 P.M. CALL TO ORDER ARE STRONGLY ENCOURAGED BY SENDING AN EMAIL TO [SIRVINE@SEDONAAZ.GOV](mailto: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](http://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 2674 **Discussion/possible action** regarding the Sedona Chamber of Commerce and Tourism Bureau's (SCC&TB) workplan and budget for FY22.
- 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: 07/22/2021

By: DJ

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Susan L. Irvine, CMC  
City Clerk

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

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

CITY COUNCIL CHAMBERS  
102 ROADRUNNER DRIVE, SEDONA, AZ

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



**CITY COUNCIL  
AGENDA BILL**

**AB 2674  
July 28, 2021  
Special Business**

**Agenda Item:** 3a  
**Proposed Action & Subject:** Discussion/possible action regarding the Sedona Chamber of Commerce and Tourism Bureau’s (SCC&TB) workplan and budget for FY22.

<b>Department</b>	City Manager
<b>Time to Present</b>	1 hour
<b>Total Time for Item</b>	2 hours
<b>Other Council Meetings</b>	February 3 & 4, 2021 Retreat, April 28, 2021, May 26, 2021
<b>Exhibits</b>	A. FY22 Proposed Destination Resiliency Workplan and Budget

<b>City Attorney Approval</b>	Reviewed 7-19-21 KWC	<b>Expenditure Required</b>	
		\$	TBD
<b>City Manager’s Recommendation</b>	Approve the SCC&TB’s FY22 budget and workplan, with or without changes directed through City Council consensus.	<b>Amount Budgeted</b>	
		\$	2,100,000 plus \$250,000 contingency
		Account No. (Description)	10-5220-72-6731 (Tourism Management & Development) 10-5220-72-6722 (Visitor Services) 10-5246-01-6761 (Spendable Contingencies)
		Finance Approval	<input checked="" type="checkbox"/>

**SUMMARY STATEMENT**

In response to work sessions in February, April, and May, this meeting provides an opportunity for the Sedona Chamber of Commerce and Tourism Bureau (SCC&TB) to present their proposed final budget and workplan for FY22. They will be seeking Council approval of those documents.

The SCC&TB has submitted an FY22 Destination Resiliency Plan and budget for Council consideration. This is included as Exhibit A.

**Background:** For the third year in a row, Council’s annual priorities retreat included convening with the SCC&TB’s key staff and Board. At that retreat, Council agreed that the SCC&TB should focus funds and efforts on sustainable tourism and environmental stewardship, not

destination marketing. That message was reiterated during two subsequent work sessions in April and May.

At the May meeting, by majority consensus, Council agreed that the budget should come back in July after the City Manager worked with the SCC&TB President & CEO to recommend and make changes consistent with that discussion. The Chamber has taken that input and direction and, working through and with the City Manager, has developed a workplan and budget.

**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.”

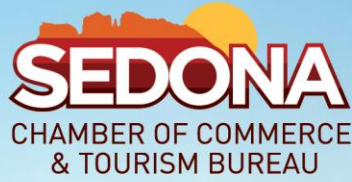
**Board/Commission Recommendation:** Applicable - Not Applicable

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

## **MOTION**

**I move to:** approve the Sedona Chamber of Commerce and Tourism Bureau’s (SCC&TB) workplan and budget for FY22.





# Destination Resiliency Plan

# FY22



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

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## Sedona Chamber of Commerce & Tourism Bureau

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The Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) is a 501(c)(6) nonprofit business membership organization founded in 1940. Acting as the Voice of Business, the SCC&TB advocates for its nearly 750 partners throughout Sedona and the greater Verde Valley and is a **Catalyst** for business growth, a **Convener** of leaders and influencers to get things done, and a **Champion** for a thriving community.

In addition, the SCC&TB serves as the official Destination Management Organization (DMO) for the greater Sedona area, working in partnership with the City of Sedona via a contracted services agreement under the guidance of the Sedona Sustainable Tourism Plan (STP) – Arizona’s first – adopted by Sedona City Council in March 2019. [Click here to view the Sustainable Tourism Plan.](#)

## FY22 Board of Directors

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**Al Comello, Chairman**, *Comello Media Services*

**Jennifer Perry, Vice Chairman**, *Arizona Community Foundation*

**Wendy Lippman, Secretary**, *Tlaquepaque Arts & Shopping Village*

**Mike Wise, Treasurer**, *Sycamore Group, LLC*

**Jesse Alexander**, *Sedona Center*

**Cheryl Barron**, *Courtyard by Marriott Sedona*

**John Davis**, *Cheers*

**Darla DeVille**, *APS*

**Dr. Beth Dupree**, *Northern Arizona Healthcare*

**Gary Glenn**, *Gary Glenn The Sedona Image Maker*

**Julia Kaiser**, *The Arabella Sedona*

**Stan Kantowski**, *The Enchantment Resort*

**KC Kinsey**, *Hilton Sedona Resort at Bell Rock*

**Susan Obijiski**, *Susan Obijiski*

**Ed Rose**, *Sedona-Oak Creek Airport Authority*

**Lonnie Lillie**, Ex-Officio and Immediate Past Chairman, *Arroyo Pinion Hotel, Ascend Hotel Collection*

## Staff

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**Candace Carr Strauss**, President/CEO

**Michelle Conway**, Director of Marketing

**Donna Retegan**, Director of Visitor Services

**Sachiko Sado**, Director of Tourism Development

**Gary Stewart**, Director of Finance

**Erin Bruce**, Partner Engagement Manager

**Sheryl Curtis**, Digital Marketing Manager

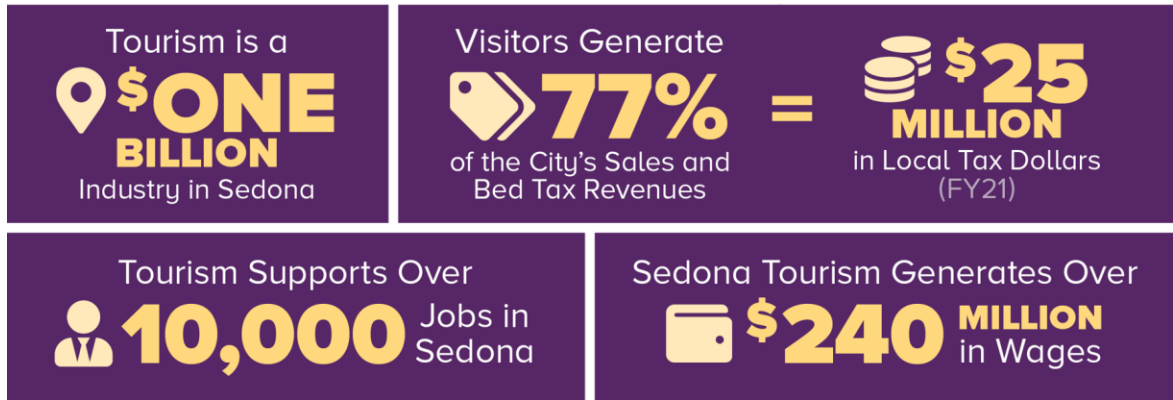
**Ryan Edmiston**, Sales Manager

**Jessica Gooch**, Events & Operations Manager

**James Mogensen**, Graphic Designer

## Letter from Leadership

As the Voice of Business in greater Sedona, the Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) advocates for the \$1 billion tourism industry fueling our region, to ensure policy that provides for a positive business climate on behalf of our nearly 750 member businesses and their thousands of employees. In the coming fiscal year, we aim to address workforce labor shortages, lack of affordable housing and short-term rental impacts, childcare, public transit and more. Our partners can expect continued educational resources and networking opportunities to develop and forge deep relationships with us and one another.



*Statistics provided by the City of Sedona and Yavapai College*

On June 17, 2021, Juneteenth was made an official federal holiday, the first since Martin Luther King Day in 1983, to mark the emancipation of slavery in the United States. As a country, community, and organization, we must commit to a more diverse, equitable and inclusive society to truly come together as one nation, indivisible, with liberty, and justice for all. We can all do better.

As Sedona's Official Destination Management Organization and Visitor Center, we will advance sustainability and lead destination stewardship under Arizona's first Sustainable Tourism Plan (STP) in the wake of COVID-19. Preservation of Sedona's natural assets and mitigation of human impacts are a priority. Sedona's irreplicable beauty is why we choose to live here, why visitors choose to visit here, and it is everyone's responsibility to care for it. Our goal is to strike a balance between a thriving visitor economy and preservation of the environment and resident quality of life.

Our tourism-dependent regional economy operates within a complex governance ecosystem enveloping congressional district 1, the State of Arizona, both Coconino and Yavapai Counties, the City of Sedona, the Village of Oak Creek and other unincorporated areas, land management agencies Coconino National Forest and Arizona State Parks, as well as ADOT. The SCC&TB is well-positioned to catalyze a regional approach to convene and facilitate collaboration with these stakeholders as we seek solutions to unforeseen and exponential growth.

As an industry leader, the SCC&TB will leverage its reputation garnered in working on behalf of our community for more than seventy years in pursuit of continued organizational excellence to cement the long-term value proposition in meeting the needs of our partners and the greater Sedona region.

The FY22 Destination Resiliency Plan and budget as presented herein continues to emphasize achieving goals set forth in the STP while adapting to current market conditions in the aftermath of a global pandemic. The implementation of the STP is vital to the success of our community and the well-being of our residents, the health of our businesses, our workforce, and our visitors.

Candace Carr Strauss  
President/CEO

Al Comello  
Chairman, Board of Directors

## Lingering Impacts from FY21

As we take a moment to reflect on the past year, we are astonished with what has transpired. Beginning in March 2020, COVID-19 was unleashed on the world resulting in a global pandemic that has decimated the tourism industry 9x worse than the effects of 9/11. The result, \$645 billion in cumulative losses for the U.S. travel economy through May 2021. In response in FY21, a Destination Recovery Plan was instituted by the SCC&TB in partnership with the City of Sedona and regional stakeholders.

For Sedona's tourism economy, the initial economic downturn was dramatic having occurred in the middle of one of our busiest months of the year. Yet, it was short lived and the rebound just as pronounced with the effects of the pandemic driving millions of people to seek refuge in the great outdoors. It remains difficult today to predict the future of travel with continued state-specific imposed restrictions, our country's borders closed with limited international travel, airports still operating at reduced capacity domestically albeit increasing, and changes in consumer behavior as to where, when and how they wish to travel with the new world of work from vacation. Many businesses have been lost forever, and those that remain are dealing with a severe workforce shortage, here directly connected to lack of affordable workforce housing, just as the public is beginning to travel once again. The Administration's goal was to have 70% of the U.S. population vaccinated by mid-June 2021 however, simultaneously we see the rise of variants here and abroad.

While we are extremely grateful that Sedona continued to attract visitors which fueled our singular tourism economy while most destinations saw horrific economic collapse, it has come with its own set of challenges. The fact that the city of Phoenix – Sedona's #1 feeder market – continued to be one of the fastest growing metropolitan areas in the nation, adding upwards of 259 people per day, only exacerbated the matter. New residents meant new visitors to Sedona, many relocated from urban areas and uneducated on how to recreate responsibly on our public lands. As a result, in-state visitation grew from 34% to 47% from 2019 to 2020 putting pressure on our infrastructure.

<b>CITIES WITH THE LARGEST NUMERIC INCREASE</b>		
BETWEEN APRIL 1, 2010, AND JULY 1, 2019		
1. PHOENIX, AZ	234,301	1,680,992
2. HOUSTON, TX	224,751	2,320,268
3. SAN ANTONIO, TX	221,092	1,547,253
4. LOS ANGELES, CA	186,437	3,979,576
5. AUSTIN, TX	177,079	978,908
6. FORT WORTH, TX	164,761	909,585
7. NEW YORK CITY, NY	161,786	8,336,817
8. CHARLOTTE, NC	150,101	885,708
9. DALLAS, TX	145,915	1,343,573
10. SEATTLE, WA	145,014	753,675

Further complexity comes from the unchecked growth of short-term rentals with their deregulation in 2017 which added 33% – or the equivalent of a 2,500+ room hotel – to the City's carrying capacity to host visitors. Homes are now viewed as investments, which has driven Sedona's average median home price for 1<sup>st</sup> quarter 2021 to \$827,550, up 44% from the same period in 2020.

Sedonans now equate Tourism with traffic, trash, and trailhead congestion. Therefore, this year we present a Destination Resiliency Plan (DRP) to ensure our tourism-based economy remains vibrant while focusing our attention on mitigation of impacts from the past year's dramatic and unanticipated uptick in visitation.

The extreme heat, fires and forest closures of 2021, supply chain disruptions, product shortages and cancelled domestic flights, lack of workers and new COVID variant case spikes, remind us of the need to remain vigilant and adaptable to stay relevant. Hence, the DRP is a living document that allows for adjustments as we navigate yet another uncharted year ahead.



## Tourism Industry Trends & Reports

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While the greater Sedona Verde Valley region itself has a relatively small population of approximately 67,000 individuals, we host approximately three million visitors a year. With Phoenix to the south and Grand Canyon National Park to the north, each located within a two hours' drive of Sedona, we are a world-renowned bucket list destination attracting domestic and international visitors alike. This demonstrates our interconnectedness to the U.S. and global tourism economy.

### US TRAVEL ASSOCIATION

#### Travel Recovery Insights Dashboard

Findings as of July 1, 2021

Early start to summer travel fuels recovery – while business and international continue to lag

- Over two-thirds of travelers now feel safe traveling outside of their community and 87% have travel plans within the next six months
- Hotel room demand continues to gradually improve, trailing its 2019 level by 13% in May
  - While many small towns and resort locations are outperforming, hotel performance in urban and airport markets remain well below pre-pandemic levels, awaiting a full return to business, group, and international travel
- Business travel sentiment continues to improve, as 55% of U.S. companies that are not currently traveling plan to resume domestic business travel within the next three months
- May 2021 overseas arrivals were 81% below May 2019 levels-- driven mostly from inbound travel from Latin America, visitations from other markets remain stagnant
  - Mexican air arrivals were up a staggering 60% in May 2021 compared to May 2019

### DESTINATION ANALYSTS

#### American Travel Trends & Sentiment

Findings for the Week of June 28, 2021

"Americans are feeling the pangs of the travel industry's labor shortages with 43.4% of recent overnight travelers agreeing that it seemed as though travel industry businesses were having trouble providing adequate service to travelers. But despite unsatisfactory travel experiences, some Americans are still feeling more enthusiastic about travel."

### THE WASHINGTON POST

The post-COVID luxury spending boom has begun. It's already shaping the economy.

June 25, 2021

"The post pandemic will see a very strong movement toward the most affluent in terms of product development and services, and so on, compared to those who don't have the affluence needed to engage in travel," said Robertico Croes, director of the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida. "Travel is inherently a luxury item."

Retailers, entertainment venues and more are eager for the rich to spend \$2.5 trillion in savings. Brands are trying to move upmarket to capitalize on this high-end spending surge.

"As bookings rise well past pre-pandemic levels, exclusive cruise provider Lindblad Expeditions plans to launch two newly built ships, National Geographic Endurance and National Geographic Resolution, and is snapping up smaller competitors such as the DuVine Cycling + Adventure Co. and U.S. National Park specialty tour operator Off the Beaten Path."



FORBES ADVISOR

Summer 2021 Travel Trends: Pack Your Wallets and Patience

June 15, 2021

“In April 2021, travel spending tallied \$73.9 billion and reflected a drop of “only” 24% below April 2019 levels. Now, nearly nine in 10 American travelers have plans to travel in the next six months – a new pandemic high. Overseas travel to the U.S. remained 87% below pre-pandemic levels in April, showing virtually no improvement in recent months.”

THE RED ROCK NEWS

USDA | FOREST SERVICE REPORT Washington

May 27, 2021

“New data shows more people than ever visited national forests and grasslands last year, according to a Forest Service report released today. National forests and grasslands received 168 million visits in 2020 – an increase of 18 million when compared to 2019.”

The Forest Service, working closely with partners, was able to keep more than 80% of recreation sites open to visitors during the pandemic, while maintaining a focus on visitor and staff safety. The report, compiled by the Forest Service’s National Visitor Use Monitoring program, shows the steepest increase in visits happened between May and October of last year. Dispersed recreation sites and wilderness areas saw the most significant increases, with an estimated 25% increase in visitation overall. Visits to those areas surged even higher in the summer months when compared to 2019.”

# Sedona - Key Performance Indicators

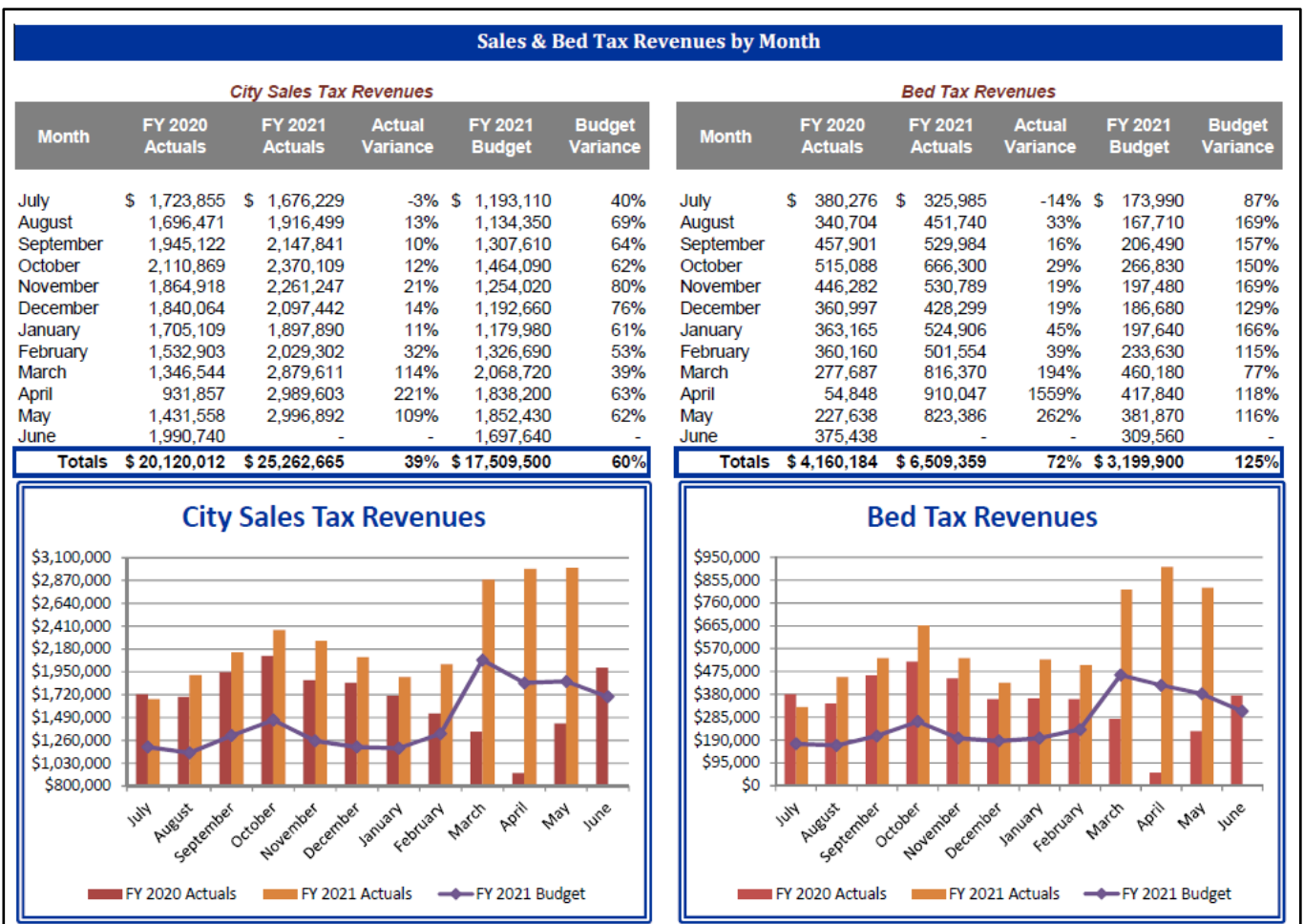
The SCC&TB regularly monitors the following key performance indicators to gauge the health of our economy and community.

## CITY OF SEDONA – TAX REVENUES & PROJECTIONS

The City of Sedona has seen 10 straight months of record-breaking Sales and Bed Tax Revenues as illustrated below. Total projections for the remaining two months of the FY21 fiscal year (May and June) are also considerable at \$3,983,327 for sales tax and \$762,927 for bed tax.

Professional standards would normally deem this an enormously significant mark of success, honoring the SCC&TB’s years of work to properly position Sedona in the competitive tourism marketplace as a premier outdoor recreation destination which was the preference for vacationing during COVID-19. However, while Sedona was able to attract visitors who were spending in our destination to the benefit of our businesses, we also witnessed a new, atypical visitor in market who was new to the outdoors and unfortunately uneducated about how to recreate responsibly - a trend seen nationwide as the result of the pandemic.

This type of visitor has been a challenge to our community’s underlying infrastructure with negative impacts to our public lands, resulting in hostility from our locals for the tourism industry. Our response as the official Destination Management Organization is the basis for what is guiding much of the SCC&TB’s FY22 Destination Resiliency Plan strategy.

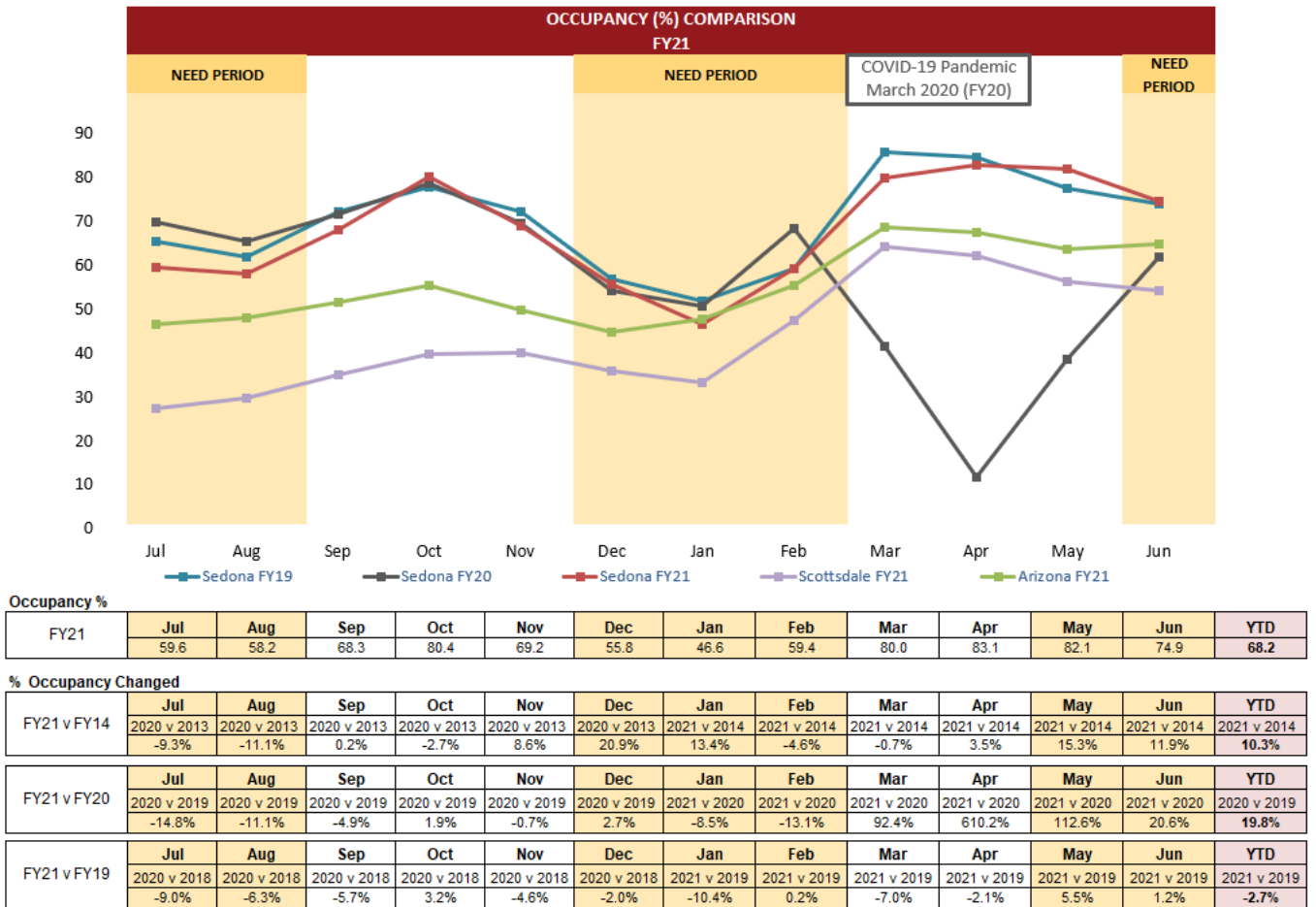




## SMITH TRAVEL RESEARCH

Smith Travel Research (STR) is one of the nation's leading hospitality industry research firms which provides monthly traditional lodging Occupancy and Average Daily Rate (ADR) data which we then analyze against historical comparable time periods to gauge our work and how Sedona is performing against Scottsdale located just two hours south of Sedona; the state of Arizona overall; as well as our other identified competitive destinations including Santa Fe, New Mexico; Sonoma, California; Park City, Utah; Jackson Hole, Wyoming; Santa Barbara and Monterey, California. Following is the latest monthly analysis through June 2021. Overall, traditional lodging in FY21 compared to FY19 (pre-COVID year) has been down or flat with the exception of a small increase in October 2020 and May 2021.

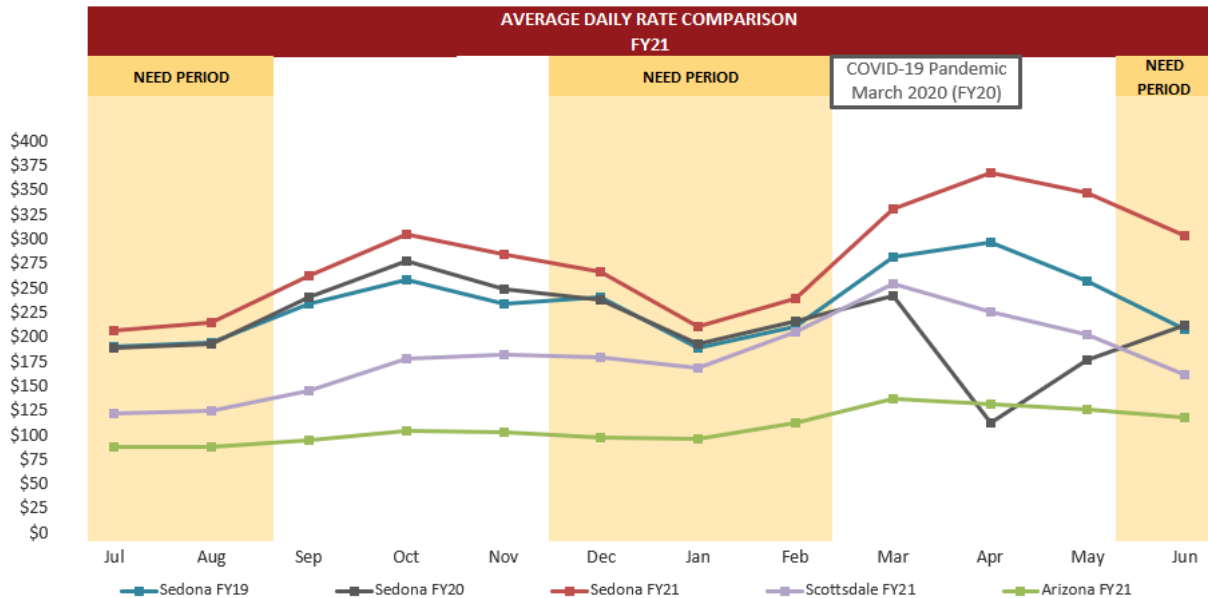
### Occupancy



Beginning with March 2020, the year-over-year comparisons between FY21 and FY20 show considerable growth due to the devastation caused by COVID-19. Therefore, it is standard in the travel and tourism industry to compare FY21 performance to FY19. The bottom row (FY21 v FY19) in the chart above reflects a more accurate comparison in attempt to understand today's current Sedona lodging environment. As referenced above, there were just two months in FY21 that showed a small increase. June 2021 v June 2019 showed very little growth at 1.2% while YTD was down nearly 3%.

- Occupancy was down -2.7% YTD compared to the same period FY19 pre-COVID year (July 2018 – June 2019).
- Occupancy was up +19.8% YTD compared to the same period FY20 (July 2019 – June 2020).
- Occupancy was up +10.3% YTD compared to the same period Benchmark Year FY14 (July 2013 – June 2014).

### Average Daily Rate (ADR)



ADR

FY21	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	207.51	215.80	262.52	304.95	284.37	267.32	210.88	240.37	331.24	368.34	346.83	303.84	287.34

% ADR Changed

FY21 v FY14	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2020 v 2013	30.0%	28.5%	42.1%	56.3%	61.9%	60.6%	45.7%	52.2%	76.1%	78.6%	84.4%	79.5%	70.0%

FY21 v FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2020 v 2019	9.4%	11.7%	8.8%	9.9%	14.3%	12.4%	9.2%	11.1%	36.7%	227.1%	96.4%	43.2%	35.7%

FY21 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
2020 v 2018	8.5%	10.9%	12.0%	17.6%	21.4%	10.7%	11.6%	14.0%	17.2%	24.0%	34.8%	45.9%	23.1%

ADR in FY21 for Sedona area lodging partners continued to outperform FY14 (Benchmark year), FY19 and FY20, as well as Scottsdale and the state overall. The bottom row (FY21 v FY19) in the chart above reflects a more accurate comparison to understand today's current Sedona lodging performance rather than comparing FY21 to FY20.

- ADR was up +23.1% YTD compared to the same period FY19 pre-COVID year (July 2018 – June 2019).
- ADR was up +35.7% YTD compared to the same period in FY20 (July 2019 – June 2020).
- ADR was up +70.0% YTD compared to the same period in Benchmark Year FY14 (July 2013 – June 2014).

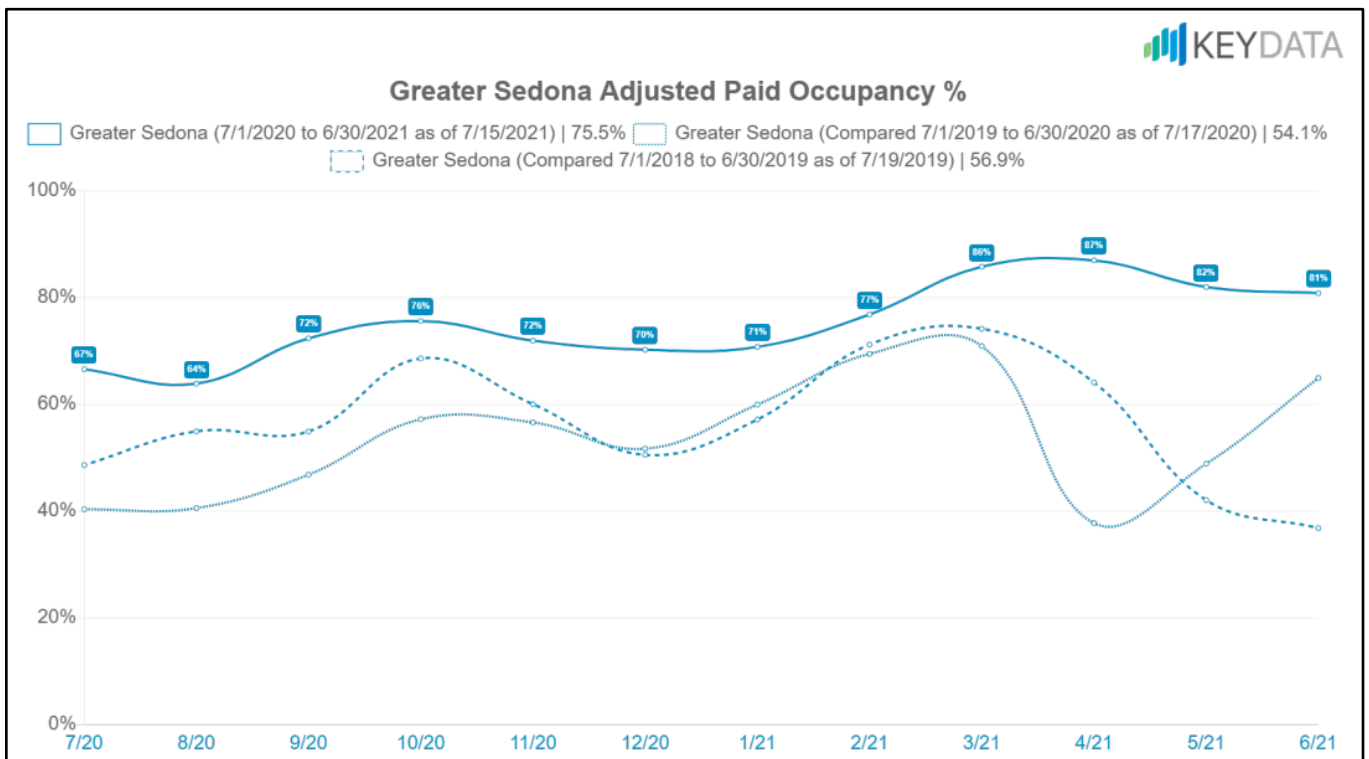
*STR Notes: FY14 is considered the benchmark year before the commencement of the 55% bed tax allocation destination marketing contract. Source: Smith Travel Research represents approximately 2,800 hotel rooms in the greater Sedona area (excluding timeshare, properties with fewer than 10 rooms, and short-term rentals). There are nearly 4,300 total lodging rooms in the greater Sedona area (excluding short-term rentals).*

## KEY DATA

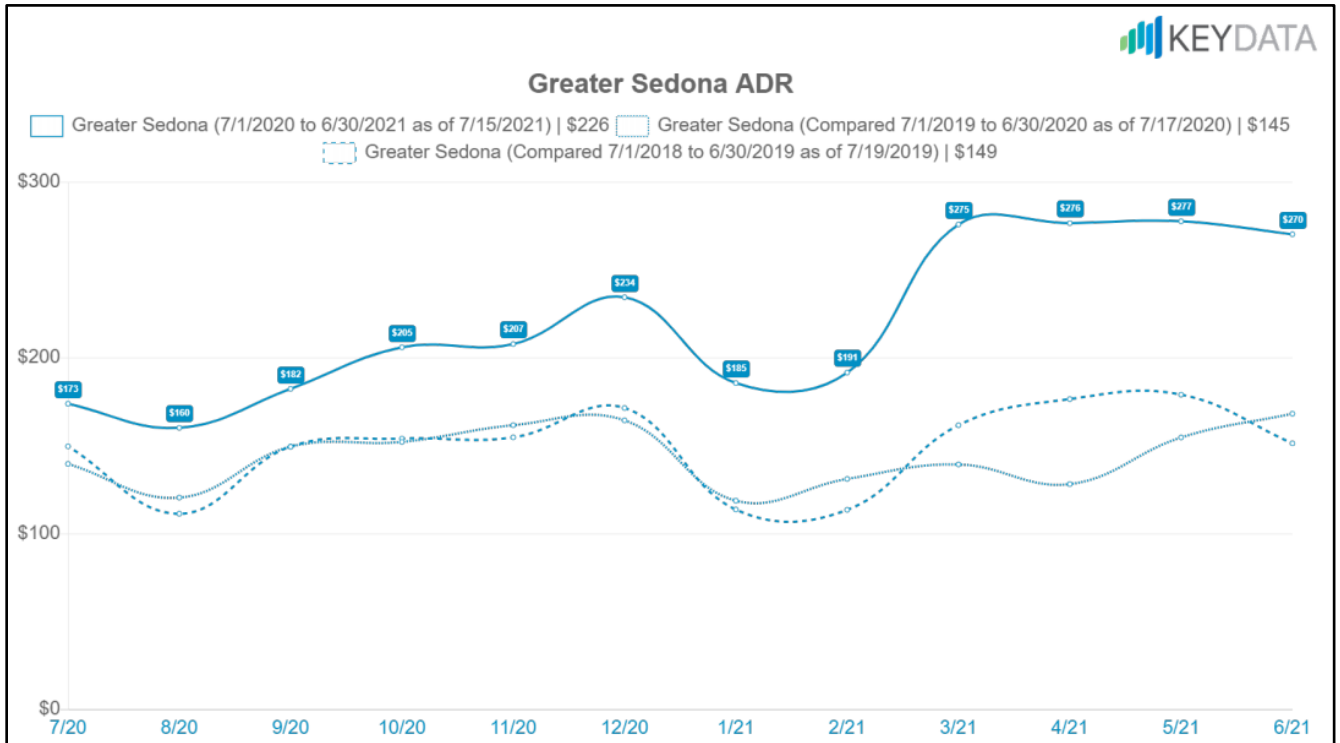
Key Data is the #1 trusted Vacation Rental data source for Destination Management Organization. The SCC&TB contracted to utilize this technology platform in late FY21 with intent to better gauge the full lodging picture for Sedona by including real-time short-term vacation rental market data and benchmarking. This is of considerable interest to the SCC&TB particularly given the impact of the explosive growth of this lodging sub-sector which has taxed Sedona's infrastructure with little to no ability to manage its impact.

The charts below indicate the Occupancy and ADR trending for the past three fiscal years. The typical Sedona peak seasons of spring and fall are illustrated more clearly in FY19 and FY20 (with exception of the greater dip in occupancy in March and April 2020 due to COVID-19). The last few months of FY21 have shown the greatest occupancy rates over the past three years at 81-87%. It remains to be seen if this increase in 4th quarter will become a "new normal" once domestic and international travel fully resume. On ADR (graph on following page), FY21 has outperformed each month compared to the previous two years, following a similar pattern to Sedona's traditional lodging.

Key Data Dashboard currently represents approximately 265 short term rental properties in the Greater Sedona area. SCC&TB recruitment efforts are currently underway and will continue into FY22 to encourage property managers and owners to participate in the platform for an even more comprehensive view.



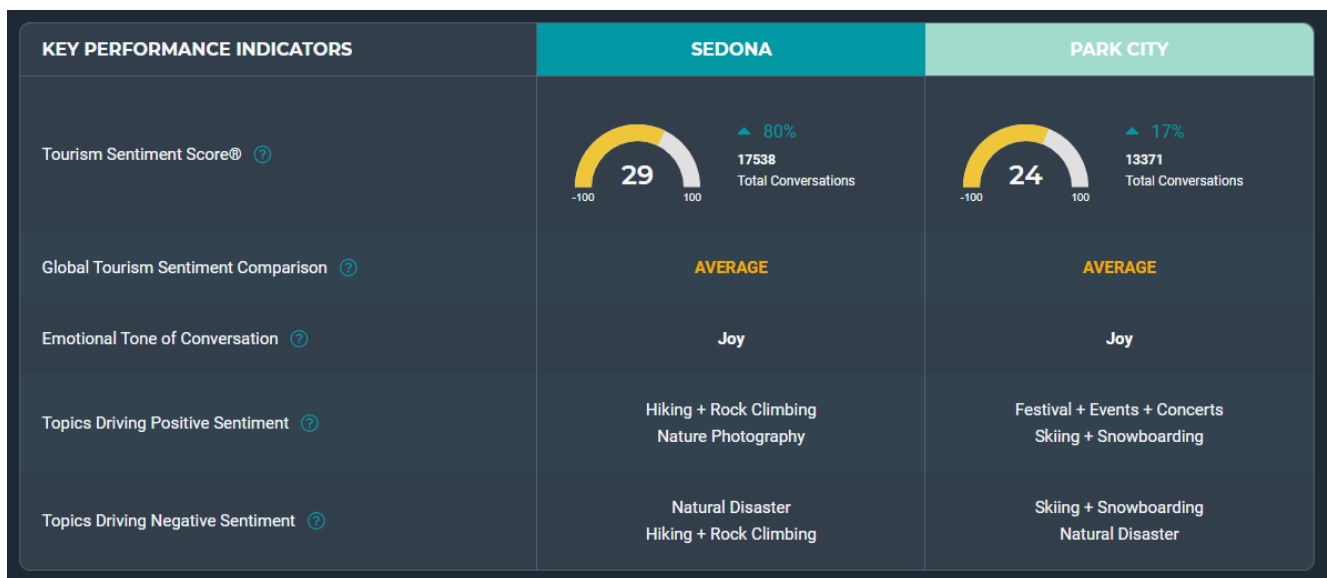




## TOURISM SENTIMENT INDEX

Tourism Sentiment Index (TSI) is a travel data intelligence solution by Think! X Innovations, Inc. TSI provides a comprehensive look at how destinations are driving positive perceptions around their tourism offerings by tracking all social media and online conversations globally.

Sedona’s Sentiment Score in FY21 compared to FY20 is up 80% which means that we are being seen that much more favorably year over year. This could be a result of the pandemic, and our ability to be perceived as a safe outdoor recreation destination with our SAFE. CLEAN. READY campaign. Through TSI, we can also compare ourselves to our competitive set. For example, compared to Park City, Utah, we generated 4,000 more conversations in FY21.



Voyage – The next generation of DMO-centric data analysis by Madden Media will enable the SCC&TB to inform strategies and measure impact. Through this tool, the SCC&TB will have the ability to:

- Access powerful new data-driven insights.
- Plot and organize data visualizations and export them for sharing with key stakeholders.
- Develop and export performance reports.
- Improve business outcomes.
- Unlock previously inaccessible data.
- Create an actionable intelligence environment.

## Dashboard Modules

### Evolve Your KPIs

It's vital to expand capturing your impact beyond traditional campaign metrics to include KPIs such as visits from key markets and tourism-related revenue.

These dashboards provide up-to-date data streams on:

- Executive Summary
- Marketing Performance & Insights
- Hotel & Lodging Insights
- Competitive Intelligence
- Economic, Civic, & Government Insights

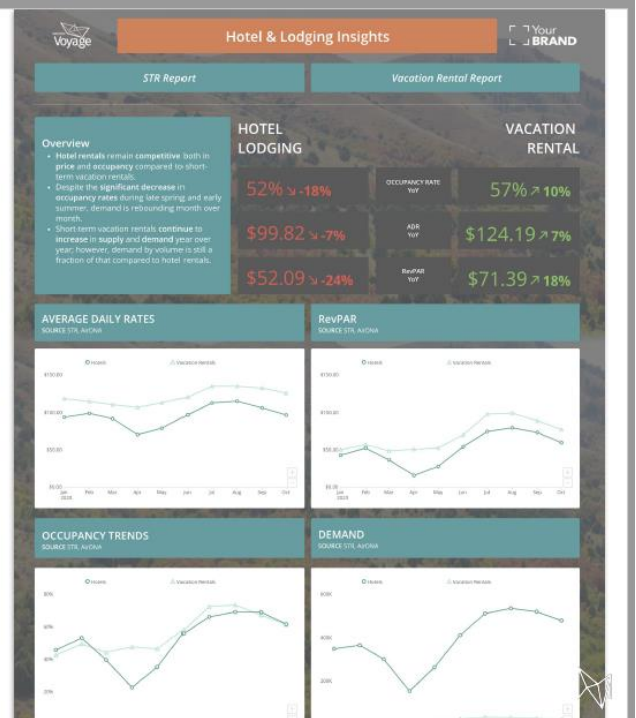
Data from these modules can be integrated into presentations to report to your board, or analyzed to uncover insights to help optimize our strategies.



## Hotel & Lodging Insights

### Analyze Overnight Stays

- Integrated hotel and short term rental reports
- Subscription to AirDNA's industry leading short term rental data
- Quarterly and monthly options for analysis of your hotel and lodging data, with written reports
- Correlation between hotel demand or short term rental performance correlates with marketing spend or overall visitation



## FY22 Budget Summary

Per the contract between the City of Sedona and the SCC&TB, the SCC&TB receives an annual allocation from the 3.5% Bed Tax to operate the official Destination Management Organization (Tourism Bureau) for the greater Sedona destination. No public money is used to fulfill the functions associated with the Sedona Chamber of Commerce. City bed tax funds are only utilized to operate Tourism Bureau and visitor services functions through the operation of the Uptown Visitor Center.

For FY22, the SCC&TB is proposing the City of Sedona approve the following:

Tourism Bureau Base Allocation of \$1,924,795 which includes new programs but leaves the \$500,000 for an education campaign as a separate discussion, Visitor Services Operations of \$507,290, and a \$330,000 Destination Marketing Contingency only accessible in the event of an EMERGENCY as determined by the SCC&TB working with the City should the economy take a downturn. As of May 2021, FY21 Bed Tax revenues are projected to come in at \$6,448,900. For FY22, Bed Tax projections are \$7,029,300.

The FY22 allocation is derived by zero based budgeting aligning expenses to the scope of work needed for the suggested programs.

### FY22 SCC&TB Expense Budget Detail

#### Tourism Bureau

Quality of Economy	\$ 750,673
Visitor Experience	\$ 37,000
Quality of Environment	\$ 207,250
Quality of Life	\$ 128,550
Tourism Bureau Operations	\$ 986,247

**TOTAL Base Allocation** **\$1,589,542**

**Visitor Services Operations (Uptown Visitor Center)** **\$ 520,178**

**FY22 Total Funding Request** **\$2,109,720**

**Destination Marketing Contingency** **\$ 250,000**  
(Included in the City Manager's Budget – ONLY if needed in the event of an emergency situation)

The Visitor Services Operations at the Uptown Visitor Information Center allocation remains approximately the same as the prior three years, however expenses typically reflected in the Quality of Economy pillar related to the Experience Sedona Guide (ESG) distribution have been moved to this operational budget since the Visitor Center takes the requests for and mails them out. In addition, telephone and internet service expenses again attributable to the 1-800 # and the building have been moved from Tourism Bureau Operations to here.

The Destination Marketing Contingency allocation is a safety net and will provide flexibility to address changing economic conditions resulting from public health issues and their subsequent impacts on the visitor economy should a drastic downturn reoccur or another fire emergency be declared causing long-term closures. The SCC&TB and City Staff/Council would meet to determine if, and if so when, the Contingency Allocation would to be released.



# Goals

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The FY22 Destination Resiliency Plan and Expense Budget align with the short and long-term goals of the STP and the SCC&TB's mission: To serve Sedona by making it the best place to live, work, play, visit and do business. The programs in FY22 were developed to achieve the following:

## **LONG-TERM GOALS**

### **SEDONA CHAMBER OF COMMERCE: Business Partner Services & Community**

1. Advocate for the Power of Travel as a major economic driver for the Northern Arizona region and the state of Arizona on behalf of the Chamber's nearly 750 member businesses and their thousands of employees.
2. Provide relevant services including educational resources, programs, and networking to help businesses thrive.
3. Engage in regional governance facilitation to develop innovative solutions the Sedona and the Verde Valley's challenges
4. Connect with the local community to build a sense of pride in Sedona as a world-renown destination.
5. Maintain organizational and financial transparency.
6. Support the City of Sedona's Community Plan, Economic Diversification Plan and Climate Action Plan.

### **TOURISM BUREAU**

1. Strive to maintain a balance between a vibrant tourism economy and amazing visitor experience with environmental stewardship and quality of life for Sedona's residents by executing the Sustainable Tourism Plan.
2. Manage and mitigate negative impacts of tourism for the benefit of residents, businesses and their employees, and visitors.
3. Support the City of Sedona's Community Plan and Climate Action Plan.
4. Make visiting Sedona an extraordinary, safe, and memorable experience.

## **SHORT-TERM GOALS – FY22**

### **DESTINATION SERVICES**

#### **Education, Marketing & Communications**

1. Support Sedona's underpinning tourism economy by positioning Sedona as a premier destination for responsible and sustainable outdoor recreation; health, wellness, and spirituality; and arts and culture to generate a sense of community pride for our three million visitors annually.
2. Utilize SCC&TB owned media channels to support pre-COVID levels of visitor spending with a focus on our high value visitor profile as well as mid-week and off-peak season visitation, supported in part by business travel, meetings, and events.
3. Conduct research and utilize technology platforms to inform decision-making and to measure KPIs for the destination, the organization, and its stakeholders.
4. Execute the Sustainable Tourism Plan to ensure a healthy tourism economy enrich the visitor experience, mitigate visitor impacts, and contribute to the quality of life for residents.

#### **Group/Meeting and Travel Trade Industry Sales**

1. Position Sedona as the premier destination for small meetings and incentives, including luxury group travel working closely with the Sedona Airport and various meeting venues with a focus on mid-week and off-peak seasons.
2. Position Sedona as a top leisure destination for domestic and international travelers through travel trade tour programs working with group tour operators in various segments of the tourism distribution system.



Future Consideration: Consider a unique, multi-use meeting venue within City limits to draw more mid-week business travelers during off-peak seasons while providing a permanent unique venue for homegrown events saving them monies on recurring rentals. Currently only two properties outside of the City have over 10,000 square feet of meeting space to facilitate group demand over certain sizes and demand exists.

### **Visitor Services**

1. Provide the highest level of customer service at the Uptown Visitor Center sharing "The Sedona Way" with our visitors.
2. Educate our visitors on destination stewardship, sustainability, and how to recreate responsibly by encouraging them to Take the "Sedona Cares" pledge and adhere to the "7 Principals" of Leave No Trace.
3. Maintain a trained, engaged, and vibrant volunteer core to help the small paid staff support the Uptown Visitor Center and visitors to Sedona. COVID-19 has impacted this dramatically with our numbers going from 80 volunteers down to 55 over the last year.

Future Consideration: Consider additional Visitor Center locations to serve our growing destination including in West Sedona. Separately SCC&TB will explore ways to partner with the Red Rock Ranger District Ranger Station. To begin, the SCC&TB will create a visitor services kiosk at our administrative offices in West Sedona, as opposed to sending the visitors who stop here to the highly trafficked Uptown location. However, a second official visitor center location is greatly needed, given our current average of 300 people per day on average being seen at the Uptown location (pre-COVID was 650 per day average).

## Sustainable Tourism Plan & Alliances

In 2016, the SCC&TB engaged the Global Sustainable Tourism Council (GSTC), the world's leading standard-setting body for sustainability of tourism operations and destination development, to undertake a destination assessment. Of the GSTC's 41 areas of review, 33 were scored highly (80%) with documented evidence in place verifying implementation efforts. Of the eight criteria not being addressed, one of the most significant was the absence of a multi-year sustainable destination strategy developed with broad public participation.

Therefore, in the fall of 2017, the SCC&TB and City of Sedona issued a Request for Proposals for the development of a Sustainable Tourism Plan. The selection committee chose the team of Arizona State University's Center for Sustainable Tourism and Nichols Tourism Group.

One of the first developmental steps was to identify an Advisory Committee to help direct the work of the professionals. A committee was selected that ensured a broad range of interests were represented. The Advisory Committee included individuals representing nonprofits, the medical/ health field, sustainability, media, public lands, residents, lodging, tours/attractions, the City of Sedona, and the SCC&TB. With guidance from the Committee, consultants undertook the following initiatives:

- Reviewed the GSTC evaluation report.
- Analyzed a wide range of existing industry performance data ranging from lodging performance to sales and bed tax collections.
- Considered growth in the region's accommodations inventory.
- Investigated recent or current planning initiatives, including Community Plans and Transportation Master Plans.
- Undertook new survey research to evaluate attitudes and concerns of Sedona residents, businesses, visitors, and public land agencies – view at [SedonaSustainable.com](http://SedonaSustainable.com)
- Reviewed other sensitive destinations worldwide to consider steps they were taking to address sustainability.
- Held public input sessions to hear from Sedona residents.
- Provided online resources to inform the public and provide additional input opportunities.

These efforts generated insights and helped provide a foundation for developing a Plan to ensure the long-term sustainability of Sedona. The STP was approved by City of Sedona City staff and Council in March of 2019, with implementation beginning in FY20. In FY21, the SCC&TB became an official member of the GSTC joining a global community dedicated to sustainable tourism.

As we continue to implement the STP, we have aligned with key partners who share our long-range vision. Our partnership with Camp Verde, Cottonwood, Clarkdale, Jerome and Yavapai Apache Nation under the Sedona Verde Valley Tourism Council – a coalition with a 20+ year history – will be expanded to increase visitor disbursement from Sedona throughout the greater Verde Valley. Plus, we are deepening our engagement with The Leave No Trace Center for Outdoor Ethics as a key partner to further communications about their long-standing "7 Principles" which have also been incorporated into our very own Sedona Cares Pledge.

As a result of the pandemic, an entirely new audience discovered the great outdoors. Sadly, many of those new to our public lands are unaware of the importance of recreating responsibly as witnessed not only in Sedona, but in every outdoor-oriented destination across the U.S. Therefore, the SCC&TB has joined forces with the Recreate Responsibly Coalition – an active coalition of more than 1,200 businesses, agencies, nonprofits, and influential voices who are working together to help everyone experience the benefits of nature, responsibly.







## Destination Assets

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Sedona’s “reason to visit” is its stunning scenic beauty and even more importantly, how the destination makes you feel, which draws travelers from around the world. Additional attractions and visitor interests fall under the following four areas:

### OUTDOOR ADVENTURE

- Hiking: A system of more than 400 miles of accessible, interconnecting trails in the Coconino National Forest
- Biking: 200 miles of single track available; Sedona and surrounding areas are very bicycle-friendly for road bikes; Bicycle Friendly Community designation
- Air Tours: Hot air balloons, helicopters
- Land Activities: Jeep, ATV/OHVs, Segway, Hummer
- Water: River tours, fishing, swimming
- Golf: Public and private courses
- Birding: Opportunity to deepen engagement
- Stargazing: Designated International Dark Sky Community
- Scenic Drives: Oak Creek Canyon, Red Rock Scenic Byway, Dry Creek Scenic Rd
- Proximity to Grand Canyon National Park and a number of Arizona State Parks

### ARTS & CULTURE

- City of Sedona’s vision is to be a City Animated by The Arts
- Galleries: 80+ galleries and shops
- Artistic Community: Resident and visiting artists
- Events: Large variety of weekly, monthly, and ongoing annual events
- Native American heritage sites and culture
- Live entertainment
- Performing Arts
- Film and Western history
- Public art installations
- History: Sedona Historical Society and Sedona Heritage Museum, nearby heritage sites and national monuments
- Culinary: Variety of dining options and unique regional fare
- Area Wineries: Wine tastings and tours

### WELLNESS

- World-renowned vortexes
- Wellness: Volume of quality resorts, spas, and luxury offerings
- Metaphysical & Spiritual: World-renowned offerings including products, services, and treatments
- Personal Enrichment: Exploration and education
- Yoga Classes
- Meditation Retreats
- Eco-Tourism: “responsible travel to natural areas that conserve the environment, sustains the well-being of the local people, and involves interpretation and education” (The International Ecotourism Society)
- Environment and amenities conducive to well-being including exercise and nutrition
- Opportunities to connect with others and the community through events, dining, and voluntourism
- Spirit of interconnectedness
- Native American heritage sites and culture

### SUSTAINABILITY

- Sustainable Tourism Plan: Arizona’s first – a long-term community-developed plan that strives to balance four key pillars: quality of the underpinning tourism economy and amazing visitor experience with environment and resident quality of life.
- Sedona’s beautiful natural resources including the world-famous Red Rocks
- Oak Creek and the Verde River, one of Arizona’s few remaining flowing rivers/streams
- Certified green businesses through the Sedona Verde Valley Sustainability Alliance
- Voluntourism Opportunities: Oak Creek Watershed Council, Keep Sedona Beautiful, Sedona Recycles, Friends of the Verde River, Sedona Red Rock Trail Fund.

# Destination SWOT Analysis

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## STRENGTHS

- Renowned outdoor recreation destination with nearly two million acres of open space
- Proximity to the Grand Canyon National Park
- COVID-19: Expansive and open outdoor spaces are still particularly attractive to consumers even as other destinations and metro areas are continuing to open
- Connection and proximity to other desirable tourism destinations – Cottonwood, Clarkdale, Camp Verde, Jerome, Flagstaff – with different attractions that can be leveraged to attract visitors for longer stays and assist with visitor distribution
- Sense of stewardship of and connection with the environment
- Recognition as a prestigious art destination
- Recognition as health, wellness, alternative medicine destination
- Leader in destination sustainability efforts: Sedona Sustainable Tourism Plan is Arizona’s first
- Diversity (geographic, businesses)
- Great weather, four mild seasons
- Natural beauty of the Red Rocks and surrounding scenery, photo opportunities
- Sedona name recognition
- Geographic proximity to major drive markets (Phoenix; Las Vegas)
- Friendly and safe community
- Small-town feel with larger city amenities
- Knowledgeable staff and volunteers at the Visitor Center
- Above average lodging performance (Occupancy and ADRs) and growth
- Increased market share of Northern Arizona overnight visitation
- Strong attraction to high income visitors
- High level of repeat visitation to destination – 45% (Source: 2018 STP Visitor Intercept Study)
- Strong SCC&TB generation of private sector revenues for tourism-related purposes
- Very strong Uptown Visitor Center connection – almost 300,000 visitors served annually
- Commitment from City of Sedona to assist in sustaining primary tourism economy and managing visitation
- Variety of tourism products
- Love for the destination by residents and visitors (“Red Rock Fever”)

## WEAKNESSES (INTERNAL)

- Anti-tourism sentiment from local, vocal minority and their demands of City and SCC&TB staff
- FY22 marketing budget cut by City of Sedona; destination marketing “pause” for FY22
- Uncertainty of typical high/low seasons for FY22 due to COVID recovery
- High labor demand with limited workforce supply
- High cost of living due to dramatic increase in home prices and low to no inventory
- Limited affordable housing affecting labor supply
- Short-term Rentals: Limited long-term rental units due to conversion to STR inventory
- Short-term Rentals: Impacts on traffic and neighborhoods, competing workforce needs with commercial hotel operators
- Infrastructure capacity issues
- Overcrowding at popular trails
- Traffic congestion during high seasons
- Lack of public transportation (including access to USFS trailheads) at present
- Lack of parking
- USFS recreational use versus commercial permitted use, and convoluted Red Rock Pass system
- City sales and bed tax rates at upper end of competitive destinations
- Limited locations and parking for motorcoach and commercial tour groups
- Limited knowledge of travel distribution system by local businesses

- Viewed by travel industry professionals as “too expensive,” “no room availability” or “too many regulations to bring visitors”
- Construction projects impacting visitation during continued Sedona In Motion road improvements
- Tax discrepancy with lodging outside of city limits and timeshares
- Limited air services in/out of Flagstaff and/or limited overseas air services in/out of Phoenix
- Minimal meeting space
- Shrinking school district with socio-economic diversity erosion due to high cost of living and no housing inventory

## OPPORTUNITIES

- Capitalize on Phoenix convention market as it gains traction again post COVID-19 for pre/post event connection and meeting planners
- Consider development of unique multi-use meeting venue
- Future Developments – Uptown, Cultural Park
- Exchange rates/world economy
- Expand range of events, focusing on those that can be enhanced or have extended duration
- Population growth in Maricopa County and other drive markets
- Sedona’s product in direct correlation with national/international travel trends
- Alignment with Arizona Office of Tourism’s efforts particularly related to seasonality
- Expanded range of public transportation
- Deepening attraction of meetings niche segments
- Product development in newer areas of tourism – arts, wellness, culinary, voluntourism
- Create or establish visitor and motorcoach-friendly parking areas
- Expanding visitor origin markets into emerging markets
- Maintenance of trails and trail amenities
- Dispersing visitors to a variety of areas
- Development of multi-modal/walkability master plan
- Sedona In Motion infrastructure improvements
- Short-term Rentals – Embrace new market to positively affect inevitable shift in lodging options
- Increased air service to Phoenix, Flagstaff and Prescott

## THREATS (EXTERNAL)

- Summer 2021 fire season as illustrated by record-breaking number of AZ fires and full forest closure of Coconino and Prescott National Forests
- COVID-19: Recent case spikes in variants, supply chain disruptions resulting in product shortages, air service (cancellations/changes) to gateway cities, higher prices for travel
- Competition from other destinations – significant expansion in their destination marketing budgets particularly coming out of COVID-19 as SCC&TB marketing budget has been eliminated.
- Arizona destinations positioning Sedona as a day trip destination
- USFS: Permitting process and minimal commercial permits potential restrictions
- “Instagramable Travel”: Managing user-generated content that promotes high-use areas
- Decrease in work force supply
- Continued growth of Short-term Rentals
- Immigration reform – negative perceptions directed to Arizona
- ADOT road changes and construction projects





# Quality of Tourism Economy

## **Goal Statement:**

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

## Overarching Metrics, Objectives & Tactics

The metric that will be used to gauge overall success of the Quality of Tourism Economy Pillar will remain the City of Sedona Sales and Bed Tax Collections.



This section addresses FY22 plans related to the Quality of Tourism Economy Pillar, beginning with these objectives:

### Quality of Tourism 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

The tactics described in the following pages were defined to address the objectives for the coming year. Tactic identifiers (ie, A1.1) are noted as an aid for referring back to the [STP](#). Some KPI targets are yet to be determined, as some program measurements are in their benchmark year, and other measurements are in the process of being finalized by the lead organization of the program. Since the STP is an ever-evolving plan with shifts in priority required as mandated by changing needs, it is recommended to find the current status and specific measures of success for each tactic at [SedonaSustainable.com](https://www.sedonasustainable.com) under [Status of the Work](#).



## Destination Marketing

Shape the Sedona tourism economy in ways that balance its vibrancy and long-term sustainability by attracting a High Value Visitor to Sedona who stays longer, spends more, and respects this special place, and by driving visitation in lower, off-peak season time periods.

### FY22 PROGRAMS | KPIs

#### AT THE DIRECTION OF SEDONA CITY COUNCIL – “PAUSE” Destination Marketing for FY22

**RENEW:** Arizona Office of Tourism-Related Co-op Programs

**Budget:** \$51,500

**KPIs:** Industry standard KPIs

Sedona as a destination is part of the larger Northern Arizona and state of Arizona tourism ecosystem and that of National Parks, due to the proximity of the Grand Canyon. Information about traveling to our state is shared by the Arizona Office of Tourism (AOT) as well as our brethren in the greater Phoenix area, Tucson, and Flagstaff just to name a few. Each year, AOT provides Co-op Programs to the various official DMOs around the state, leveraging their dollars and ours with jointly funded programs. The SCC&TB will maintain these commitments that have been supported for years in FY22. Content will be controlled and will embody the sustainable tourism message -- encouraging our visitors to take the Sedona Cares Pledge, to recreate responsibly, to Leave No Trace and Tread Lightly -- as illustrated in the ad below which will be published in the Arizona Official State Visitor Guide coming out in September 2021.

If beauty is in  
the eye of the beholder,  
**so is  
responsibility.**

As a leader in sustainability practices, we place a strong emphasis on preserving our unspoiled landscape. By asking you to take the **Sedona Cares Pledge**, we're expressing our deep desire to maintain our serene way of life and to protect our natural surroundings – ensuring a memorable experience for you today, and always.

**Make your promise to  
respect the environment we all share.**

Take the Pledge at [SedonaCares.com](https://SedonaCares.com)

**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**ARIZONA**  
THE GRAND CANYON STATE  
[ExploreMoreAZ.com](https://ExploreMoreAZ.com)

**Leave  
No  
Trace**  
Proud Partner | [LNT.org](https://LNT.org)

**RECREATE  
RESPONSIBLY**

**GSTC**  
MEMBER

**SEDONA  
CARES**





**RENEW: Tourism Bureau Organizational Infrastructure Expenses**

**Budget:** \$583,973

**KPIs:** Industry standard KPIs – see descriptions on following pages

The SCC&TB is contracted by the City of Sedona to function as the official Tourism Bureau | Destination Management Organization (DMO) for the greater Sedona destination. In 2020, travel generated \$1.5 trillion in economic output and supported 11 million jobs - a drastic decline from pre-pandemic figures but nevertheless, a powerhouse economic driver for our nation.

The travel and tourism industry has a global operating framework, and the SCC&TB as the official Tourism Bureau | DMO for greater Sedona operates within it. This requires foundational assets such as owned channels – a website/VisitSedona.com, Official Visitor Guide/Experience Sedona Guide, social media channels (Facebook, Instagram) along with technology platforms to supporting customer relationship management – as well as to provide research for analysis and reporting on KPIs, trade events, conferences, hosting of media, content creation, and collateral development (i.e. photography, videography, guides, maps, brochures, etc.)

These remaining Quality of Tourism Economy expenses provide the foundation for the SCC&TB to serve in its role as Tourism Bureau | DMO for the destination. Descriptions of this FY22 work can be found on the following pages within the Quality of Tourism Economy section.

## Owned Channels

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### VISITSEDONA.COM

VisitSedona.com – our official tourism website – has historically played a key role in generating travel inspiration. VisitSedona.com has also been instrumental in promoting our organization’s approximate 400 Tourism level members, most of which are small and independent businesses - similar to the 83% majority of nationwide businesses – and have little to no dedicated marketing staff and/or marketing funds.

VisitSedona.com will continue to share destination and member business information in FY22, however, the role of consumer education will take heightened priority. Encouraging our visitors to take the Sedona Cares Pledge, recreate responsibly, Leave No Trace and potentially Tread Lightly will be prominent points of communication on VisitSedona.com with the intent to encourage appropriate behavior while visiting the destination. With the elimination of destination marketing funds in FY22 for new prospective visitor acquisition we are anticipating fewer unique visitors to the website and therefore our KPI target for FY22 is 1,200,000 down from 1,500,000 in FY21. People searching for information on Sedona will find the site, and repeat visitation being high will contribute to those past 3 million annual visitors continuing to use it.

### CONSUMER ENEWSLETTERS

The SCC&TB Consumer e-Newsletter is an important part of nurturing our relationships with our consumers. We clean our database on an ongoing basis and regularly hover around 150,000 opted-in subscribers. As these are people who have consciously chosen to receive information from us and to listen to us, they are open to our intent to educate. Therefore, these monthly e-Newsletters are the perfect channel to communicate our FY22 primary messages of Take the Sedona Cares Pledge, Leave No Trace and Recreate Responsibly.

### SOCIAL MEDIA

This growing form of digital communication continues to play an important role in informing residents, businesses, and visitors. Social media allows us to personally engage to create a more connected fanbase, answer questions, and educate visitors on sustainable travel behaviors.

We will work to increase video content creation, the use of user-generated content and fan engagement. We 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, Instagram and Pinterest 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, we will continue to integrate social media efforts with our partners.

**KPIs:** Generate 1,200,000 unique visitors/sessions to VisitSedona.com.  
Ensure a minimum of 20% open rate on monthly consumer eNewsletters.  
Increase total social media followers by 50,000.

## Earned Channels

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### MEDIA COMMUNICATIONS & RELATIONS

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 Take the Sedona Cares Pledge and Leave No Trace when they visit the destination. This important work is overseen by a fully integrated public relations program, which targets regional, national, and international markets.

Quarterly informational press releases and e-Newsletters will be distributed using a software system that allows us to target specific influencers and editorial calendars to build awareness, share news, and track coverage through traditional and social media outlets. We distribute the press release to an average of 200 targeted, hand-selected media professionals in targeted markets.

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.

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

- U.S. Travel Association's IPW, Media Marketplace (Las Vegas, September 2021)
- U.S. Travel Association's IPW, Media Marketplace (Orlando, June 2022)

**KPIs:** Generate 1,000,000,000 impressions through editorial placement and social media.  
Generate publicity with an equivalent advertising value of \$125,000,000.  
Assist 250 media professionals.

### Research & Studies

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Through surveys of stakeholders, travel consumers to Sedona and the region, and visitor intercepts, the SCC&TB will continue to monitor various trends and changes, in Coconino and Yavapai Counties, and within the state travel industry.

#### FY22

1. Voyage – The next generation of destination intelligence by Madden Media
  2. Tourism Sentiment Index (TSI) – a travel data intelligence solution by Think! X Innovations, Inc.
  3. Key Data - #1 trusted Vacation Rental data source for Destination Management Organizations
  4. Smith Travel Research – Premium data benchmarking, analytics and insights for traditional lodging
  5. Sustainable Tourism Plan Research with various stakeholders below; view actual survey results at [SedonaSustainable.com](https://www.sedonasustainable.com)
    - a. Resident Survey: 1,000 surveys were mailed to randomly-selected Sedona households. A return rate of 38% was achieved.
    - b. Business Survey: Plan developers collected data via an email survey of businesses provided by the Sedona Chamber. 262 completed surveys were received.
    - c. Visitor Survey: Arizona State University researchers conducted surveys with visitors at six locations in and around Sedona from January to June 2018. 1,657 visitors were approached and 1,001 surveys were completed, a 60% response rate.
    - d. Land Manager and Nonprofit Focus Groups: Arizona State University researchers conducted focus groups with 16 land management agencies and Sedona-area nonprofits to identify their challenges and suggested solutions relating to tourism in the area.
  6. Online Sedona Visitor Survey - Bi-annual reports
-



## Group / Meeting Sales

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.

Building and maintaining strong relationships with meeting and event industry professionals are crucial more than ever to quicken recovery of business travel that Sedona business partners highly value.

The U.S. Travel Association launched a new initiative "Let's Meet There" in June 2021 to advance the full and safe reopening of the business travel sector. A new forecast is signaling a long road to recovery for business travel. The return of corporate travel, professional meetings, conventions and events, is expected to take four years or more to recover.



According to the Tourism Economics analysis, lingering COVID-19 restrictions and a patchwork approach to reopening across the country will prevent the economically crucial business travel segment from recovering until at least 2024.

Business travel spending is down 69% and spending related to meetings, conferences, and events declined even further – down 76%. Until in-person meetings and events are fully restored, the pace of economic recovery will continue to suffer. A return to a thriving travel industry – and American economy – is dependent on the return of business travel and professional meetings and events (PMEs).

While the Arizona Office of Tourism (AOT) historically has focused on leisure travel, AOT will focus on helping to accelerate the return of business travel and has launched "Arizona means Business" initiative. Various media opportunities are provided to Arizona DMOs through this program.

Business travel and PMEs are important for Sedona as they bring business during mid-week when business is typically slower.

Collaboration with our industry partners to bring meetings and events to Sedona is also important. The SCC&TB partnered with AOT to bring the AdventureELEVATE conference organized by Adventure Travel Trade Association to Sedona in November 2021. It is an annual North America-based two-day intensive educational and networking conference for inspiration, education and insights into the trends that shape adventure travel industry. This conference will occur during Sedona's off-peak period and is a type of group that SCC&TB seeks to attract. This is also a good example of statewide industry collaboration to bring business travel and PMEs to the region.



In order to bring back business travel and PMEs to Sedona, it is important that SCC&TB continues 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. SCC&TB will mainly target the following segments:

### **Corporate Meetings & Incentive Programs**

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 it 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, which could be too large for Sedona, they often plan smaller 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.

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, and customized email campaigns.



## TRADE SHOWS & SALES MISSIONS

Industry trade shows give the SCC&TB the opportunity to make new connections, maintain relationships with existing clients, and to educate about the destination in either an appointment setting or trade show setting. It is important to educate planners with the most up-to-date destination information during the COVID-19 pandemic recovery process. The SCC&TB plans to attend the following shows and events. (This list may change as market conditions dictate.)

- Canadian Meetings & Events Expo (CMEE) – SCC&TB will participate and pursue planners looking to book incentive business.
- 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. Booth partner opportunities will be given to Sedona businesses.
- Destination West in Arizona – Target pre-qualified meeting planners actively looking to book group business in the southwestern region. SCC&TB will offer a pre or post-show FAM tour to the show attendees.
- Luxury Meetings Summit Phoenix – Target luxury meeting industry professionals, associations, and corporate businesses.
- IPEC (Independent Planner Education Conference) – Exclusive event tailored to the unique needs of planners that are not associated with any 3rd party organizations.
- Industry Networking Events – MPI Arizona Sunbelt Chapter, HSMAI Arizona Chapter, AZSAE, etc.

## 3<sup>RD</sup> PARTY MEETING PLANNER ACTIVITIES

### Valued Partner Program with HelmsBriscoe

Headquartered in Scottsdale, 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.

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 mail campaigns target new associates monthly to educate them. Through the benefit of the Valued Partner program, the SCC&TB will host HelmsBriscoe Sedona FAM tour.



## HPN Global Educational Luncheon

Also 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.

## CLIENT SERVICES & ZERO WASTE EVENTS

Client services are an essential component of our sales efforts. As destination experts, SCC&TB assists decision makers in making informed decisions when booking group business in Sedona. SCC&TB continues to encourage planners and local hoteliers to promote and provide best practices in zero waste events. SCC&TB will work closely with the Sustainability Alliance to make zero waste events easy and achievable for meeting planners.

## FAMILIARIZATION (FAM) TOURS & SITE VISITS

One of the key programs for SCC&TB will be to organize FAM tours and site visits for meeting industry professionals and their clients. These tours are an excellent way 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 and site visits in addition to conducting a HelmsBriscoe invitational FAM and a Destination West in Arizona pre or post-show FAM.

## MEETING PROFESSIONAL INCENTIVE PROGRAM

SCC&TB will reintroduce an incentive program 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, off-site venues, dining, transportation and event services. The online version is available on MySedonaMeeting.com.

SCC&TB will produce and distribute a quarterly e-Newsletter to nearly 2,000 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. SCC&TB may partner with AOT to participate in their meeting industry communication efforts.

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.



## TOURISM PARTNER RELATIONSHIPS

SCC&TB works closely with its tourism partners to better promote their business to meetings and events industry professionals. Its strong partnership with local tourism businesses will allow Sedona to be positioned as a leading meeting destination.

- KPIs:** Generate 20,000 leads for room nights.  
Meet with 150 professional meeting planners to generate mid-week, off-peak season business.  
Generate 17,000 page views for Group/Meetings web pages on VisitSedona.com.  
Generate \$14,000 in private sector revenue to offset expense to attend tradeshow.



## 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 group tour operators.

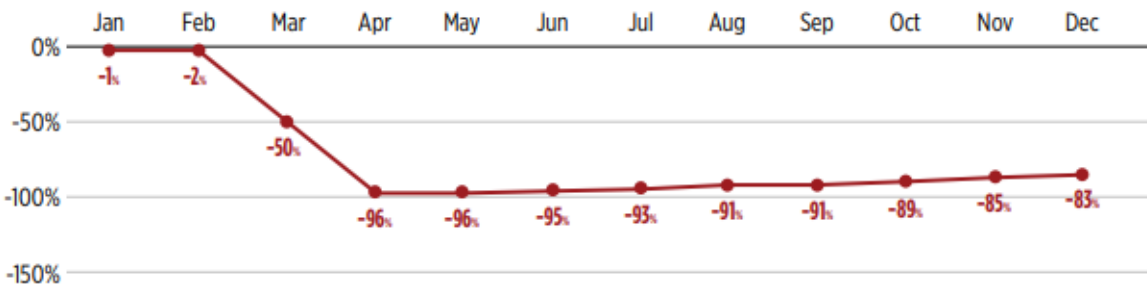
The decline in travel due to COVID-19 has devastated our economy and American jobs. According to the U.S. Travel Association, the \$500 billion loss in travel spending has cost the U.S. \$1.1 trillion in economic output. Prior to the pandemic, direct travel jobs accounted for 6% of the workforce and total travel-supported jobs accounted for 11%. But in 2020, direct travel jobs accounted for a disproportionate 35% of jobs lost and total travel supported jobs accounted for a staggering 65%. America will not be able to fully rebuild without the recovery of the travel industry.

**U.S. TRAVEL**  
ASSOCIATION

International inbound travel has historically generated a large trade surplus for the U.S. economy, serving as the country's number two export. This is no longer the case. As COVID-19 cases rose, borders closed toward the end of March 2020 and global long-haul travel came to a near standstill. This resulted in a dramatic decline of international visitation to the U.S., which fell by 96% within the first month. Throughout the year, international inbound travel remained at dismal levels with only slight improvement.

Between Q2 and the end of 2020, international inbound travel fell by 91% and overseas visitation was down a staggering 96% compared to the same period in 2019.

**CHANGE IN INTERNATIONAL VISITATIONS IN 2020 COMPARED TO SAME MONTH IN 2019**



During the COVID-19 pandemic, unlike many other destinations, Sedona received a large influx of visitors from domestic markets that enabled the city to show significant growth in ADR while occupancy remained flat compared to 2019. Domestic leisure travel greatly helped offsetting business travel and international inbound declines in Sedona. Once the international borders are open and travel restrictions are eased, travelers will regain more options for their travel destinations. The demographics of visitors to destinations are expected to gradually return to pre-pandemic years. Historically 20-22% of visitors to Sedona were international visitors. While timing remains unclear, maintaining a state of readiness for recovery efforts in the international markets is important. Sedona did not have business from international markets during the pandemic like every other destination in the U.S., and competition will be fierce.

The SCC&TB Sales Department provides destination sales and training 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 Verde Valley area as a premier leisure travel destination, both domestically and internationally.

The SCC&TB travel trade sales and outreach programs will keep focusing on positioning Sedona as an overnight, multi-day destination. It is important for Sedona to have a presence in its key markets where other Arizona destinations are present and may position Sedona as a day trip destination. Trade shows, sales missions, familiarization tours, and other awareness programs for travel trade industry professionals will help Sedona to convey its sustainable messages and they will be distributed through multiple channels.

## TARGET MARKETS

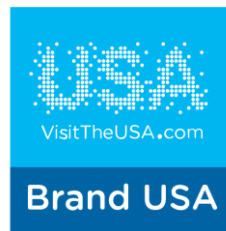
### Domestic Travel Agencies & Group Tour Operators

SCC&TB implemented programs to target travel agencies during FY21. SCC&TB will continue to educate travel agencies; however, it will shift its domestic travel trade sales efforts back to motorcoach group tour operators during FY22. Spending by motorcoach visitors is a key component to sales generation for Uptown Sedona merchants. Sedona had seen some successful overnight programs by motorcoach tour operators. It is SCC&TB's goal to keep educating motorcoach tour operators about Sedona and its sustainable efforts.

According to United Motorcoach Association, today's motor coach has become both fuel efficient and environmentally-sound. On a passenger basis, a modern motorcoach is among the cleanest modes of transportation in the world. Motorcoaches also reduce the number of cars on the road.

### International Markets

International travel trade distribution system is rather complicated; however, understanding it and working with international and inbound receptive operators in the distribution system is proven, strategic, targeted, and practical way to receive international business.



SCC&TB will keep Sedona's brand presence in its key international markets. Brand USA has positioned Europe as one mature source market when they introduced Brand USA Travel Week in 2019. SCC&TB will focus its international inbound travel trade sales efforts on the European markets, with emphasis on the U.K., German speaking Europe, and other markets with visitor demographics that are desirable for Sedona.

SCC&TB will watch carefully on recovery of Asian markets, especially Japan that has always been a strong source market for Sedona.

## INDUSTRY TRADE SHOWS

Industry trade shows give the SCC&TB the opportunity to make new contacts, strengthen relationships with existing clients, and educate about Sedona to a large number of people in one place at one time.

The Travel Industry Sales Department plans to attend the following trade shows during FY22. (This list may change as market conditions dictate.)

- U.S. Travel Association's IPW in Las Vegas, NV & Orlando, FL: Target – international and receptive operators; Booth partner opportunities will be given to Sedona businesses.
- Brand USA Travel Week: Target – European tour operators
- National Tour Association Marketplace: Target – domestic and Canadian group tour operators
- Go West Summit: Target - international, receptive & domestic tour 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. 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. (This list may change as market conditions dictate.)

- Los Angeles: Target – receptive and group tour operators

## FAMILIARIZATION (FAM) TOURS & SITE INSPECTIONS

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

## COOPERATIVE SALES & MARKETING EFFORTS

Cooperative sales and marketing opportunities provided by national and international tour operators are an excellent way to convey destination messages to clients in target markets. These cooperative marketing opportunities would normally be evaluated and participated with AOT and other Arizona destination marketing organizations; however, SCC&TB will pause partaking in those opportunities during FY22.

## 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 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 travel trade industry professionals, including tour operators, travel agents and motor coach operators. The e-Newsletter is distributed to more than 3,000 travel trade professionals. The SCC&TB will also participate in e-Newsletter distribution opportunities provided by the Arizona Office of Tourism and other industry partners.

SCC&TB will continually enhance webpages that are specifically designed for travel trade industry professionals on SCC&TB's official website - [VisitSedona.com](http://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 Sedona to be positioned as a leading travel trade leisure tourism destination.

**KPIs:** Generate 25 domestic and international hotel and service request leads.  
Produce 850 service request referrals for Sedona partners.  
Meet with 250 travel trade professionals at tradeshows & sales missions.  
Generate 55,000 page views for travel trade web pages on [VisitSedona.com](http://VisitSedona.com).  
Generate \$18,000 in private sector revenue to offset expense to attend tradeshows.





# 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 the Visitor Experience Pillar is the overall visitor satisfaction rating. Visitor Satisfaction is collected through email surveys and walk-ins at the Visitor Center. Surveying was paused in 2020 due to COVID-19, however, this has since resumed in Spring 2021. Updates to the Visitor Experience Dynamic Metric will be made in the following year.



This section addresses FY22 plans related to the Visitor Experience Pillar, beginning with these objectives:

### 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

The tactics described in the following pages were defined to address the objectives for the coming year. Tactic identifiers (ie, A1.1) are noted as an aid for referring back to the [STP](#). Some KPI targets are yet to be determined, as some program measurements are in their benchmark year, and other measurements are in the process of being finalized by the lead organization of the program. Since the STP is an ever-evolving plan with shifts in priority required as mandated by changing needs, it is recommended to find the current status and specific measures of success for each tactic at [SedonaSustainable.com](https://SedonaSustainable.com) under [Status of the Work](#).

## 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 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 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.

Tactics to assist in enhancing the visitor experience:

- Continue to provide a one-stop physical location at which visitors can connect to people in destination, 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.
- Updating the Sedona’s Secret 7 brochure and creating a tear-off Secret 7 Trails Map 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.
- The restrooms outside the Visitor Center were remodeled February 2020.

### 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. In FY22, we will

- 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

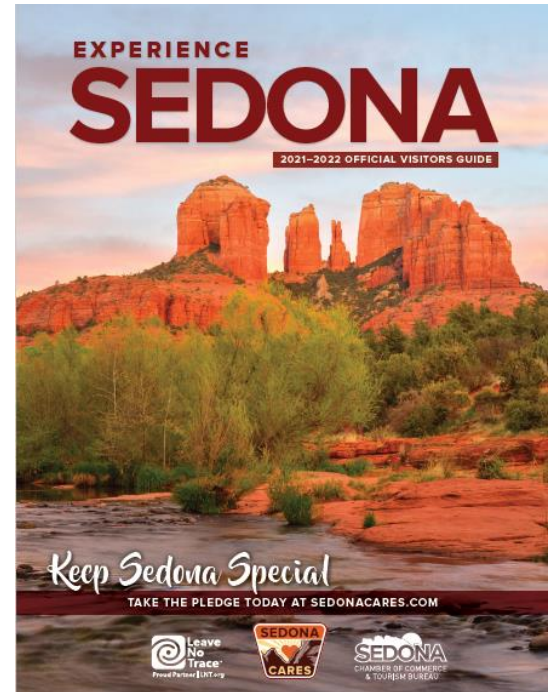
A volunteer e-Newsletter & Front Liner e-Newsletter is emailed weekly to inform the volunteers and concierge about information they need to properly assist visitors with the most current information. Topics include road construction updates; prescribed burns conducted in the area; local events; ribbon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



## EXPERIENCE SEDONA GUIDE

The Experience Sedona Guide will continue to serve as a valuable tool to inform consumers about Sedona, its features and attractions. The guide has also undergone an overhaul during the recent production cycle to include a greater degree of Responsible Travel content with emphasis on Leave No Trace. The new guide will be in market August 2021.

This valuable visitor guide can be ordered on VisitSedona.com or by phone. The guide is mailed to approximately 30,000 potential visitors a year. It is also distributed throughout the state of Arizona to visitor centers, concierge desks, and the Phoenix, Mesa and Tucson airports. Additionally, the guide is downloadable online and is also utilized by tour operators, the media and travel agents.



## 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.



**KPIs:** Manage Uptown Visitor Center 7day/week, 59.5 hours (exclude 2 holidays) = 3,077 hours open  
Manage and assist 300,000 walk-ins  
Manage and assist 7,500 visitor inquiries via phone and email  
Distribute 250,000 printed Experience Sedona Visitor Guides throughout Arizona and US  
Maintain an "excellent or good" visitor satisfaction rating.

## Visitor Experience Tactics

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

### FY22 PROGRAMS | KPIs

#### Verde River Preservation – Friends of the Verde River

D1.3: Craft programs to explain how to recreate sustainably on Oak Creek and the Verde River area.

**Budget:** \$1,000

**KPIs:** Number of attendees per event.

The SCC&TB will continue its partnership with support of the educational events created by Friends of the Verde River – a nonprofit organization that works to maintain river flows, protect area habitat and involve the community to promote preservation of the Verde River and its tributaries.

#### EXPANDED: Visitor Dispersion – Sedona's Secret 7

D2.1: Build on success of Sedona's Secret 7 to distribute visitor impacts and lessen environmental impacts on selected trails and areas.

**Budget:** \$15,000

**KPIs:** Generate website page views of SedonaSecret7.com – 200,000  
Benchmark visitor utilization at Secret 7 Hikes (USFS).

Build on the success of Sedona's Secret 7 created in 2017, in particular, Sedona's Secret 7 hiking trails – those less traveled – to distribute visitor impacts and lessen environmental impacts on selected trails and areas. Dispersion is a key tactic for visitor management. Having worked closely with the Forest Service, the campaign:

1. Redirects visitors to lesser known areas for land preservation
2. Expands the number of visitor experiences which will encourage repeat visitation to Sedona
3. Engages local residents with the intent to embrace tourism

Sedona's Secret 7 website – SedonaSecret7.com – provides visitors with information regarding Secret 7 trail sites including directions, trail difficulty, best time to visit, etc. The site features short video overviews of each list category including trails, as well as a 2-3-minute video overview highlighting the diversity of all 49 locations (seven categories with seven locations in each).

Hiking trails will be the focus this year, with tear-off maps produced and distributed in market to lodging partners and other key visitor contact points encouraging our hikers to go to less well-known trails for their adventure. Social media influencers who are willing to showcase some of these lesser traveled trails to their audiences will be invited to the destination. Visitors share their photos and videos showcasing their visits to Sedona's Secret 7 sites under the hashtag #SedonaSecret7.

#### Regional Coordination – Verde Front Collaborative

D2.2: Continue to expand participation in the Verde Front Collaborative deepening connections with land management organizations and other communities.

**Budget:** \$1,000

**KPIs:** Committee participation numbers by community.

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/>



**EXPANDED: Regional Visitor Management – Sedona Verde Valley Tourism Council**

D2.3: Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions.

**Budget:** \$20,000

**KPIs:** Generate 175,000 total page views SedonaVerdeValley.org & VerdeValleyNatGeo.com.  
Benchmark regional distribution through visitor surveys.

The Sedona Verde Valley Tourism Council was founded more than 20 years ago, and continues today bringing together the six (6) communities of Sedona, Camp Verde, Cottonwood, Clarkdale, Jerome and Yavapai-Apache Nation to celebrate local culture and enhance regional economic opportunities through tourism and visitor dissemination while promoting conservation and stewardship.

This visitor disbursement initiative strives to ensure that the more than three million visitors who come to Sedona annually seek experiences throughout the greater Verde Valley thus spreading out their consumer spending while attempting to alleviate crowding.

A unique website, visitor guide, social media channels and paid advertising support this collaborative regional effort. All partners contribute program support in varying amounts based on budget size and work together to formulate marketing plans with the beginning of the new fiscal year.

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# 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: visitors, businesses and residents. Business results are collected annually through a Chamber of Commerce survey; visitor information is collected through ongoing surveys to visitors who have requested information from the SCC&TB; and, a resident survey completed by the City of Sedona via the National Citizen’s Survey.



This section addresses FY22 plans related to the Environment Pillar, beginning with these objectives:

### 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

The tactics described in the following pages were defined to address the objectives for the coming year. Tactic identifiers (ie, A1.1) are noted as an aid for referring back to the [STP](#). Some KPI targets are yet to be determined, as some program measurements are in their benchmark year, and other measurements are in the process of being finalized by the lead organization of the program. Since the STP is an ever-evolving plan with shifts in priority required as mandated by changing needs, it is recommended to find the current status and specific measures of success for each tactic at [SedonaSustainable.com](https://SedonaSustainable.com) under [Status of the Work](#).

## Environment Tactics

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

### FY22 PROGRAMS | KPIs

**NEW: Tourism Takes on Trash Removal and Provides Toilets at Trailheads**

**Budget:** \$53,000

**KPIs:** Installation and maintenance of toilets.  
Confirmation of trash collection.  
Resident complaints reduced.

Working with the U.S. Forest Service (USFS) Red Rock Ranger District, the SCC&TB proposes to fund the following:

- \$9,000/year (\$750/month) - **Dry Creek:** The initiation of new trash removal service 2x/week by Waste Management as the USFS institutes a fee structure which will eventually self-fund this service.
- \$39,960/year (\$3,330/month) - **Soldier's Pass:** The installation of three (3) portable toilets (at least one ADA) with cleaning service 3-4x/week. No trash service is needed here per the USFS. *With construction having started the week of July 19, 2021 on the parking lot at Posse Grounds connecting to Soldiers Pass trail which includes restrooms, this need may change.*
- **Cathedral Rock** already has trash service, so nothing is needed here.
- \$3,540 – Signage to share that this service is being provided by the City and SCC&TB.

**NEW: Master Forest Plan Facilitation**

**Budget:** \$25,000

**KPIs:** Number of community stakeholders engaged.

The Red Rock Ranger District of the Coconino rivals the size of some of our National Parks, yet funding for this natural asset is nowhere near where it needs to be to support all of its place consumers while ensuring its preservation.

There are a significant number of competing priorities with the forest, and a myriad of plans that address them in the short, medium, and long term. However, in light of many new impacts that have arisen out of COVID, these disparate plans do not capture all that is in need of attention.

As a convener, the SCC&TB is suggesting to bring all of the forest's stakeholders together with the aid of a professional facilitator to review all existing plans, add new challenges to them to fill in the gaps, and to prioritize them so that solutions can be sought based on this process. Currently everyone's urgency is the USFS' emergency and this is not productive. Being that so much of the destination's draw revolves around outdoor recreation in and among our public lands, we are seeking to assist the USFS in mitigating continued and growing impacts from increased visitation.

**RENEW: Global Sustainable Tourism Council Membership**

**Budget:** \$750 annually

**KPIs:** PR obtained about Sedona as a leader in sustainable tourism practices.

On Earth Day April 22, 2021, the SCC&TB officially joined the Global Sustainable Tourism Council (GSTC), adding Red Rock Country to destinations around the world committed to sustainable tourism. Applying the GSTC Criteria to a destination's plans and practices means to take a holistic approach to



sustainability, relating not just to environmental protections but also social, economic, and cultural aspects of the community and its visitor attractions.

The GSTC was created jointly by UN agencies and prominent international organizations to develop global standards for sustainability in travel and tourism – the GSTC Criteria. Being a GSTC member means actively participating in GSTC’s global network, contributing to the important work of the GSTC in promoting the widespread adoption of universal sustainable tourism principles. GSTC Members are active drivers for sustainability in travel and tourism.

The GSTC's 2016 destination assessment of Sedona led to the creation of the Sedona Sustainable Tourism Plan (STP), an Arizona first. Led by the SCC&TB in partnership with the City of Sedona, Nichols Tourism Group, Arizona State University’s Center for Sustainable Tourism, and adopted by the Sedona City Council in March 2019, the STP commits Sedona to balancing a thriving tourism economy and amazing visitor experiences with environmental stewardship and resident quality of life and forms the foundation of the relationship between the City and the SCC&TB.

**NEW: Branded Recycling Containers in High Visitor Trafficked Areas**

A1.1: Deploy wider range of recycling resources/containers in high visitation areas and create effective branding to enhance utilization.

**Budget:** \$15,000

**KPIs:** Number of branded containers placed.  
Tonnage of trash collected at these locations.

Purchase and wrap three to five (3-5) commercial recycling containers to place in Uptown at highly trafficked visitor locations, like between the Visitor Center and Chipotle. The SCC&TB recognizes that this small gesture to recycle is a token to taking care of the environment, however it is a visual communication, a testament to the lay person, that we as a destination care about sustainability.

**RENEW: Sustainability Alliance Certification Expansion**

A1.3: Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses.

**Budget:** Reflected in Staff Expense

**KPIs:** Number of certified businesses.

The Sustainability Alliance is a coalition of Verde Valley nonprofits moving the region toward sustainability. They coordinate a Sustainable Business Certification program in Sedona and the region.

The following Chamber partners were certified or upgraded in calendar 2020: Authentus Group, Sedona Cedars Resort, Sedona Mountain Bike Academy, Sky Ranch Lodge, City of Sedona - upgrade, Loo Loos, Sedona Community Food Bank, Friends of the Verde River, Smart Window Creations, Chocolita, Healthy World Sedona (upgrade), Junipine Resort, Pink Jeep Tours, Element Hotel, Verde Valley School.

The SCC&TB posts all Sustainability Alliance certified-sustainable businesses on the SedonaChamber.com blog and if they are a partner, shares the blog on social media platforms and in the Local e-News.

**RENEW: Zero Waste Meetings & Events**

A1.4: Encourage 'zero waste' meetings and events.

**Budget:** Reflected in Staff Expense

**KPIs:** Percentage of Sedona annual events pursuing 'zero waste' practices.

Meetings and events are an important part of Sedona’s visitor industry. More can be done to engage hotels and meeting planners to limit the waste generated by meeting delegates and guests. Led by the Sustainability Alliance, a mix of recommendations and educational/outreach efforts will be directed to businesses hosting meetings and events. 'Zero waste' will continue to be a Sedona theme in SCC&TB communications to meeting planners.

For consumer events, the Sustainability Alliance will work with the SCC&TB to encourage signature events that embrace 'zero waste' initiatives. Sedona will decrease waste, create awareness among thousands who attend these events, and burnish a reputation as an environmentally conscious destination. The pandemic resulted in events being cancelled or postponed for most of the fiscal year, curtailing efforts to certify venues as zero waste. The Sustainability Alliance is now encouraging venues to get certified as "Zero Waste Ready" as conditions for public events improve.

**RENEW: Voluntourism Programs & Water Quality Testing**

A2.2: Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek and the Verde River.

A2.3: Develop systems to monitor and report water quality at high visitation areas.

**Budget:** \$5,000

- KPIs:**
- Number of volunteer programs.
  - Number of hours donated by volunteers.
  - Number of visitors participating.
  - Amount of trash removed by volunteers.
  - Number of businesses and groups participating.
  - Number of visitors outreached.

Voluntourism is seeing more visitors give back to a destination as part of their travel experience. The SCC&TB has embraced this concept many times in the past with a voluntourism clean-up partnership with the Oak Creek Watershed Council.

The OCWC is planning to advertise several small-group cleanups in the summer of 2021 with COVID-19 protocols in place, partnering with the SCC&TB for event promotion and with the US Forest Service for event operations. Cleanups are planned for Forest Roads 237, 535 and 525, all of which are popular, misused dispersed-camping sites outside of Flagstaff near Oak Creek Canyon. Additional events are planned for Oak Creek Canyon and the Sedona area.

OCWC is monitoring water quality over high-use days in partnership with ADEQ and plans to continue sampling on Tuesdays along with Slide Rock State Park and Friends of the Forest in June 2021.

**RENEW: Trail Fund Programs – Trail Keepers 2.0**

A4.1: Develop programs to achieve sustainable funding for trail development and maintenance.

**Budget:** \$50,000

- KPIs:**
- 50 participating businesses.
  - Detail of trail improvements.

The Sedona Trail Keepers is a public private partnership between the U.S. Forest Service Coconino National Forest Red Rock Ranger District, Sedona Red Rock Trail Fund (SRRTF), the City of Sedona, SCC&TB and the business community helping to maintain Sedona’s 400+ miles of world-famous red rock trails. Since its inception in 2017, Sedona Trail Keeper donations have reached \$370,000 with \$50,000 provided annually by the City and SCC&TB from bed tax dollars, and then matched at \$50,000 by private industry with 50 donating businesses each contributing \$1,000.

These monies are provided to the SRRTF, a 501(c)(3) nonprofit founded in 2016, to financially support trail maintenance, which underwrites the cost of seasonal workers who construct new and improve existing trails including building retaining walls, rock stairs and drainage structures in the surrounding Coconino National Forest. Officials with the U.S. Forest Service say federal expenditures are insufficient to cover the estimated \$400,000 annual cost of keeping Sedona’s trails safe and well-maintained. 100% of Sedona Trail Keeper funds are then donated to the Coconino National Forest Red Rock Ranger District by SRRTF.



**RENEW: Voluntourism Programs – Trails & Land**

A4.6: Develop voluntourism opportunities focusing on restoration and enhancement of trails/lands.

**Budget:** \$5,000

**KPIs:** Number of voluntourism programs.  
Number of visitors participating.  
Number of promotional efforts to encourage visitors to participate.

Similar to the water-based voluntourism efforts outlined in Tactic A2.2, this tactic engages visitors in helping restore and enhance Sedona’s trails. The SCC&TB was active in FY21, as we organized and promoted voluntourism to Sedona visitors. Highlights of our work included:

- Creating a Voluntourism Events tab under the ‘Events’ tab on VisitSedona.com and sharing voluntourism program information with 890 national media members in their Media Roundup e-Newsletter.
- Sending February Consumer e-Newsletter to 156,627 contacts achieving 25.3% open rate.
- Creating and posting a voluntourism-related Earth Month poster at the Visitor Center, making the program highly visible to walk-in visitors. During April’s Earth Month, voluntourism was a prominent theme among many sustainability-related topics.

The SCC&TB will continue to promote voluntourism opportunities at VoluntourismInSedona.com and at the Visitor Center, on social media and on the event calendar.

**EXPANDED: Leave No Trace**

A5.1: Adopt and expand Leave No Trace programs.

**Budget:** \$36,000 (partnership \$20,000 | program \$16,000)

**KPIs:** Track favorable visitor perception through visitor surveys – 90%  
Measurement of litter on public lands.  
Number of LNT messages and/or impressions throughout all SCC&TB channels.  
SedonaLeaveNoTrace.com page views.  
Number of in-market signs produced and placed.

Leave No Trace (LNT) is a national movement to protect the outdoors by teaching people how to enjoy it responsibly. The member-driven Leave No Trace Center for Outdoor Ethics teaches people of all ages how to enjoy the outdoors responsibly, and is the most widely accepted outdoor ethics program used on public lands. Through targeted education, research and outreach, the Center ensures the long-term health of our natural world.

In 2019 the SCC&TB became a member of LNT Center for Outdoor Ethics to align itself with these principals and carry them forward to Sedona’s visitors and residents. We look to expand this relationship to fully leverage all the benefit the association affords Sedona as a global destination prioritizing recreating responsibly. Most of this messaging will take place once visitors are in market via in-room video and signage about town with some digital media placement.





**RENEW: Sedona Cares Visitors Pledge**

A5.3: Develop a "Sedona Sensitive Visitor" Pledge to help connect and engage visitors.

**Budget:** \$17,500

**KPIs:** Track favorable visitor perception through visitor surveys – 90%  
Number of Pledge messages and/or impressions throughout all SCC&TB channels.  
Total number of Pledges taken at SedonaCares.com – 600  
Number of in-market signs produced and placed.

The "Sedona Cares" Pledge encompasses adhering to the "7 Principals" of LNT and further expands on the expectations that we have as a destination and a community, based on our core values, for those looking to visit.

COVID has brought with it a heightened awareness of tourism's impacts from an environmental perspective, and visitors are more ready and willing to receive and be receptive to how to behave. Our part is to educate them on how to do so. COVID has also created an entirely new audience with a very different visitor profile for Sedona than in the past, that is now looking to engage with the great outdoors, having never done so.

The ability of the SCC&TB to provide education on expectations of them and the need to respect this special place we call home is critical now more than ever. This campaign will run utilizing geofencing to the greater Sedona shape file triggered by cell phone to serve up a message to take the pledge when you arrive. It will have in-market collateral to reinforce this requested action of our visitors so that much like with the "Mask Up" and "Sedona. Safe.Clean.Ready," we can see the desired behavior.

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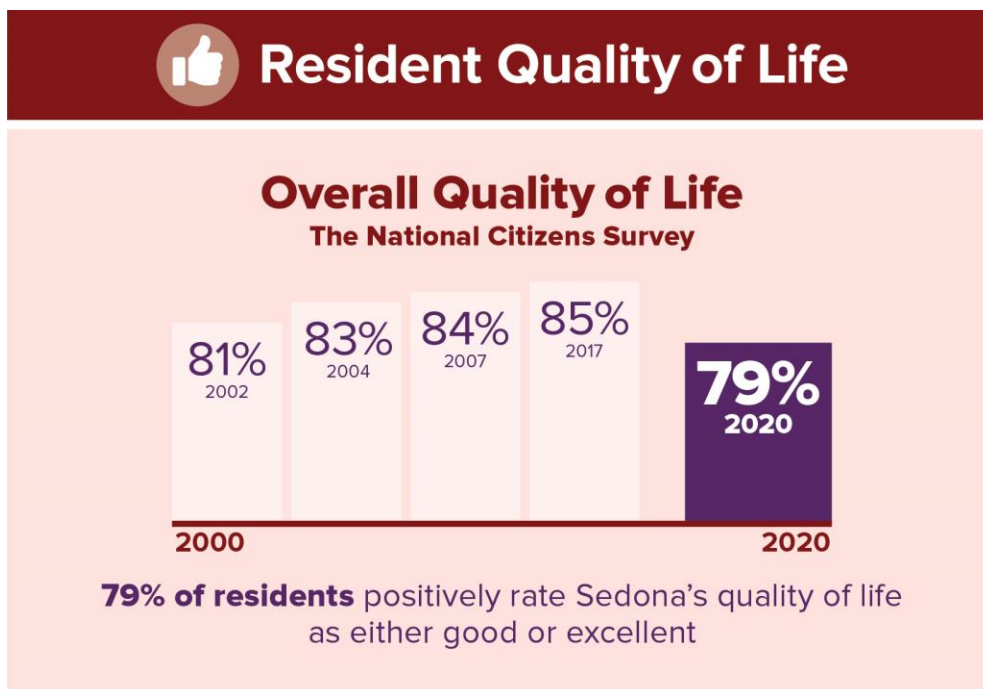
# Quality of Life

## **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. It should be noted that the fear and stress around the pandemic should be considered while looking at the recent result of this question in the 2020 National Citizens Survey.



This section addresses FY22 plans related to the Quality of Life Pillar, beginning with these objectives:

### Resident Quality of Life Objectives

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

The tactics described in the following pages were defined to address the objectives for the coming year. Tactic identifiers (ie, A1.1) are noted as an aid for referring back to the [STP](#). Some KPI targets are yet to be determined, as some program measurements are in their benchmark year, and other measurements are in the process of being finalized by the lead organization of the program. Since the STP is an ever-evolving plan with shifts in priority required as mandated by changing needs, it is recommended to find the current status and specific measures of success for each tactic at [SedonaSustainable.com](https://SedonaSustainable.com) under [Status of the Work](#).



## Quality of Life Tactics

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Protect and enhance the quality of life for Sedona’s residents by mitigating impacts of tourism.

### FY22 PROGRAMS | KPIs

#### **RENEW: WalkSedona.com Website | Roundabout and Bike Etiquette**

B1.2: Develop programs and resources that enhance the walkability of Sedona and encourage visitors to leave their cars.

**Budget:** \$14,000 (\$5,000 WalkSedona.com | \$9,000 Roundabout and Bike Etiquette)

**KPIs:** Benchmark visitors’ perception of walkability through visitor surveys.  
Estimate of trail and sidewalk uses.  
Generate WalkSedona.com page views – 12,000

WalkSedona.com strives to get visitors out of their vehicles and walking to many of Sedona’s key experiences. The Walk Sedona program positions Sedona as a walk-friendly destination in effort to mitigate the effects of vehicle traffic. By gallery and lodging stakeholder recommendation, the SCC&TB focused the first phase of this program on luring those visitors already in-market into the galleries via a “Sedona Gallery Art Walk” program intended to drive business through the doors of the numerous galleries in Sedona as one of our goals to elevate the arts.

Since then, we’ve added several filters including parking, restaurants, recycling drop-off locations, bus stops, public art locations, parks, trailheads and real-time traffic conditions. This GPS-enabled web map is robust and allows the user to navigate Sedona via their smart phone.

Additionally, communications to visitors about navigating roundabouts and the proper bike etiquette continue to be needed so these programs will continue.

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 continually educates and communicates how to navigate the roundabouts through its annual Experience Sedona Guides and use of video assists in describing the simple steps needed to successfully maneuver through Sedona’s traffic 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 (SCC&TB).


#### **NEW: Tourism Funds Transit to Alleviate Trailhead Congestion & Traffic – Sedona Shuttle**

B1.5: Build business support and visitor utilization of Sedona Transit to enhance effectiveness.

**Budget:** \$20,000

**KPIs:** Ridership volume  
Number of outreach messages and/or impressions through marketing campaign.  
Build business support of new transit system; number of businesses engaged.

The SCC&TB will work with the City’s Transit Administrator to support the proposed roll out of two (2) pilot public transit programs in March 2022. They are aimed at alleviating trailhead congestion at some of Sedona’s busiest trailheads and mitigating traffic on the SR 89A corridor with an on-demand micro transit program.



This entails an in-destination marketing campaign including digital ads to geofenced area (greater Sedona shape files from the City), radio, signage, rack cards to lodging partners and retailers, and via SCC&TB's owned media channels to encourage visitors and residents to use the public transit services.

- Trailhead Shuttles: Six (6) trailhead shuttles capable of carrying 20 passengers each will service a variety of trailheads moving into the 2022 Spring Break timeframe (can be up to six weeks depending on when the Easter holiday falls)
- On-demand Micro Transit Program: Proposed Sedona on Demand or "SAM" micro transit four (4) vehicles will be available on demand by downloading an app to your phone to call for pick you up / drop off at your requested location along a designated corridor of 89A.

**NEW: Short Term Rental Research to Paint the Full "Tourism" Picture**

B5.3: Provide Short Term Rental (STR) research and impacts.

**Budget:** \$15,000 (\$15,000 annually)

**KPIs:** Monthly reports to City Council

The SCC&TB has contracted with Key Data, the #1 trusted Vacation Rental data source for Destination Management Organizations. Key Data provides 100% accurate, real-time vacation rental and resort data to tourism organizations around the globe. Unlike other data providers in the space, the data is sourced directly from vacation rental companies and resorts in the destination through a real-time information data feed from the properties' reservation systems. The result: the most accurate, real-time vacation rental market data available. This technology was selected due to its compatibility with the City of Sedona's LODGING Revs technology platform, the industry standard in short-term rental compliance, automated business licensing and tax remittance for municipalities.

In addition to the annual Short-Term Rental monthly reporting, the SCC&TB will commission a one-time report by a third-party vendor specific to the Short Term Rental industry in greater Sedona working with the City staff. The goal would be to determine how much property tax residents are saved annually due to the contribution of the visitor economy to the City's budget. Currently, the City of Sedona does not have a property tax, however residents do pay Coconino or Yavapai County property taxes depending on their county of residence, so the tax savings already garnered here with provision of services would also be examined. Residents are making money as a part of the tourism industry themselves with their residential home ownership being utilized like a business offering short term rental, on top of the City and County services afforded to them by this industry, yet many of them are up in arms about the visitor economy's negative impacts to their quality of life.

**NEW: Tourism Takes on Outdoor Recreation (OHVs) Education and Mitigation Efforts**

B6.1: Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption.

**Budget:** \$15,000

**KPIs:** Number of website page views – 2,500  
Benchmark through residential surveys.  
Vehicle counts at high-use areas.

Utilizing the model of public-private-philanthropic partnership, the SCC&TB is working with the USFS Red Rock Ranger District and the National Forest Foundation (NFF) to address visitor management issues and the escalating conflict among the various stakeholders accessing greater Sedona's public lands, including within City limits at Schnebly Hill and elsewhere as well as out at the 525/152C area. Projects funded by the SCC&TB will be identified by USFS Red Rock Ranger District and executed by the NFF related to repair and improvements of the natural landscapes. The SCC&TB will work with private partners to educate visitors on how to recreate responsibly and to find matching private support for preservation of the habitat like the Trail Keepers model.

**EXPAND: Events Contribute to a Vibrant Destination (and Community)**

**Budget:** \$34,000

**KPIs:** Support for continuing signature annual events.  
Number of attendees per event.

COVID-19 completely shuttered events across the nation and around the globe, and in Sedona the story is the same. Many of our annual signature events found themselves hosting a virtual version of their event or postponing indefinitely. With light at the end of the tunnel, many events are coming back in either a blended fashion or completely in person, however some with capacity limitations. The SCC&TB wants to ensure that many of our cherished events don't perish due to the past year's hardship so we are proposing to support them at the same level as that of prior to COVID. No new events or expansion of current support is represented herein. Events that personify Sedona's DNA as a sustainable outdoor recreation destination; health, wellness, and spiritual community; and arts and culture, that occur mid-week, or in off-peak seasons that draw overnight visitation are a focus. The SCC&TB will work with City during this year to clearly define how the two organizations support the events community via grants and sponsorships for the next fiscal year (FY23) budgeting process.

Event Date	Event	Funding
August 12-15, 2021	Photography Symposium	\$ 2,500
August TBD, 2021	Dark Sky (from Visitor Experience)	\$ 3,000
November 9-14, 2021	Wolf Week	\$ 1,000
November 12-14, 2021	Sedona Mountain Bike Festival	\$ 7,500
December 2, 2021	Tlaquepaque Tree Lighting	\$ 10,000
March TBD, 2022	Illuminate Film Festival	\$ 5,000
June TBD, 2022	PhotoFest	\$ 2,500
TBD	Sedona Yoga Festival	\$ 2,500
TOTAL		\$ \$34,000

**RENEW: Regional Transit - Verde Shuttle Marketing**

**Budget:** \$25,500

**KPIs:** Ridership volume  
Number of outreach messages and/or impressions through mktg campaign.  
Completion of all phases of Verde Shuttle Marketing Plan.

This is a continuation of the transit marketing of the Verde Shuttle from FY21. Due to delays in supply chain, the buses to provide shuttle service were severely delayed and thus marketing could not begin. At the time of this memo, the buses are supposed to arrive in June so marketing is slated to begin before FY21 year's end however will require support into the new FY22 fiscal year.



**APPENDIX A – FY22 SCC&TB Contractual Performance Standards**

**SCC&TB Key Performance Indicators  
FY22 (July 2021 - June 2022)**

		<b>Marketing</b>	<b>Annual Target</b>	
<b>Tourism Economy</b>		Generate unique visitors to VisitSedona.com	1,200,000	
		Generate Experience Sedona Guide mail requests from targeted customers	30,000	
		Generate digital downloads of Experience Sedona Guide	60,000	
		Ensure a high open rate on monthly consumer eNewsletters	20%	
			<b>Communications</b>	<b>Annual Target</b>
		Generate impressions through editorial placement and social media	1,000,000,000	
		Generate publicity with an equivalent advertising value	125,000,000	
		Assist media professionals	250	
		Generate new social media followers	50,000	
			<b>Group/Meeting Sales</b>	<b>Annual Target</b>
		Generate leads for room nights	20,000	
		Meet with professional meeting planners to generate mid-week, off-peak season business	150	
		Generate page views for Group/Meetings web pages on VisitSedona.com	17,000	
		Generate private revenue to offset expense to attend tradeshow	\$14,000	
			<b>Travel Trade Industry Sales</b>	<b>Annual Target</b>
		Generate domestic and international hotel and service request leads	25	
	Produce service request referrals for Sedona partners	850		
	Meet with travel trade professionals at tradeshow & sales missions	250		
	Generate page views for travel trade web pages on VisitSedona.com	55,000		
	Generate private revenue to offset expense to attend tradeshow	\$18,000		

## SCC&TB Key Performance Indicators FY22 (July 2021 - June 2022)

Visitor Services		Annual Target
Manage Uptown Visitor Center 7-day/week, 59.5 hours (exclude 2 holidays)		3,077 hours open
Manage and assist walk-ins		300,000
Manage and assist visitors inquiries via phone and email		7,500
Distribute printed Experience Sedona Visitor Guides throughout Arizona and US		250,000
Maintain an "excellent or good" visitor satisfaction rating		100%
Visitor Experience		Annual Target
<b>Verde River Preservation - Friends of the Verde River Events (Tactic D1.3)</b>		
Number of attendees per event (FVR)		
<b>Visitor Dispersion - Sedona's Secret 7 (Tactic D2.1)</b>		
Number of website page views - SedonaSecret7.com (SCC&TB)		200,000
Benchmark visitor utilization at Secret 7 Hikes (USFS)		
<b>Regional Coordination - Verde Front Collaborative (Tactic D2.2)</b>		
Committee participation numbers by community		
<b>Regional Visitor Management - Sedona Verde Valley Tourism Council (Tactic D2.3)</b>		
Number of website page views - SedonaVerdeValley.org   VerdeValleyNatGeo.com (SCC&TB)		65,000 SVV.org   110,000 Nat Geo
Benchmark through visitor surveys (SCC&TB)		

Visitor Experience



## SCC&TB Key Performance Indicators FY22 (July 2021 - June 2022)

Environment	Annual Target
<b>Trailheads: Trash Removal &amp; Toilets</b>	
Installation and maintenance of toilets (USFS)	
Confirmation of trash collection (USFS)	
Resident complaints reduced (City)	
<b>Master Forest Plan Facilitation</b>	
Number of community stakeholders engaged (USFS)	
<b>GSTC Membership</b>	
PR obtained about Sedona as a leader in sustainable tourism practices (SCC&TB)	
<b>Branded Recycling Containers (Tactic A1.1)</b>	
Number of branded containers placed (SCC&TB)	
Tonnage of trash collected at these locations (Sedona Recycles)	
<b>Sustainability Alliance Certification Expansion (Tactic A1.3)</b>	
Number of certified businesses (Sustainability Alliance)	
<b>Zero Waste Meetings &amp; Events (A1.4)</b>	
Percentage of Sedona annual events pursuing 'zero waste' practices (Sustainability Alliance)	
<b>Voluntourism Programs - Water (Tactic A2.2)</b>	
Number of voluntourism programs (OCWC)	
Number of hours donated by volunteers (OCWC)	
Number of visitors participating (OCWC)	
Amount of trash removed by volunteers (OCWC)	
Number of businesses and groups participating (OCWC)	
Number of visitors outreached (OCWC)	
<b>Water Quality Testing (Tactic A2.3)</b>	
Number of days Oak Creek exceeds limits (OCWC)	
Number of samples collected (OCWC)	
Reduction in E.coli exceedences - benchmarking (OCWC)	
Create a comprehensive report w/ 4 yrs of data (OCWC)	
<b>Trail Fund Programs - Trail Keepers 2.0 (Tactic A4.1)</b>	
Number of participating businesses (SCC&TB)	
Detail of trail improvements (SRRTF)	
<b>Voluntourism Programs - Trails &amp; Land (Tactic A4.6)</b>	
Number of voluntourism programs (various orgs)	
Number of visitors participating (various orgs)	
Number of promotional efforts to encourage visitors to participate (SCC&TB)	
<b>Leave No Trace (Tactic A5.1)</b>	
Track favorable visitor perception through visitor surveys (SCC&TB)	90%
Measurement of litter on public lands (social trails baseline report OCWC)	
Number of LNT messages and/or impressions throughout all channels (SCC&TB)	
SedonaLeaveNoTrace.com page views (SCC&TB)	5,000
Number of in-market signs produced and placed (SCC&TB)	
<b>Sedona Cares Pledge (Tactic A5.3)</b>	
Track favorable visitor perception through visitor surveys (SCC&TB)	90%
Number of Pledge messages and/or impressions throughout all channels (SCC&TB)	
Total number of Pledges taken at SedonaCares.com (SCC&TB)	600
Number of in-market signs produced and placed (SCC&TB)	


Environment




## SCC&TB Key Performance Indicators FY22 (July 2021 - June 2022)

Quality of Life		Annual Target
Quality of Life	<b>Walkability   WalkSedona.com (Tactic B1.2)</b>	
	Benchmark through visitor surveys (SCC&TB) - visitors perception of walkability	
	Estimate of trail and sidewalk uses (City)	
	WalkSedona.com page views (SCC&TB)	12,000
	<b>Sedona Transit   Sedona Shuttle Marketing (Tactic B1.5)</b>	
	Ridership volume (City of Sedona)	
	Number of outreach messages and/or impressions through mktg campaign (SCC&TB)	
	Build business support of new transit system; number of businesses engaged (SCC&TB)	
	<b>Short Term Rental Research   Key Data (Tactic B5.3)</b>	
	Monthly reports to City Council (SCC&TB)	12
	<b>OHV Education &amp; Mitigation (Tactic B6.1)</b>	
	Number of website page views (SCC&TB)	2,500
	Benchmark through residential surveys (City)	
	Vehicle counts at high-use areas (USFS)	
	<b>Event Support</b>	
	Support for continuing signature annual events (SCC&TB)	
	Number of attendees per event (various)	
	<b>Regional Transit   Verde Shuttle Marketing (SCC&amp;TB)</b>	
	Ridership volume (City of Cottonwood)	
	Number of outreach messages and/or impressions through mktg campaign (SCC&TB)	
Completion of all phases of Verde Shuttle Marketing Plan (SCC&TB)		

**APPENDIX B – FY22 Program of Work**

<b>FY22 Program of Work: Quality of Tourism Economy</b>												
	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
<b>AOT Rural Marketing Co-op Programs</b>	 Trip Advisor	X	X	X	X	X	X	X	X	X	X	X
	National Park Trips Integrated Program	X	X	X	X	X	X	X	X	X	X	X
	Arizona Visitor Guide	X	X	X	X	X	X	X	X	X	X	X
	Phoenix Visitor Guide	X	X	X	X	X	X	X	X	X	X	X
	Tucson Visitor Guide	X	X	X	X	X	X	X	X	X	X	X
	Pride Guide	X	X	X	X	X	X	X	X	X	X	X
	AZ State Map Listing	X	X	X	X	X	X	X	X	X	X	X
	Go-Arizona.com only private item	X	X	X	X	X	X	X	X	X	X	X
<b>In-Market Advertising Educational Message</b>	Sedona NOW In-room TV Channels	X	X	X	X	X	X	X	X	X	X	X
	Yavapai Broadcasting Radio	X	X	X	X	X	X	X	X	X	X	X
	Red Rock News	X	X	X	X	X	X	X	X	X	X	X
	Kudos	X	X	X	X	X	X	X	X	X	X	X
	Red Rock Country Visitors' Guide	X	X	X	X	X	X	X	X	X	X	X
<b>Owned Channels</b>	VisitSedona.com SEO & Content Mgt	X	X	X	X	X	X	X	X	X	X	X
	Consumer eNewsletters	X	X	X	X	X	X	X	X	X	X	X
	Social Media	X	X	X	X	X	X	X	X	X	X	X



		July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
		Open Spaces   Natural Beauty	Natural Beauty	Arts & Culture	Arts & Culture	Sightseeing, Shop, Eat	Sightseeing, Shop, Eat	Wellness	Wellness	Wellness	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure
Communications	Primary Message	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace	Recreate Responsibly & Leave No Trace
	Supporting Message	1. Secret 7: Hiking 2. Open spaces 3. Stargazing 4. Monsoon sunsets	1. Secret 7: Biking 2. Babymoons 3. Tips for pet-travel	1. Secret 7: Arts & Culture 2. Gallery Spotlights 3. Tips for collecting art 4. Public art in Sedona	1. Secret 7: Stargazing 2. Collector story 3. Local artist spotlight 4. Craft beverages in Sedona	1. Secret 7: Vistas from Sedona chefs 2. Holiday recipes from Sedona chefs 3. Sedona-made gifts 4. Local artist spotlights	1. Secret 7: Vistas from Sedona chefs 2. Holiday recipes from Sedona chefs 3. Sedona-made gifts 4. Local artist spotlights	1. Secret 7: Spiritual 2. Mind, body treatments 3. Mindful resorts 4. Brain-building activities	1. Romantic getaways 2. Learning/ Volunteering vacations 3. Sustainable tourism efforts 4. Only in Sedona spa treatments	1. Secret 7: Picnics 2. Nat Geo website 3. Sedona Trail Keepers	1. Secret 7: Off-the-beaten path bike trails 2. Top golf greens 3. Earth Month 4. Leave No Trace	1. Secret 7: Bike trails for National Bike Month 2. National Tourism Week 3. VV wineries (National Wine Day) 4. Sustainability message	1. Off the beaten path trails, National Trails Day 2. Tips for green travel: World Environment Day 3. Sustainable business certifications
	Hashtags	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares	#SedonaAZ #SedonaLeaveNoTrace #SedonaCares
Research & Studies	Voyage Madden Media	X	X	X	X	X	X	X	X	X	X	X	X
	Tourism Sentiment Index (TSI)	X	X	X	X	X	X	X	X	X	X	X	X
	Key Data Short-Term Rental Research	X	X	X	X	X	X	X	X	X	X	X	X
	Smith Travel Research Lodging Data	X	X	X	X	X	X	X	X	X	X	X	X
	Sustainable Tourism Plan Research	X	X	X	X	X	X	X	X	X	X	X	X
Sedona Visitor Online Surveys	X (Jan-Mar Report)	X (Jan-Mar Report)	X (Jan-June Report)	X (Jan-June Report)	X (Jan-June Report)	X (Jan-June Report)	X (Jan-June Report)	X (Jan-June Report)	X (Jan-June Report)	X (Jan-June Report)	X (July-Dec Report)	X (July-Dec Report)	X (July-Dec Report)





	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
<b>SEDONA</b> CHAMBER OF COMMERCE & TOURISM BUREAU	Custom Meeting Planner FAM & Site Inspections	X	X	X	X	X	X	X	X	X	X	X
	Sales Solicitation	X	X	X	X	X	X	X	X	X	X	X
	3rd Party Meeting Planner Sales Events					HelmsBriscoe Annual Luncheon	HelmsBriscoe Annual FAM				HPN Global Office Luncheon	
	MPJ, HSMAT & AzSAE Events		X	X		X		X		X		X
	E-Newsletter Distribution		X			X		X			X	
	Tradeshows				Destination West in Arizona (TBD) Canadian Meetings & Events Expo	ATTA FAM & Tradeshow JMBX America			Luxury Meetings Summit Phoenix (TBD)	IPEC Independent Planner Education Conference		
<b>Travel Trade Industry Sales</b>	Custom Travel Trade FAM & Site Inspections	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
	e-Newsletter Distribution		X			X		X			X	
	Brand USA Global Marketplace	X	X	X	X	X	X	X	X	X	X	X
	Sales Missions & Tradeshows					NTA Travel Exchange		Go West Summit		Los Angeles Sales Mission		US Travel Assn IPW



**FY22 Program of Work: Visitor Services & Visitor Experience**

	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
<b>Visitor Services</b>	Visitor Center Walk-in Survey	X	X	X	X	X	X	X	X	X	X	X
	Volunteer Training	X	X	X	X	X	X	X	X	X	X	X
	Volunteer FAMs & Appreciation Event	X	X	X	X	X	X	X	X	X	X	X
	Volunteer & Front Liner eNewsletter	X	X	X	X	X	X	X	X	X	X	X
	Experience Sedona Guide Distribution	X	X	X	X	X	X	X	X	X	X	X
<b>Visitor Experience</b>	Verde River Preservation	X	X	X	X	X	X	X	X	X	X	X
	Secret 7 Campaign	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
	Regional Coordination - National Geographic	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



FY22 Program of Work: Environment													
	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	
Environment	Trash, Toilets at Trailheads	X	X	X	X	X	X	X	X	X	X	X	
	Master Forest Plan Facilitation	X	X	X	X	X	X	X	X	X	X	X	
	GSTC Membership / Partnership	X	X	X	X	X	X	X	X	X	X	X	
	Branded Recycling Containers		X	X	X	X	X	X	X	X	X	X	
	Sustainability Alliance Business Certification Expansion	X	X	X	X	X	X	X	X	X	X	X	
	Zero Waste Meetings & Events Promotion	X	X	X	X	X	X	X	X	X	X	X	
	Water Quality Testing	X	X									X	X
	Voluntourism Programs - Water, Trails, Land	X	X	X	X	X	X	X	X	X	X	X	X
	Sedona Trail Keepers Program 2.0	X	X	X	X	X	X	X	X	Event	X	X	X
	Leave No Trace Campaign	X	X	X	X	X	X	X	X	X	X	X	X
	Sedona Cares Pledge	X	X	X	X	X	X	X	X	X	X	X	X

FY22 Program of Work: Quality of Life												
	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
Quality of Life	Roundabout & Bike Etiquette Promotion	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
	Sedona Shuttle Marketing	X	X	X	X	X	X	X	X	X	X	X
	Key Data: Short-Term Rental Research & Impacts	X	X	X	X	X	X	X	X	X	X	X
	OHV Programs		X	X	X	X	X	X	X	X	X	X
	Event Support	X	X	X	X	X	X	X	X	X	X	X
	Verde Shuttle Marketing	X	X	X	X	X	X	X	X	X	X	X



APPENDIX C – FY22 Budget

Fiscal Year 2022 Tourism Bureau & Visitor Center Budget DRAFT 07.09.21



	Tourism Bureau			Visitor Center			Tourism Bureau & Visitor Center		
	FY21 Budget	FY22 Budget	Change	FY21 Budget	FY22 Budget	Change	FY21 Budget	FY22 Budget	% Change
1	\$ 1,907,160	\$ 1,589,542	-17%	\$ 538,900	\$ 520,178	-3%	\$ 2,446,060	\$ 2,109,720	-14%
2	<b>Quality of Economy Programs</b>								
3	\$ 683,500	\$ 51,500	-92%				\$ 683,500	\$ 51,500	-92%
4	\$ 225,000	\$ 223,220	-1%				\$ 225,000	\$ 223,220	-1%
5	\$ 37,900	\$ 20,000	-47%		\$ 8,200		\$ 37,900	\$ 28,200	-26%
6	\$ 77,000	\$ 79,100	3%				\$ 77,000	\$ 79,100	3%
7	\$ 63,360	\$ 104,948	66%				\$ 63,360	\$ 104,948	66%
8	\$ 20,500	\$ 61,625	201%				\$ 20,500	\$ 61,625	201%
9	\$ 83,400	\$ 77,205	-7%				\$ 83,400	\$ 77,205	-7%
10	\$ 13,200	\$ 14,575	10%				\$ 13,200	\$ 14,575	10%
11	\$ 3,300	\$ 3,300	0%	\$ 128,900	\$ 107,000	-17%	\$ 132,200	\$ 110,300	-17%
12	\$ 1,207,160	\$ 635,473	-47%	\$ 128,900	\$ 115,200	-11%	\$ 1,336,060	\$ 750,673	-44%
13	\$ 27,250	\$ 37,000	36%				\$ 27,250	\$ 37,000	36%
14	\$ 94,000	\$ 207,250	120%				\$ 94,000	\$ 207,250	120%
15	\$ 229,800	\$ 128,550	-44%				\$ 229,800	\$ 128,550	-44%
16	<b>Operations</b>								
17	\$ 6,400	\$ 3,000	-53%	\$ 4,700	\$ 3,000	-36%	\$ 11,100	\$ 6,000	-46%
18	\$ 9,300	\$ 4,800	-48%	\$ 16,000	\$ 44,980	181%	\$ 25,300	\$ 49,780	97%
19	\$ 2,400	\$ 2,400	0%	\$ 2,400	\$ 2,400	0%	\$ 4,800	\$ 4,800	0%
20	\$ 8,500	\$ 10,300	21%	\$ 3,600	\$ 7,000	94%	\$ 12,100	\$ 17,300	43%
21	\$ 3,250	\$ 600	-82%	\$ 4,910	\$ 600	-88%	\$ 8,160	\$ 1,200	-85%
22	\$ 8,800	\$ 8,250	-6%	\$ 5,950	\$ 6,050	2%	\$ 14,750	\$ 14,300	-3%
23	\$ 13,400	\$ 13,380	0%	\$ 5,600	\$ 4,540	-19%	\$ 19,000	\$ 17,920	-6%
24	\$ 2,300	\$ 2,200	-4%	\$ 3,150	\$ 3,100	-2%	\$ 5,450	\$ 5,300	-3%
25	\$ 10,700	\$ 9,750	-9%	\$ 8,700	\$ 9,000	3%	\$ 19,400	\$ 18,750	-3%
26	\$ 13,800	\$ 12,600	-9%	\$ 12,700	\$ 18,900	49%	\$ 26,500	\$ 31,500	19%
27	\$ 6,650	\$ 5,800	-13%	\$ 15,750	\$ 14,700	-7%	\$ 22,400	\$ 20,500	-8%
28				\$ 24,000	\$ 24,000	0%	\$ 24,000	\$ 24,000	0%
29	\$ 7,250	\$ 6,500	-10%	\$ 11,700	\$ 10,600	-9%	\$ 18,950	\$ 17,100	-10%
30	\$ 256,200	\$ 501,689	96%	\$ 290,840	\$ 256,108	-12%	\$ 547,040	\$ 757,797	39%
31	\$ 348,950	\$ 581,269	67%	\$ 410,000	\$ 404,978	-1%	\$ 758,950	\$ 986,247	30%
32	\$ 1,907,160	\$ 1,589,542	-17%	\$ 538,900	\$ 520,178	-3%	\$ 2,446,060	\$ 2,109,720	-14%
33	<b>Funded by Bed Tax Revenue</b>								

Postage, Delivery & Distribution - FY2021 \$128,900 reclassified from Tourism Bureau to Visitor Center to match FY22 classification