AGENDA 3:00 P.M.

CITY COUNCIL SPECIAL MEETING WEDNESDAY, MAY 25, 2022

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

THE MEETING CAN BE VIEWED LIVE ON THE CITY'S WEBSITE AT WWW.SEDONAAZ.GOV OR ON CABLE CHANNEL 4.

GUIDELINES FOR PUBLIC COMMENT

PURPOSE:

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

PROCEDURES:

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

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE/MOMENT OF SILENCE
2. ROLL CALL
3. SPECIAL BUSINESS LINK TO DOCUMENT =
   a. AB 2760 **Discussion/possible action** regarding the Sedona Chamber of Commerce and Tourism Bureau's (SCC&TB) program of work and budget for FY23.
   b. **Discussion** regarding ideas for future meeting/agenda items.
4. EXECUTIVE SESSION

   If an Executive Session is necessary, it will be held in the Vultee Conference Room at 106 Roadrunner Drive. Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:
   a. To consult with legal counsel for advice 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: 05/19/2022

By: DJ

JoAnne Cook, CMC,
City Clerk

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

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

CITY COUNCIL CHAMBERS
102 ROADRUNNER DRIVE, SEDONA, AZ

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

CITY COUNCIL AGENDA BILL

AB 2760
May 25, 2022
Special Business

Agenda Item: 3a
Proposed Action & Subject: Discussion/possible action regarding the Sedona Chamber of Commerce and Tourism Bureau's (SCC&TB) program of work and budget for FY23.

Department	City Manager's Office
Time to Present	1 hour
Total Time for Item	2 hours
Other Council Meetings	March 23, 2022
Exhibits	A. SCC&TB FY23 Destination Management Plan B. SCC&TB FY23 Summary Budget Request C. SCC&TB FY23 TB and VC Operational Budget Detail D. SCC&TB FY23 TB Program Budget Detail E. Presentation

City Attorney Approval	Reviewed 05/16/22 KWC
City Manager's Recommendation	Accept or specify changes to the proposed FY2023 SCC&TB budget and work plan.

Expenditure Required	
$	TBD
Amount Budgeted	
$	1,530,000 (current placeholder in FY23 proposed budget)
Account No. (Description)	10-5245-72-6722 (Visitor Services) 10-5245-72-6731 (Tourism Management & Promotion)
Finance Approval	☒

SUMMARY STATEMENT

Background:

During the Council Retreat in January 2022, much discussion took place regarding the state of tourism, future goals, and the roles of the City and Chamber of Commerce and Tourism Bureau (SCC&TB) moving forward. This resulted in the formation of a work group tasked with taking a "deep dive" look at the Chamber's organizational structure, budget, funding sources, functions of the Chamber vs Tourism Bureau, accomplishments, proposed work program, Sustainable Tourism Plan goals, etc. The recommendations from that work group were presented to the

entire City Council on March 23, 2022 and supported by consensus. The recommended target for the FY23 budget was $1.529 million.

In response to the work session and the consensus direction given by the City Council to the SCC&TB regarding the desired scope of work and budget parameters for the FY23 contract for services, the SCC&TB has prepared a proposed budget and workplan for FY23. Specific documents, Exhibits A-E, include:

- FY23 Destination Management Plan, which includes the SCC&TB proposed Program of Work documentation. This document outlines a proposed work program based on the City Council Work Group recommendations as well as additional recommended work program and budgetary items proposed by SCC&TB to augment the base budget and scope of work items requested by City Council during the March meeting. KPIs (key performance indicators) are also suggested for each work item as part of the narrative describing each item and in a matrix format at the end of the document. The work plan items are also presented in calendar format in the Appendix.
- FY23 Budget Documents, including a summary of the budget requests, details for both the Tourism Bureau and Visitor Services operational expenses, and budget detail for the Tourism Bureau programmatic expenses.
- PowerPoint presentation.

The SCC&TB will make a presentation on the year-to-date progress towards the activities, programs and projects included in the FY22 work program, and will present, discuss, and seek Council approval of the FY23 requested budget and workplan. SCC&TB has presented a base budget request of $1.524 million consistent with the Council direction from March, as well as additional budgetary requests for Council's consideration totaling $425,000.

Climate Action Plan/Sustainability Consistent: ☒**Yes -** ☐**No -** ☐**Not Applicable**

One of the action items in the Climate Action Plan is sustainable tourism outreach, which includes engaging visitors on climate change initiatives and ensure visitors are aware of climate-related policies or actions. This includes Sedona recycling policies and Sustainable Tourism Plan objectives (p. 32).

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

Alternative(s):

MOTION

I move to: approve the Sedona Chamber of Commerce and Tourism Bureau's (SCC&TB) program of work and budget for FY23 (with or without amendments).

Sedona Chamber of Commerce & Tourism Bureau
45 Sunset Drive, Sedona, AZ 86336 | 928.204.1123

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A. Performance KPIs
B. FY23 Activity KPIs
C. FY23 Programs of Work
D. FY23 Budget

Sedona Chamber of Commerce & Tourism Bureau

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 725+ 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.**

FY23 Board of Directors

Jennifer Perry, Chairman, *Arizona Community Foundation of Sedona*
Wendy Lippman, Vice Chair, *Tlaquepaque Arts & Shopping Village*
Mike Wise, Treasurer, *Berkshire Hathaway Home Services*
Al Comello, Ex-Officio and Immediate Past Chairman, Comello Media Services
Jesse Alexander, *Sedona Center*
Cheryl Barron, *Whispering Creek Bed & Breakfast*
Shlomo Danieli, *Shlomo Danieli, Inc.*
John Davis, *Cheers*
Dr. Beth Dupree, *Health Consciousness Foundation*
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Clifford Loader, *Northern Arizona Healthcare*
Julia Richard, *Sedona Arts Center*
Mackenzie Rodgers, *APS*
Ed Rose, *Sedona-Oak Creek Airport Authority*

Staff

Michelle Conway, Interim President/CEO
Donna Retegan, Director of Visitor Services
Sachiko Sado, Director of Tourism Development
Gary Stewart, Director of Finance
Erin Bruce, Partner Engagement Manager
Jessica Gooch, Operations Manager
Ciara Klabunde, Events Manager
Victoria Latunski, Visitor Services Manager
Eric Nguyen, Social Media Manager & Content Creator
James Mogensen, Graphic Designer

Letter from Leadership

There are many variations of the famous quote "if you want to know the future, look at the past." The past is often the starting point of a planning process, including the process that defined the development of this FY23 Sedona Destination Management Plan. It wasn't too long ago (2007 – 2009) that we were dealing with the Great Recession. In Sedona, revenues were down, and the City Council was forced to slash spending by more than 20 percent. Thanks to visitation, sales and bed taxes saw minimal decreases, saving citizens from drastic reductions. Times have changed, and they will change again. The history of tourism management is part of our ever-evolving story.

When Sedona was incorporated in 1988, the city levied a 3% sales tax and a 3% bed tax to support public services. State law required that bed taxes support tourism, but as a new city, Sedona was exempted. Sedona saw that bed taxes could fortify a budding tourism industry, the best chance for a firm economic footing. The tourism partnership among the city, business and Chamber was born.

Sedona blossomed as visitors fell in love with Red Rock Country. As a result, hoteliers and the Council agreed to increase the bed tax rate to 3.5 %, with at least 55% of revenues supporting tourism. Sophistication increased as Sedona added services such as product development and expanded sales efforts with dedicated staffing.

In 2019, with tourism accounting for approximately 77% of city revenues, $1 billion in annual economic impact and 10,000 jobs, the City Council eliminated formula-based funding in favor of annually negotiating tourism management goals and costs with the Chamber, based on the Sustainable Tourism Plan.

Since then, world events have rocked Sedona and the nation: COVID, a record-setting travel surge, short-term rentals, the growth of Phoenix, the expansion of work-from-anywhere, the "Great Resignation" and staffing shortages, and the continuing spike in housing prices.

The impact of tourism permeates everyday life. As always, the question is, "Where do we go from here?" The community agrees that tourism management should support sustainability goals such as a cleaner environment, a high quality of life and a sound economy. Getting our three million plus annual visitors informed, engaged and fully on board with this effort will significantly determine our success.

It comes down to communicating with visitors and shaping Sedona's place in their minds. For example, when you plan a trip, you have an image of what it will be like, even if you have never been there. Telluride is cool and clean, Santa Fe artsy and relaxed. When a visitor imagines Sedona, shouldn't they think, "majestic and unsullied?" We think they should.

Upon arrival, they will discover our hotels, restaurants, shops, and government work together to help them help us. We offer Leave No Trace information, on-demand micro transit, trailheads shuttles, voluntourism activities, suggestions for lesser-visited and regional attractions, and helpful rangers and Visitor Center volunteers. In other words, our strategy should combine outreach and local action to firmly establish that Sedona talks the talk *and* walks the walk.

As tourism management professionals and Northern Arizona's only certified Destination Management Organization, we are constantly evolving new ideas like these. We are currently planning strategic ways to inform visitors and locals to be mindful and considerate of their social media presence so that our message of respectful recreation resonates there, too.

As we enter FY23, Sedona will write a new chapter in our tourism history. We will continue to advocate for the tools we need to reach our visitors and have an impact on their actions. We need to spread the word that Sedona wants, respects and deserves visitors who are ready to show they want, respect and deserve Sedona.

Michelle Conway
Interim President/CEO

Al Comello
Chairman of the Board

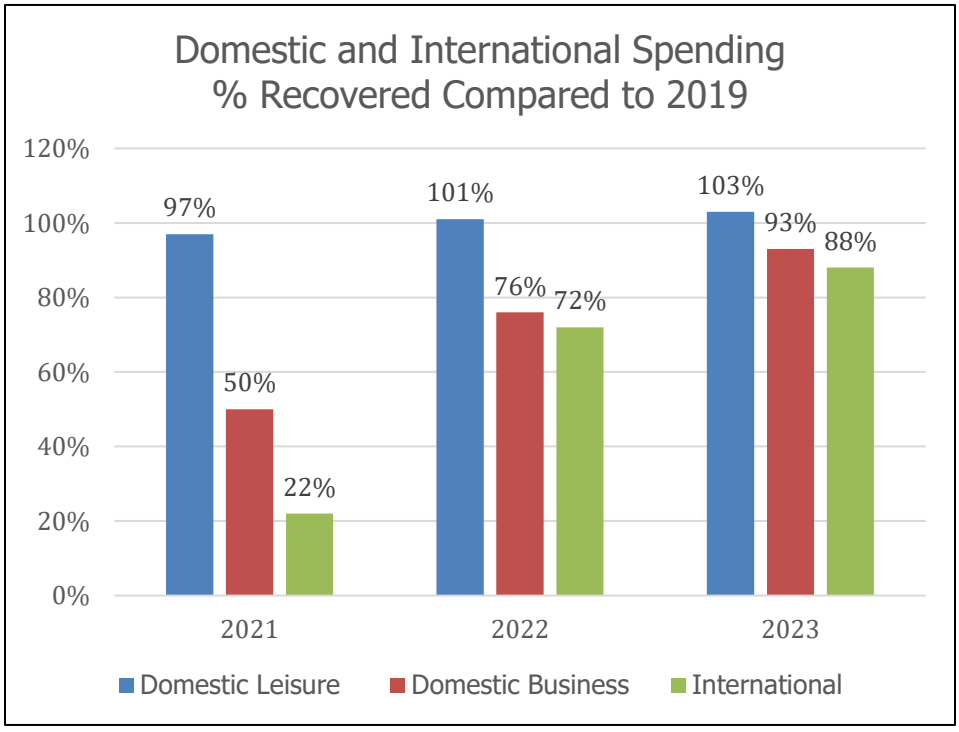
Jennifer Perry
Vice-Chairman

Tourism Industry - Trends & Reports

While the greater Sedona Verde Valley region itself has a relatively small population of approximately 67,000 individuals, we host roughly 3.5 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 destination attracting domestic and international visitors alike. This demonstrates our interconnectedness to the U.S. and global tourism economy. As we consider Sedona's future, we always begin with a look at the larger landscape, and therefore, following are trends and indicators for the travel industry overall.

US TRAVEL ASSOCIATION (USTA)

- According to Tourism Economics, in 2022 domestic travel spending should fully recover and begin to exceed levels experienced in 2019.
- While improving, business travel will only achieve spending at levels 76% of those experienced in 2019.
- International travel should see the greatest rebound from 2021 levels, increasing from 22% to 72% of 2019 levels.
- By 2023, domestic leisure should again exceed 2019 levels, and domestic business and international travel should move to 93% and 88% of 2019 levels respectively.



Source: USTA and Tourism Economics

DESTINATION ANALYSTS
Traveler Sentiment Index

- While concerns about inflation and gas prices are impacting visitor attitudes, there is still strong interest in traveling in 2022 – 87% of American travelers have trip plans.
- A record high 57.9% feel we are closer to pre-COVID norms as it relates to travel.
- Americans saying they are avoiding international travel is down to a record low 52.0% and nearly 30 percent of American travelers say they are likely to travel internationally this year.

CONDE NAST TRAVELER
Top Travel Trends for 2022

- Restriction-Free Destinations - With booster programs well underway in many parts of the world, international travel is about to become much easier as countries relax their entry requirements.
- Long-Haul Reboot - Although many industry experts believe it will take another two years for global aviation to return to pre-pandemic levels, long-haul flights are experiencing a revival.
- All Inclusive Luxury **-** Recognizing that even wealthy travelers enjoy hassle-free consumption, a rising number of high-end properties are embracing all-inclusive stays.

FOCUS ON TRAVEL NEWS
Research from Booking.com

- Research says that 61% of US travelers say that they want to travel more sustainably over the coming 12 months, which is a 15% increase over past years.
- Over a third (35%) of US travelers say that the sustainability efforts of accommodations and transport providers play a strong role in their property and transport decisions respectively.
- Of those who have experienced a more sustainable stay in the past 12 months, the reasons for selecting one vary:
    - 30% said they chose it to help reduce their impact on the environment,
    - Almost a third (27%) wanted to have a more locally-relevant experience,
    - 25% believe sustainable properties treat the community better.
- A regenerative philosophy is influencing decision-making, with 57% of US travelers saying they want to leave the places they visit better than when they arrived and almost two-thirds (60%) wanting to have experiences that are representative of the local culture.

2022 TRAVEL TRENDS
Skift

- Continued strength of domestic travel, which means hyper marketing through tech and data is very important.
- Better understanding/awareness of labor conditions in travel, through the Great Resignation that has led to lot of upheaval in the industry, but also a lot more upskilling and innovations to come.
- Changing of travel booking windows means possibly new behaviors and new business models to come. Digital nomads and long stays are just the beginning of the manifestations of this.
- New creativity coming into travel advertising to spur demand, as evidenced by new, now-viral campaigns by Travel Oregon and Visit Iceland.

2022 PREDICTIONS
Short Term Rentalz

- New categories of flexible living and housing solutions will emerge – digital nomads embracing the work from anywhere concept will fuel demand for mid-term rentals [14-90 days], but their lifestyle wants and needs, home comforts and nearby amenities will have to be considered to attract a higher revenue guest.
- The push for more sustainable and responsible tourism will step up a gear - The short-term rental industry lags behind other sectors in terms of incorporating Environmental, Social and Governance [ESG] at the core of their businesses, but 2022 will mark a far greater shift towards more tangible action. For this vision to be realized, online travel agencies [OTAs] will need to work more closely with cities and partner with technology providers to promote responsible tourism and create a more positive perception of short-term rentals in wider circles.
- Cooperatives and organizations are leading the way in showcasing the benefits of community powered tourism and balancing purpose and profit to provide genuinely sustainable experiences. Airbnb will build on the 'Summer of Responsible Travel' initiative that it unveiled in April to ensure hosts are prioritizing the health and safety of their guests and guests are respecting local neighborhoods.

Sedona - Key Performance Indicators

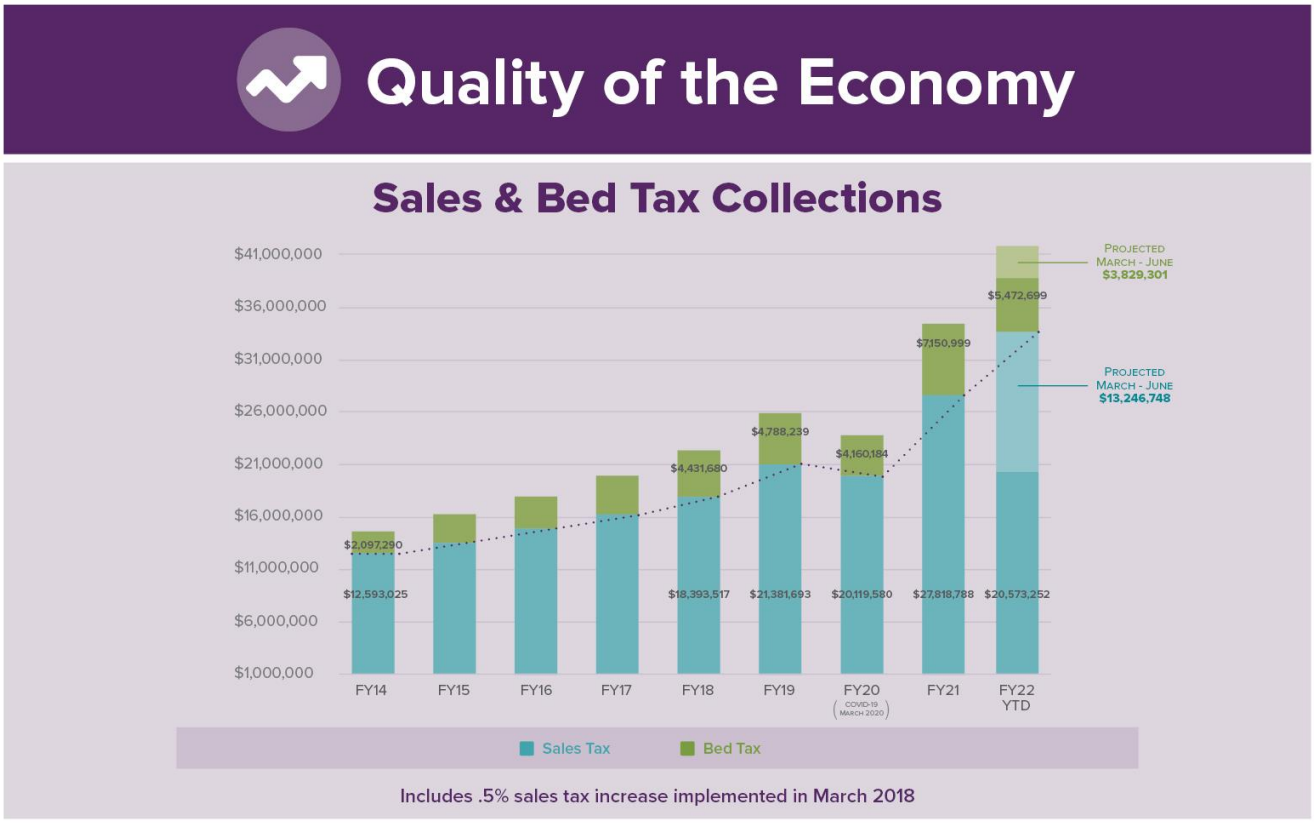
The SCC&TB regularly monitors the following key performance indicators to gauge the health of our economy and community.

CITY OF SEDONA – TAX REVENUES & PROJECTIONS

The City of Sedona began seeing record-breaking Sales and Bed Tax Revenues in FY21 and the trend continued into FY22. Total projections for the remaining four months of the FY22 fiscal year (March - June) are also considerable at $13,246,748 for sales tax and $3,829,301 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 which continued well into FY22.

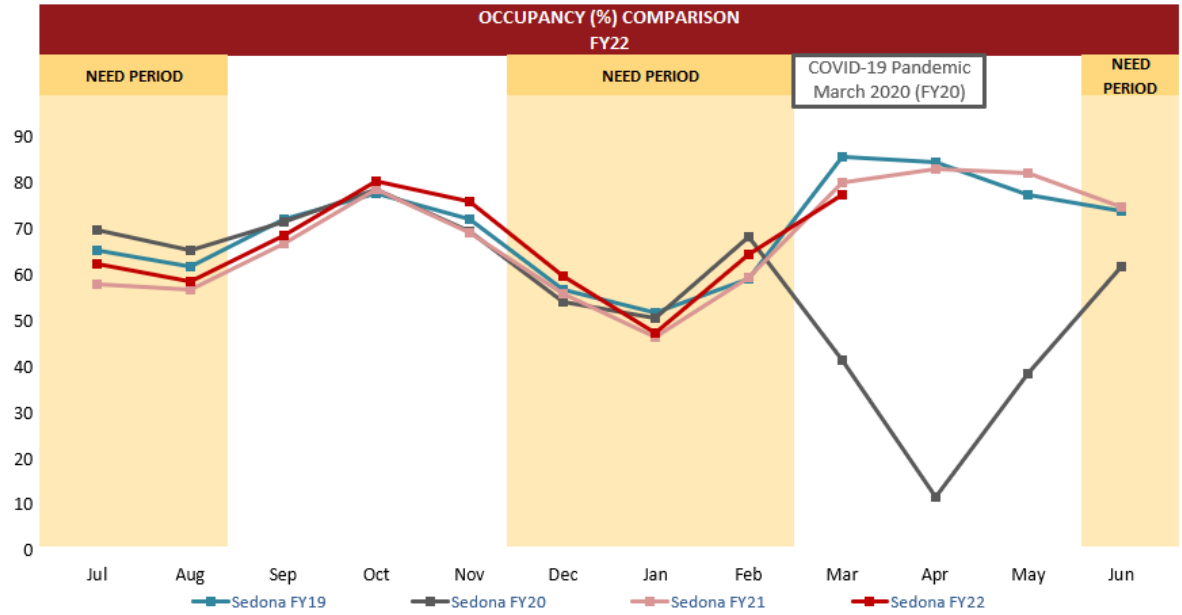
This type of visitor has been a challenge to our community's underlying infrastructure with negative impacts to our public lands, resulting in frustration from our locals for the tourism industry. Our response as the official Destination Management Organization is the basis for what is guiding much of the SCC&TB's FY23 Destination Management Plan.



TRADITIONAL LODGING PERFORMANCE - SMITH TRAVEL RESEARCH
Fiscal YTD (July 2021 - March 2022)

Smith Travel Research 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 of Santa Fe, NM; Sonoma, CA; Park City, UT; Jackson Hole, WY; Santa Barbara and Monterey, CA. Following is the latest monthly analysis through March 2022.

This report compares the current fiscal year FY22 (July 2021 – June 2022) to the past three fiscal years. The primary benchmark to consider is FY19, as it was pre-COVID and thus provides a stabilized year comparison.



Occupancy %

FY22	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	62.6	58.9	68.9	80.6	76.2	59.9	47.6	64.6	77.8				66.3

% Occupancy Changed

FY22 v FY21	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021
	7.4%	3.3%	2.8%	2.1%	9.6%	7.0%	1.7%	8.4%	-3.0%				4.1%

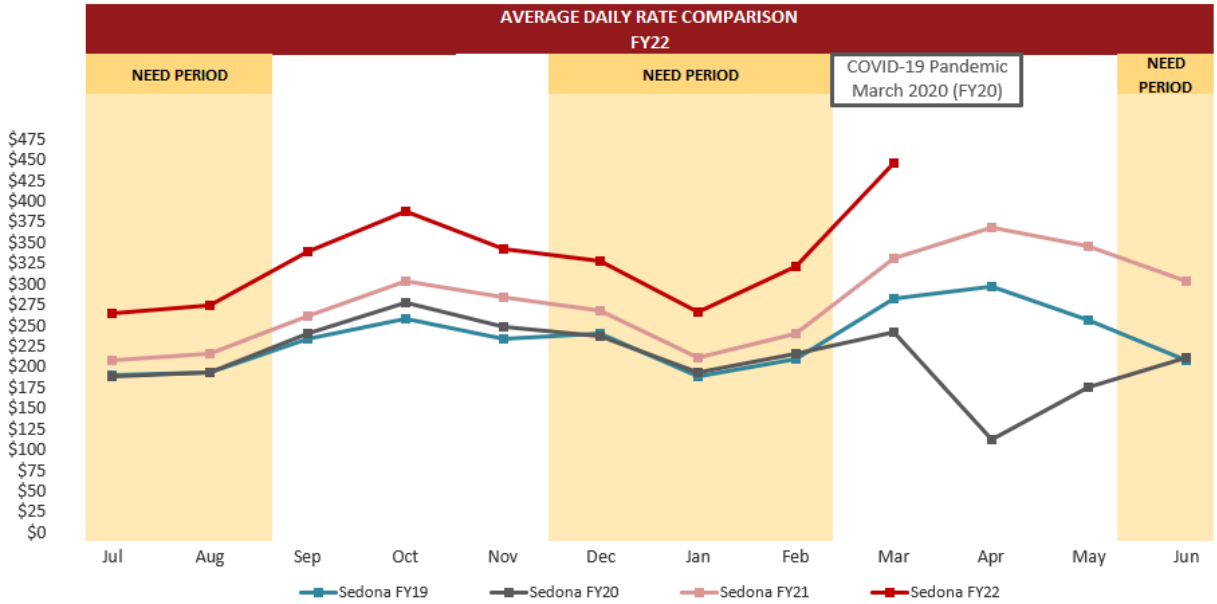
FY22 v FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020
	-10.6%	-10.1%	-4.0%	2.1%	9.3%	10.3%	-6.5%	-5.6%	87.0%				4.5%

FY22 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2021 v 2018	2021 v 2018	2021 v 2018	2021 v 2018	2021 v 2018	2021 v 2018	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019
	-4.4%	-5.2%	-4.8%	3.4%	5.1%	5.3%	-8.5%	8.9%	-9.5%				-1.2%

FY22 Occupancy YTD (year to date) is 66.3%, a level that has just about returned to FY19 norms. This YTD performance is down slightly (-1.2%) from FY19 and was influenced by softer occupancies in July - September and again in January and March.

- Sedona's occupancy rebound was stronger than the overall average for Arizona, whose YTD occupancy is down by approximately -3% from FY19's performance.
- Reflecting the strengthening occupancy performance as compared to Covid periods, FY22 Occupancy YTD is up compared to FY20 and FY21: +4.5% and +4.1% respectively.
- If historic stabilized trends continue, FY22 occupancies should reach approximately 69%, about 1 point below FY19 levels.
- July, August, December, January and February continue as "need periods" with occupancy performance below 65%.

The FY22 YTD ADR has reached $330.46, demonstrating the continued strong rate growth in the Sedona marketplace.



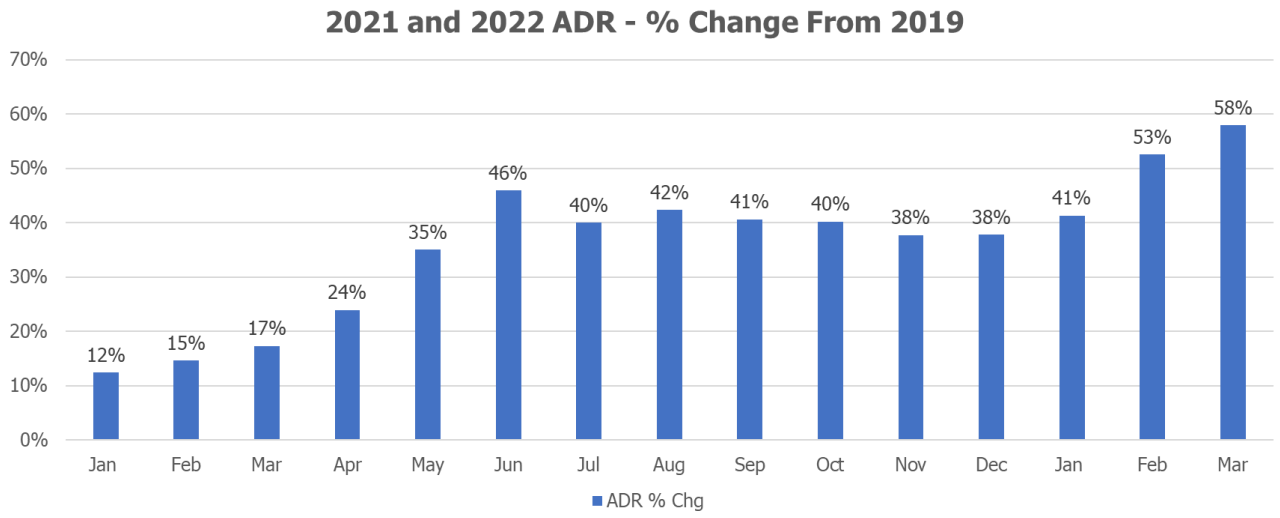
ADR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY22	265.54	275.08	339.27	389.12	342.69	327.76	266.94	321.56	446.18				**330.46**

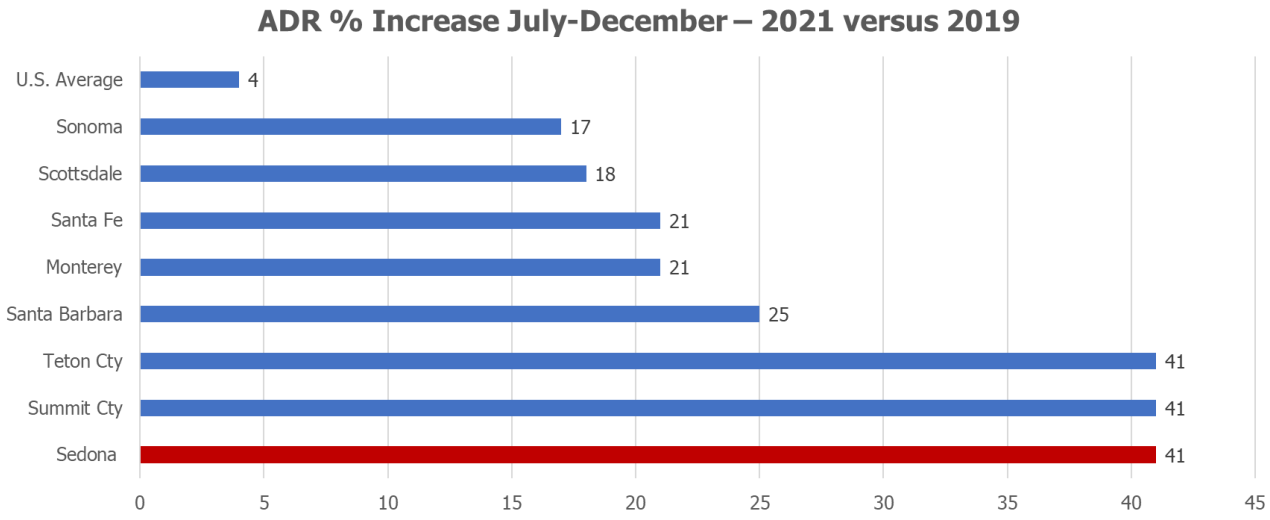
% ADR Changed

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY22 v FY21	2021 v 2013	2021 v 2013	2021 v 2013	2021 v 2013	2021 v 2013	2021 v 2013	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014
	27.4%	27.1%	29.3%	27.9%	20.1%	22.2%	25.6%	33.1%	34.6%				**27.6%**
FY22 v FY20	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021
	40.0%	42.3%	40.6%	40.2%	37.7%	37.8%	38.2%	48.6%	84.1%				**45.8%**
FY22 v FY19	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019
	38.9%	41.4%	44.7%	50.0%	46.3%	35.7%	41.3%	52.5%	57.9%				**45.9%**

- Impressively, ADRs were up +45.9% YTD as compared to the same period FY19.
- As the red FY22 line shows above, ADR has been consistently above those of the past years.
- The chart below shows the % variance in ADR for 2021 and 2022 as compared to 2019. As shown, these rate increases accelerated in early 2021 and were consistently in the +40% range between June 2021 and January 2022. These growth trends increased with February and March 2022 rates up by +53% to +58% over 2019 levels.



The ADR growth trends are contrasted to performance of the U.S. overall, as well as to other key competitive destinations to Sedona (below). For the last 6 months of 2021, Sedona's ADRs were up +41% as compared to the similar time frame in 2019. By contrast, the average U.S. destination grew by approximately +4%. Other ski destinations like Summit County (Park City, UT) and Teton County (Jackson Hole, WY) also grew at rates similar to Sedona. Scottsdale, Santa Fe and a variety of California destinations grew at more moderate rates of +17% to -25%.



The combination of stabilized occupancy performance and strong ADR growth has led revenue per available room (RevPAR) to a YTD level of $223.82. These levels represent a +45% increase from 2019 levels.

RevPar %

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY22	166.21	161.93	233.91	313.48	260.96	196.17	126.99	207.82	346.91				**223.82**

% RevPar Changed

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY22 v FY21	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020
	36.7%	31.3%	33.0%	30.7%	31.6%	30.5%	27.7%	44.2%	30.4%				32.6%
FY22 v FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2020 v 2019	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020
	25.2%	27.9%	34.9%	43.1%	50.4%	51.7%	29.1%	40.5%	244.3%				54.8%
FY22 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019
	32.8%	34.1%	37.8%	55.2%	53.7%	42.8%	29.1%	66.2%	42.8%				**44.8%**

SHORT-TERM RENTAL LODGING PERFORMANCE – KEY DATA & LODGINGRevs

In 2016, the Arizona state legislature and Governor Ducey signed SB 1350 into law which went into effect January 1, 2017. This law made it legal to turn residential property into a short-term rental (STR) which lifted the ban locally in Sedona. Subsequently, the City of Sedona signed on with LODGINGRevs, a platform with best practices in tax compliance and remittance of STRs. LODGINGRevs was brought online in FY20, and aids in identifying properties and determining local STR inventory.

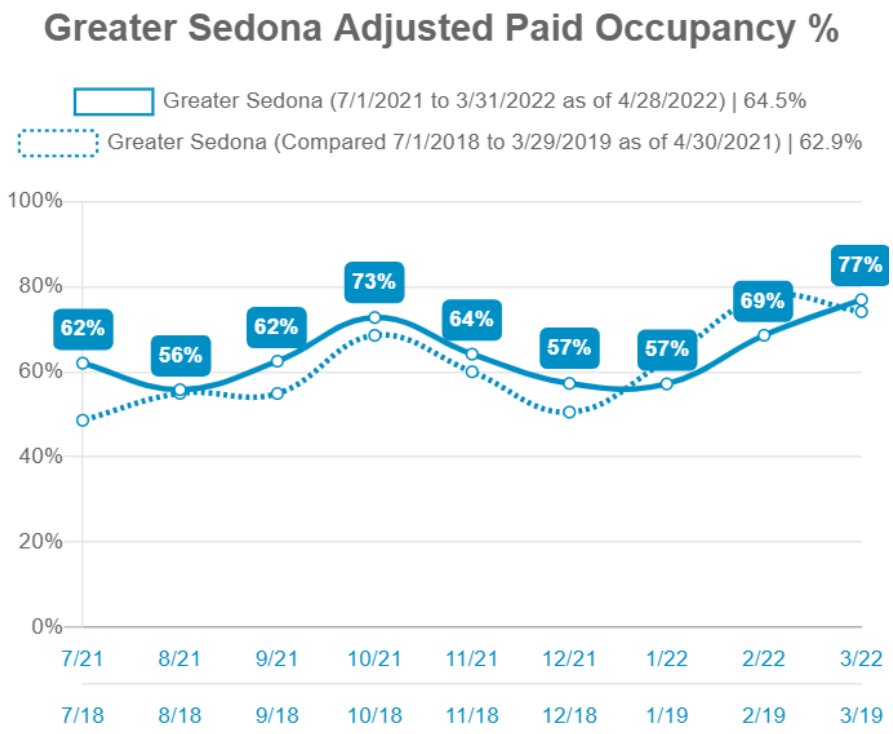
The number of STR properties increased +7.0% in city limits (915) and by +.9% in greater Sedona (547) from February to March 2022. Here's the current lodging landscape in the total Sedona area (combined in and outside of city limits):

- Hotel Rooms: 2,789
- Timeshares: 1,504
- STR | Single Family Home + Condo/Townhouse: 1,086 = 3,149 rooms (2.9 bedrooms avg/house)
- STR | Home Sharing Apt + Guest House + RV + Private Room = 376 rooms

This means at least 3,525 STR rooms (compared to 2,789 traditional hotel rooms) are for rent overnight that did not exist as lodging prior to 2017, playing a large contribution to the influx of visitation in recent years.

Related to short-term rental performance and in comparison to traditional lodging:

- Occupancies for STRs reached 64.5% YTD, a level 1.6 points higher than the same time period in FY19. Occupancies were above FY19 levels for all months except January and February.
- STR YTD occupancy (64.5%) was just slightly below traditional lodging YTD rates (66.3%).
- STR YTD ADRs for FY22 are up significantly over the similar period in 2019. At $341, the rates were up 2.4 times the comparable time frame in FY19.
- STR YTD ADRs ($341) was just slightly above traditional lodging YTD rates ($330).



Data Sources: Smith Travel Research tracks the approximately total of 2,800 hotel rooms in the greater Sedona area. Their performance estimates (occupancy, ADR, RevPar) are based upon survey input from 75% of these rooms. These figures exclude timeshare, properties with fewer than 10 rooms, and short-term rentals. Key Data represents 379 short-term rental units in greater Sedona, which is 26% of the 1,462 Total/greater Sedona inventory from the City of Sedona report.

Organizational Goals

LONG-TERM GOALS

SEDONA CHAMBER OF COMMERCE

1. Provide relevant services including educational resources, programs, and networking to help member businesses thrive.
2. Engage in regional governance to develop solutions for Sedona and the Verde Valley's challenges.
3. Engage with the local community to increase connectedness and build a sense of pride in Sedona.
4. Support the City of Sedona's Community Plan, Economic Diversification Plan and Climate Action Plan.
5. Maintain organizational and financial transparency.

TOURISM BUREAU

1. Advocate for tourism a major economic driver for the Northern Arizona region and the state of Arizona on behalf of the Chamber's member businesses and their thousands of employees.
2. 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.
3. Manage and mitigate negative impacts of tourism for the benefit of residents, businesses and their employees and visitors.
4. Make visiting Sedona an extraordinary, safe, and memorable experience.

SHORT-TERM GOALS – FY23

DESTINATION SERVICES

Education and Communications

1. Position Sedona as a premier destination for responsible and sustainable outdoor recreation; health, wellness, and spirituality; and arts and culture.
2. Use SCC&TB owned media channels to support members and visitor spending with a focus on our high value visitor, as well as mid-week and off-peak season visitation.
3. Conduct research and utilize technology platforms to inform decision-making and to measure KPIs for the destination, the organization and its stakeholders.
4. Actively engage in executing the Sustainable Tourism Plan to ensure a healthy tourism economy, enrich the visitor experience, mitigate visitor impacts, and contribute to the resident quality of life.

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 tour operators in various segments of the tourism distribution system.

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.

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
- 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.

Over the years, 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 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.

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 under Status of the Work.

In FY23, the SCC&TB will begin the process of reassessing the STP, given new leadership, management and community priorities. It's time to review and adjust as needed. A hired SCC&TB Programs Manager will lead this effort in collaboration with the SCC&TB President/CEO, the City of Sedona's sustainability team and community stakeholders.

Destination Assets

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

- Scenic Drives: Oak Creek Canyon, Red Rock Scenic Byway, Dry Creek Scenic Rd., Red Rock Loop Road
- Proximity to Grand Canyon National Park and a number of Arizona State Parks, National Monuments, and Tribal Parks
- Events/Festivals: Large variety of ongoing annual events such as Run Sedona Event, Sedona Mountain Bike Festival
- Various Tours & Activities
    - 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, e-bike rentals/tours
    - Air Tours: Hot air balloons, helicopters
    - Land Tours/Activities: Jeep, ATV/OHVs, Segway, Hummer, horseback riding
    - Water: River tours, kayaking, fishing, swimming
    - Birding: Opportunity to deepen engagement
    - Golf: Public and private courses
    - Astronomy/Stargazing: Designated International Dark Sky Community
    - Specialty Tours: UFO, Vortex

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/Festivals: Large variety of weekly, monthly, and ongoing annual events such as Sedona Arts Festival, Sedona International Film Festiva, Red Rock Music Festival
- Native American heritage sites and culture
- Live entertainment
- Performing Arts
- Film and Western history
- Public art installations
- Culinary: Variety of dining options and unique regional fare
- Area Wineries: American Viticultural Area designation
- Various Tours/Activities
    - Wine tastings and tours
    - History: Sedona Historical Society and Sedona Heritage Museum, nearby heritage sites and national monuments

WELLNESS

- World-renowned vortexes
- Wellness: Volume of quality resorts, spas, and luxury offerings
- 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
- Events/Festivals: Large variety of ongoing annual events such as the Sedona Yoga Festival
- Various Tours/Activities

- Metaphysical & Spiritual: World-renowned offerings including products, services, and treatments
- Personal Enrichment: Exploration and education
- Yoga Classes
- Meditation Retreats
- Healthy Cuisine, cooking classes

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.
- 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)
- Sedona Cares Pledge
- Sedona's Secret 7
- Partnership with Leave No Trace
- Ongoing StrawFree Sedona program
- Transit Systems – Sedona Shuttle and Verde Shuttle

Destination SWOT Analysis

STRENGTHS

- Commitment from City of Sedona in partnership with the SCC&TB to sustain primary tourism economy and visitor management
- Strong SCC&TB generation of private sector revenues for tourism-related purposes
- Sense of stewardship of and connection with the environment
- Leader in destination sustainability efforts: Sedona Sustainable Tourism Plan is Arizona's first
- Natural beauty of the Red Rocks and surrounding scenery, photo opportunities
- Sedona brand name recognition
- Strong online reputation with high ratings
- Strong attraction to high income visitors
- High level of repeat visitation to destination – 45% (Source: 2018 STP Visitor Intercept Study)
- Variety of tourism products
- Love for the destination by residents and visitors ("Red Rock Fever")
- Renowned outdoor recreation destination with nearly two million acres of open space
- 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
- Geographic proximity to major drive markets (Phoenix; Las Vegas)
- Proximity to the Grand Canyon National Park
- Recognition as a prestigious art destination
- Recognition as health, wellness, alternative medicine destination
- Diversity (geographic, businesses)
- Great weather, four mild seasons
- Friendly and safe community
- Small-town feel with larger city amenities
- Knowledgeable staff and volunteers at the Visitor Center
- Very strong Uptown Visitor Center connection – almost 300,000 visitors served annually pre-COVID; over 100,000 in FY21
- Above average lodging performance (Occupancy and ADRs) during COVID compared to southern Arizona counterparts
- Increased market share of Northern Arizona overnight visitation

WEAKNESSES (INTERNAL)

- Anti-tourism sentiment from local, vocal minority and their demands of City and SCC&TB staff
- Destination marketing "pause" for FY22 and FY23 by Sedona City Council
- Educating visitors on recreating responsibly was limited in FY22 to within city boundaries, prohibiting the ability to communicate with the larger public during their trip-planning phase
- Shrinking school district with socio-economic diversity erosion due to high cost of living and no housing inventory
- 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 parking including parking for RVs and motor coaches
- 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 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
- High labor turnover
- Low quality of service

OPPORTUNITIES

- Capitalize on Phoenix convention market for pre/post overnight visitation
- Future Developments
    - Consider development of unique multi-use meeting venue
    - Future Developments – Uptown, Cultural Park
    - Development of multi-modal/walkability master plan
    - Create or establish visitor, RV and motorcoach-friendly parking areas
- Expand range of events, focusing on those that can be enhanced or have extended duration
- Sedona's product in direct correlation with national/international travel trends
- Exchange rates/world economy
- 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
- Expanding visitor origin markets into markets with proven sustainable practices
- Enhance Red Rock Trail Fund program for additional trail amenities and maintenance
- Dispersing visitors to a variety of areas
- Sedona In Motion infrastructure improvements
- Short-term Rentals – Embrace new market to positively affect inevitable shift in lodging options
- Increased/returned domestic and international air service to Phoenix, Flagstaff and Prescott

THREATS (EXTERNAL)

- Wildfires, Forest closures, road closures
- Ongoing COVID-related issues such as the introduction of variants and the impacts
- Competition from other destinations – significant expansion in their destination marketing budgets particularly coming out of COVID-19 as SCC&TB marketing continues to be paused
- Arizona destinations positioning Sedona as a day trip destination
- USFS: Permitting process and minimal commercial permits potential restrictions
- "Instagrammable 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
- Population growth in Maricopa County and other drive markets

Tourism Bureau FY23 Program of Work

The FY23 Program of Work is taking the following circumstances into consideration:

- Regular significant increases of short-term rentals in the greater Sedona area
- Ongoing population growth seen in the Phoenix Metropolitan area (two hours south of Sedona) bringing more visitation up north, exacerbating resident concerns of over-tourism
- Large influx of new outdoor recreationists resulting from the pandemic and the corresponding concern over a lack of regard for public lands
- Recent strong lodging performance in Sedona was influenced by limited international travel during the pandemic, as affluent travelers were choosing high-end domestic destinations instead. With international travel opening up, loss of market share is a reality.
- Limited attraction to major high-end urban centers (San Francisco, New York, Chicago, Seattle) because of health and safety concerns in recent years, contributing to the attractiveness of rural destinations like Sedona
- Travel opening up globally, with increasing competition for the traveler's dollar
- Potential for significant national recession

The following Program Goals have been developed to help address these circumstances. In order to determine effectiveness, each Program Goal below has been assigned a Performance KPI and Annual Target (see chart below). It should be noted that these Program Goals are longer-term and will likely be carried over into future years. Additionally, all programs throughout the following pages have been assigned an Activity KPI and Annual Target specifically for FY23. Finally, there are programs that are denoted as: ***** Recommended *****. These identified programs are the professional recommendations by the SCC&TB that should be executed to address more greatly the current and anticipated future challenges.

PROGRAM GOALS

1. Encourage positive visitor behavior.
2. Lessen density of visitors at busy locations.
3. Begin to shift tourism seasonality.
4. Assist in preserving Sedona's natural resources.
5. Help ensure future economic health.
6. Ease neighborhood burdens and support workforce.
7. Deepen engagement with short-term rental sector.

Program Goal	Performance KPI	Annual Target
Encourage positive visitor behavior.	Survey findings of visitor attitudes towards sustainability	New question(s) to be added to visitor survey. FY23 will be baseline.
Lessen density of visitors at busy locations.	Increased trail counts at Secret 7 hiking locations	TBD – historical cell phone data to be obtained.
Begin to shift tourism seasonality.	Room demand levels in need periods	FY22 full year will be baseline (TBD until year ends).
Assist in preserving Sedona's natural resources.	Survey findings of actions taken towards the 7 Sedona Leave No Trace principles	New question(s) to be added to visitor survey. FY23 will be baseline.
Help ensure future economic health.	Increases in city tax revenue collected.	FY22: Sales tax - $33,820,000 Bed tax - $9,302,000 FY23: TBD
Ease neighborhood burdens and support workforce.	Number of Sedona Shuttle and Verde Shuttle boardings.	FY23: Sedona Shuttle: 125,100 Verde Shuttle: TBD
Deepen engagement with short-term rental sector.	Survey findings about STRs level of integration with the SCC&TB	FY23 will be baseline.

GOAL 1: Encourage Positive Visitor Behavior

Educate visitors about recreating responsibly and respecting the destination.

1.1 Guest Confirmation Communications

Program 1:	**Online Toolkits & Content Sharing**	
Budget:	$0	
Timing:	Year-round	
Activity KPI:	SedonaLNTToolkit.com new partners | Target:	80 new partners
	SedonaShuttleToolkit.com pageviews | Target:	3,000
	VerdeShuttleToolkit.com pageviews | Target:	2,200
	SoulofSedonaToolkit.com pageviews | Target:	900

The intent is to start "planting the seed" of being a responsible visitor before visitors arrive to Sedona, via hotel guest booking confirmation emails. The SCC&TB will continue to work with the Sedona Lodging Council to provide assets they can use in their confirmed guest communications. In FY22, we had introduced the Sedona Leave No Trace Proud Supporter Toolkit, Sedona Shuttle Toolkit and Verde Shuttle Toolkit. We will continue to share out that content. In FY23, the Soul of Sedona video and content program will also be shared with the lodging community and will consist of 3 full length videos, 3 shorter length videos, photography and written content. Page views of the various toolkits will indicate the number of hotels who are participating in sharing the different sustainability messages.

1.2 In-Market Education

Program 1:	**Geofencing** ***** Recommended *****	
Budget:	$54,000	
Timing:	Year-round	
Activity KPI:	RespectRedRockCountry.com landing pageviews | Target:	100,000
	Number of impressions | Target:	3,600,000

The aim is to educate visitors who are already in Sedona by serving messaging to them that is relevant in the moment. "Respect Red Rock Country" will be our positioning line for all sustainability messages including but not limited to the Sedona Cares Pledge and the Sedona Shuttle.

We will serve ads only to people who enter our defined geofenced location (i.e., Sedona city limits). Ads will also be very specific as to where they are popping up, so that we will be seen as relevant and valuable in the eyes of the in-market visitor.

Example: A Sedona Trailhead Shuttle banner ad with messaging about protecting Sedona with a call-to-action to take the Sedona Cares Pledge. This ad will pop up within a two-mile radius of the two Park & Ride shuttle locations, giving the passengers a sense of meaningful engagement and making them feel as if they are making the right decision.

Program 2: **In-Room Videos**
Budget: $25,200
Timing: Year-round
Activity KPI: Number of viewers | Target: 2 million per year

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

The SCC&TB will leverage videos to communicate these points and more, through an in-room video program in over 85% of all Sedona area hotel rooms, informing visitors how to navigate, respect and learn about Sedona. Included videos: Welcome/Visitor Center, Respect Red Rock Country, Leave No Trace, Soul of Sedona, How to Navigate the Roundabouts and Bike Etiquette.

Program 3: **Official Uptown Visitor Center**
Budget: $542,984 total annual operating budget
Timing: Year-round
Activity KPI: Manage Visitor Center 7 day/week, 59.5 hrs (exclude 2 holidays) | Target: 3,077 hours
Manage and assist walk-ins | Target: 300,000
Manage and assist visitor inquiries via phone and email | Target: 7,500
Distribute printed Experience Sedona Visitor Guides | Target: 250,000
Maintain an "excellent or good" visitor satisfaction rating | Target: 100%

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.

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.
- Educate visitors of the Voluntourism opportunities available in Sedona.
- Promote the "Sedona Cares Pledge" to visitors and encourage Pledge sign-up and adherence.

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 FY23, 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.

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.

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.

Program 4: **Concierge Connection** ***** Recommended *****
Budget: $30,000
Timing: Year-round
Activity KPI: Ensure high open rate on Frontliner eNewsletter | Target: 25%

Increase engagement with local concierge through greater collaboration. From that, the SCC&TB will reassess the existing collateral needs in partnership with the Sedona Lodging Council and provide these visitor education materials to the concierge. Our designated Concierge Connector will be our official liaison, ensuring that the concierge understand the various sustainability initiatives underway and associated messages to share with their guests. We will continue to also blast our Frontliner eNewsletter to our list of approximately 60 local concierge contacts.

Program 5: **City-wide Banners** ***** Recommended *****
Budget: $5,000
Timing: Year-round (50 banners in 21-day increments)
Activity KPI: Number of pledges taken | Target: 4,200 new pledges *

Initially launched at the end of FY22, we are asking for a continuation of this program in FY23. The SCC&TB will use the City of Sedona's light pole banner program as another touchpoint for city-wide sustainability messaging. Each of Sedona's customized 7 Leave No Trace principles will be proudly displayed.

An additional layer of encouragement for responsibility will be the Sedona Cares Pledge banners with a QR code making it easy for visitors to commit to doing their part. This signage is just one touchpoint for the Sedona Cares Pledge. Taking the Pledge is the call-to-action for nearly all SCC&TB sustainability communications. Therefore, the KPI for the Pledge noted above takes into account more than just the city-wide banners, and includes but it not limited to geo-fencing, influencer messaging, social media posts and messaging from our monthly consumer eNewsletter.

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

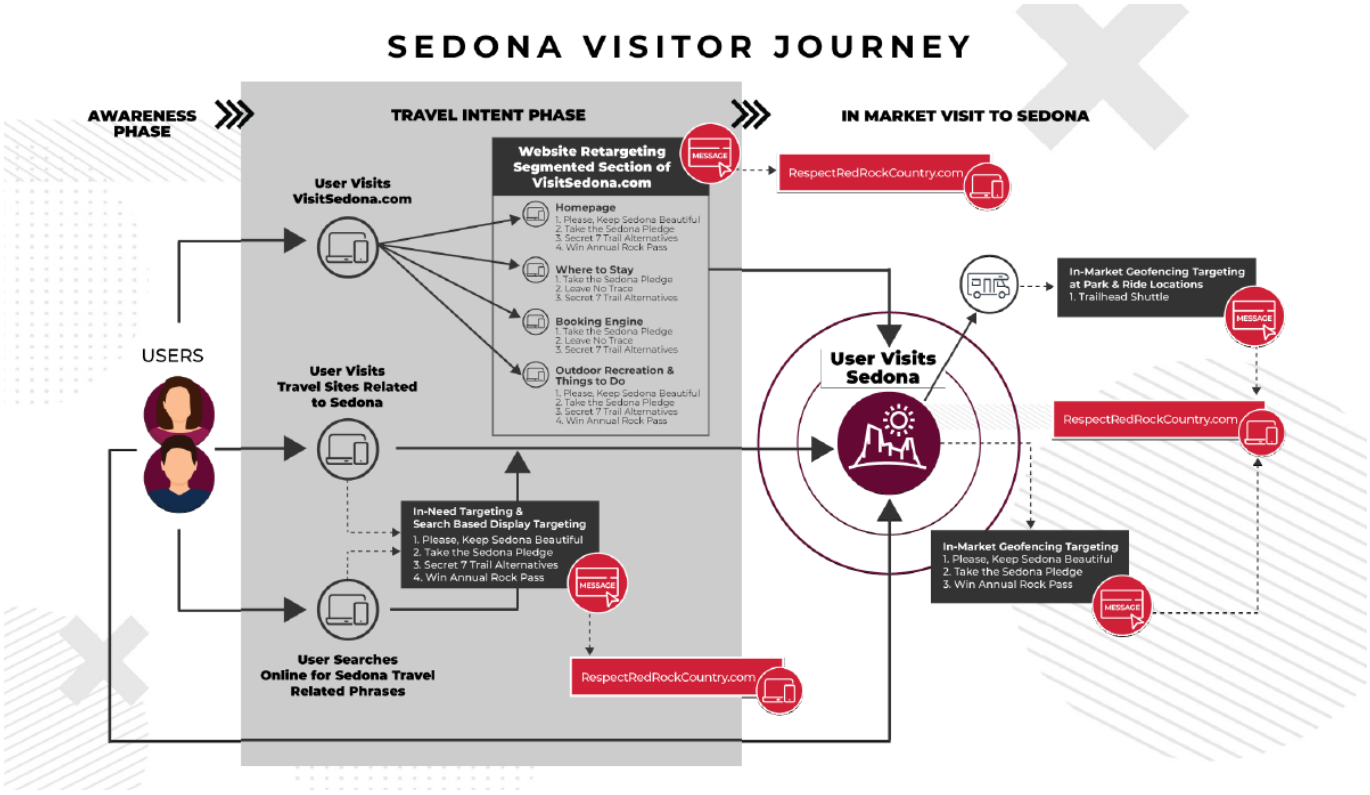
1.3 Sedona Travel Intenders

Program 1: **Visitor Education Communications** ***** Recommended *****
Budget: $90,000
Timing: Year-round
Activity KPI: RespectRedRockCountry.com landing pageviews | Target: 100,000
Number of impressions | Target: 10,000,000

When consumers plan their vacation, what they're going to do on that vacation is usually decided upon *before* booking their hotels and tours. Because the SCC&TB was not permitted to market outside of Sedona in FY22 (due to the original intention of not wanting to contribute to over-tourism), we have to acknowledge the fact that we are also missing a critical opportunity to counter-act all the social media posts consumers are seeing and using to plan their vacation.

Once the decision is made to go to Devils Bridge or Birthing Cave or Subway, that is likely what visitors will do, even with the in-market visitor education efforts in place to try to change their minds. However, in contrast, during their trip planning phase, if potential visitors see how crowded Devils Bridge is, or hear from us how inappropriate it is to go to Birthing Cave or Subway as they are off-trail, they may change their mind and plan differently. We are already using our owned channels (VisitSedona.com, monthly consumer e-Newsletters, and social media) to redirect and set proper visitor intentions, but much more could be done. Following are a set of professional recommendations.

The SCC&TB is strongly recommending that we monitor online consumer travel intent to Sedona, and then educate consumers once they've shown interest in traveling here. As with the in-market program, all sustainability messages (such as Sedona's Leave No Trace, Sedona Cares Pledge and Sedona's Secret Season) will point back to "Respect Red Rock Country".



Target Audience: We will focus on consumers from Sedona's key feeder markets: TX, AZ, NV, CA, NY, FL, IL which make up the majority of VisitSedona.com website traffic.

A **Website Retargeting** pixel will be placed on pages of VisitSedona.com. When a consumer visits our site, they're added to an impression pool for retargeting. Retargeting is most effective when page segmentation is used and retargeting creative is customized. This allows us to have a "dialog" with

consumers. Example: We suggest adding a tracking pixel on our booking page and Where to Stay pages and serve these people the Sedona Secret Season message to encourage off-peak visitation.

Also, separated creative messaging can be used to encourage further engagement:

- 1st banner will elicit an emotional response. Example: Please, Keep Sedona Beautiful
- 2nd banner will offer the CTA. Example: Take the Sedona Cares Pledge
- 3rd banner includes incentive "Win a Grand Annual Red Rock Pass" to encourage participation.

The SCC&TB will use **in-need targeting**, speaking to the visitor in the Travel Intent Phase. We will monitor the types of sites and online behavior of the user, so when they are visiting other websites about staying, things to do, events, activities in Sedona along with the user's search behavior, we'll be able to serve appropriate messaging to them.

The SCC&TB will utilize banners and native style ad units to drive traffic to RespectRedRockCountry.com. **Search Based Display** campaigns, on average, have higher click through rates compared to traditionally targeting display campaigns by serving ads to consumers who have active search histories related to Sedona.

Program 2: **Arizona Office of Tourism (AOT) Rural Co-op Programs**
Budget: $13,600
Timing: Year-round
Activity KPI: Total publication circulation TBD upon release of AOT program

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 the Phoenix metropolitan area and Tucson, among others. Each year, AOT provides Co-op Programs to the 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. 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. Publications will include AZ Official State Visitor Guide, Phoenix Visitor Guide, Tucson Official Travel Guide, Grand Canyon Journal and Pride Guide.

Program 3: **OHV/ Tread Lightly Visitor Education**
Budget: Reflected in Staff Expense
Timing: Year-round
Activity KPI: N/A

Initiatives with the **Red Rock OHV Conservation Crew** will continue to move forward in differing leadership capacities by the SCC&TB. It's the SCC&TB's desire to stay abreast of the issues, however, also recognizing the areas that we can best impact, in this case, consumer education.

FY23 budgets are not being requested for this program, as SCC&TB staff will continue to leverage its communications channels (monthly consumer e-Newsletter and social media, for example) to educate visitors on how to recreate responsibly, helping to mitigate OHV issues.

GOAL 2: Lessen Density of Visitors at Busy Locations

Use approaches that aim to move visitors from busy geographies to less busy routes and locations.

2.1: Diversify Trail Usage

Program 1: **Sedona's Secret 7**
Budget: $25,000 brochure printing
Timing: Year-round
Activity KPI: SedonaSecret7.com website pageviews | Target: 75,000

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.

Sedona's Secret 7 website – SedonaSecret7.com – provides visitors with information regarding Secret 7 trail sites including directions and trail difficulty. 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 a revised multi-page brochure 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.

The concept of encouraging trail alternatives to visitors is also playing out through the Sedona Shuttle, as we are helping to communicate the value of going to the less busy trails as determined by the USFS Red Rock Ranger District.

Secret 7 will continue to be an ongoing topic in the monthly consumer eNewsletter and on the VisitSedona.com website. Secret 7 is also considered a top message point in the above-mentioned recommendations for the Sedona Travel Intender.

2.2: Disperse Visitors Throughout Verde Valley

Program 1: **Sedona Verde Valley Tourism Council (SVVTC)** ***** Recommended *****
Budget: $10,000
Timing: Year-round
Activity KPI: SedonaVerdeValley.org & VerdeValleyNatGeo.com pageviews | Target: 200,000

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.

GOAL 3: Begin to Shift Tourism Seasonality

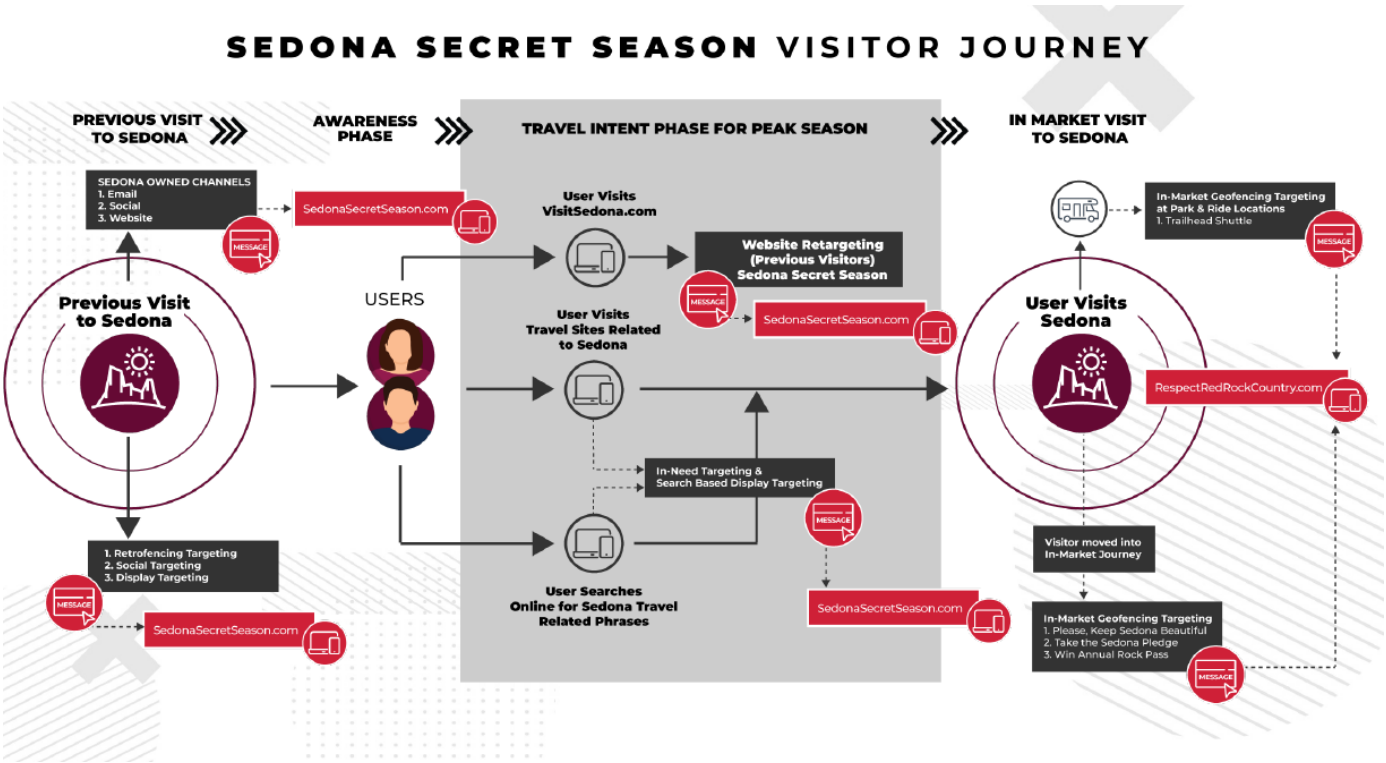
Strategy aims to convert potential and actual peak visitors to off-peak visitors.

3.1: Attract Visitors in Off-Peak Months

Program 1: **Secret Season** ***** Recommended *****
Budget: $60,000
Timing: July-Sept 2022 & Jan-Mar 2023
Activity KPI: SedonaSecretSeason.com landing pageviews | Target: 30,000
Number of impressions | Target: 4,600,000

The SCC&TB will educate about the high influx of visitation that Sedona receives in the spring and fall, and the benefits of visiting during summer and winter instead (lower rates, fewer crowds). According to both our traditional and short-term rental research, Sedona's tourism seasons continue to follow the same trendline as has been the case for years:

Peak Spring Season:	March through May
Off peak/Secret Season:	June through August
Peak Fall Season:	September through November
Off peak/Secret Season:	December through February



Target Audience:

1. Past Visitors: Given Sedona's high repeat visitation rate (45%, 2018 STP Visitor Intercept Study) the SCC&TB recommends communicating to those visitors who have visited us in our peak season, to convert them to our off-peak season.
2. Potential Visitors: Those who are clearly showing strong interest in Sedona online will be guided to visit in the off-peak.

Much like Geofencing where we are targeting visitors who are in-market, with **Retrofencing** we will go back in time and target those visitors who visited in the peak season. We would take the data from the previous March-April and Sept-Nov and use that communicate directly to those visitors.

We will also leverage VisitSedona.com's booking engine to export past arrival dates during peak seasons. We will then take that list and target them through both **social media** and with **display advertising** to influence for their next visit to Sedona to consider the off-season.

The SCC&TB also recommends adding **In-Need, Search Based Display and Website Retargeting**. We would run during the window (6-8 weeks current booking window) prior to the peak season to hit those visitors when they are getting ready to book.

A dedicated landing page -- SedonaSecretSeason.com – will help identify the traction this promotion will garner. An eventual shift in seasonality is our aim, and it is recommended that a greater budgeted effort take place on a regular annual basis to qualify the program.

Leveraging Owned Assets:

1. Separate email to those users who used the booking engine to promote off-peak.
2. Modul window on VisitSedona.com letting people know the benefits of booking in off-peak.
3. Copy added to the booking engine main page to let people know of the benefits of off-peak.
4. Messaging will be shared out via social media.
5. Consumer eNewsletter to promote off-peak.
6. Highlights in 2022/23 Experience Sedona Guide will illustrate the benefits off visiting off-peak.

GOAL 4: Assist in Preserving Sedona's Natural Resources

Create environmental stewardship opportunities that encourage participation by visitors and businesses.

4.1: Expand sustainability communications and encourage action

Program 1: **Leave No Trace**
Budget: $29,000
Timing: Year-round
Activity KPI: SedonaLNTToolkit.com | Target: 80 new partners

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 the LNT Center for Outdoor Ethics to align itself with these principals and carry them forward to Sedona's visitors and residents. We regularly look to expand this relationship to fully leverage all the benefit the association affords Sedona as a global destination prioritizing recreating responsibly.

Visitor Communications
For FY23, the SCC&TB will continue LNT education via in-room videos and digital advertising that will run utilizing geofencing to the greater Sedona shape file triggered by cell phone to serve up a message to about adhering to the LNT principles (identified in Goal 1, Program 1 on page 19); social media; and, engagement with the Arizona Office of Tourism's "Appreciate AZ" LNT program.

Tourism Partnership & Proud Supporter Program
Launched in FY22, the SCC&TB will continue in FY23 to extend the LNT | SCC&TB usage rights to local businesses who wish to support Sedona's official Leave No Trace messaging and content to their guests and customers.

Voluntourism Program Development
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, as well as encouraging local non-profit organizations to develop voluntourism events that we would then support through promotion to Sedona visitors by way of our

online event calendar, on social media, and on our specific voluntourism landing page – VoluntourismInSedona.com.

For FY23, the SCC&TB will be contracting with Leave No Trace (LNT) to develop a Voluntourism Strategic Framework as the first step to guide our efforts with intentionality and informed program offerings. We will look at three stages of program development:

Research: Visitor Insights and Market Research Survey — LNT in cooperation with the SCC&TB, will design, conduct and analyze a survey aimed at further understanding visitors' attitudes, perceptions and preferences for engaging in voluntourism opportunities while spending time in Sedona, AZ. The sample population for this survey should include all known visitor audiences, as well as any sources of potential visitor audiences (e.g. those who have not yet visited the city but are most likely to do so). Survey results will inform the SCC&TB's actionable voluntourism strategy. LNT will produce a research report detailing its summary and analysis of the survey results.

Research: Stakeholder Interviews — LNT will conduct interviews with organizations and groups already active in Sedona's voluntourism space, including: the Sedona Community Food Bank, Trail Lovers Excursions, Stewards of Sedona, the Oak Creek Watershed Council and the Verde Valley Habitat for Humanity. Stakeholder input will help the SCC&TB further understand the opportunities, challenges and barriers for engaging visitors in the region's existing voluntourism events. LNT will produce a research report detailing the findings from the interviews.

Voluntourism Strategic Framework — LNT will analyze and make recommendations for a strategic framework that informs the SCC&TB's future voluntourism efforts. The strategic document will include: research informed best practices; Sedona stakeholder perspectives about current voluntourism efforts; visitor attitudes and preferences for engaging in future voluntourism opportunities; integration into Sedona's Leave No Trace and other sustainable tourism strategies; and recommendations for actionable voluntourism programming, including Leave No Trace's consumer education programs, those of which can we separately funded and executed in FY24 at Sedona City Council's request. LNT will produce a report detailing the strategic framework and accompanying resources. The Leave No Trace Director of Sustainable Tourism will virtually present the framework to the SCC&TB staff and host a discussion session with relevant stakeholders.

4.2: Encourage business incorporation of sustainability operations

Program 1: **Sustainability Alliance Certification Expansion**
Budget: Reflected in Staff Expense
Timing: Year-round
Activity KPI: Number of certified businesses | Target: TBD

The Sustainability Alliance is a coalition of Verde Valley nonprofits moving the region toward sustainability. The SCC&TB will continue to support and promote all Sustainability Alliance certified-sustainable businesses on our owned channels. The business certification program is currently being reviewed for a possible change in future implementation, hence the target for new businesses is TBD.

4.3: Continue connecting community stakeholders to cause

Program 1: **Sedona Trail Keepers 2.0**
Budget: Reflected in Staff Expense
Timing: Year-round
Activity KPI: Number of participating businesses | Target: 50

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.

We launched a successful second five-year term in FY22 (Sedona Trail Keepers 2.0) with 52 participating businesses and commemorative plaques proudly displayed at the official Uptown Visitor Center. The program will continue to be managed as needed by the SCC&TB and the SRRTF over the course of the remaining four years, with the annual funding occurring directly between the City of Sedona and the SRRTF, hence the $0 budget in the SCC&TB's budget.

Program 2: **Fly Friendly**
Budget: Reflected in Staff Expense
Timing: Year-round
Activity KPI: N/A

Originally launched in January 2020 to moderate noise levels and intrusion of helicopter tours, the Fly Friendly agreement with Sedona Air Tours and Guidance Air was a major step forward for sustainability in Red Rock Country. Sedona helicopter tour operators agreed to:

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

Since then, the SCC&TB, along with the City of Sedona, the Airport Authority, Yavapai County and the tour operators, have continued to monitor this situation over the past couple of years and have worked closely with the partners to monitor complaints and gauge success of the program.

In FY22, a community outreach meeting culminated out of concern that the agreement was not being adhered to. As a result of the productive gathering, tour operators (Guidance Air and Apex Air Tours) have made adjustments related to altitude, routing and flight volume. This illustrates the best possible collaborative outcome and is the basis for the efforts in FY23: continued community and private sector collaboration, and a review and adherence of the existing agreement which will be adapted as needed.

More information can be found at www.SedonaAirNoise.com

GOAL 5: Help Ensure Future Economic Health

Continue executing long-term sales strategies that net future business and city tax generation.

5.1: Undertake Economic Vitality Initiatives

Program 1: **Group/ Meeting Sales**
Budget: $45,700 / ***** Recommended ** additional $19,500***
Timing: Year-round
Activity KPI: Generate leads for 15,000 room nights.
Meet with 60 meeting planners to generate mid-week, off-peak season business.
Generate 12,000 page views for Group/Meetings web pages and online Destination Event Planner on VisitSedona.com.

The SCC&TB Sales Department is the one-stop destination expert that connects meeting and event planners with Sedona businesses. Responding to a daily steady stream of incoming inquiries, the sales department 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 to quicken recovery of business travel that Sedona business partners highly value.

According to the U.S. Travel Association, domestic leisure travel is now fully recovered to 2019 levels, but domestic business travel remained 56% below 2019 level in 2021. A return to a thriving travel industry - and American economy – is dependent on the return of business travel, meetings events, and conventions. As restrictions are lifted across the world and we reach an endemic state of normal, the world is ready to get back to conducting business the way we were meant to – face-to-face.

The data by Tourism Economics shows that business travel's recovery has started to show signs of acceleration, with the share of U.S. companies currently conducting business travel rising to 85% in April 2022 from 65% in January 2022. Nearly all companies surveyed anticipate conducting business travel over the next three months. The pace of group bookings, however, remains relatively unchanged in April compared to March.

Business travel, professional meetings and events (PMEs) are important for Sedona as they bring business during mid-week when business is typically slower.

In order to bring back business travel and small 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. It is essential to keep educating them with Sedona's focuses, updates, need times, and meeting/event capacities, etc. The importance of developing and fostering relationships with meeting planners is undeniable. SCC&TB hopes to target the following segments:

<u>Corporate Meetings & Incentive Programs</u>
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, tradeshows, direct mailing campaigns, and customized email campaigns.

Trade Shows

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. The SCC&TB plans to attend the following shows and events. (This list may change as market conditions dictate.)

- Meetings Today Live! West – Target pre-qualified meeting planners in Arizona, California, Colorado, Montana, Idaho, Hawaii, Nevada, Utah, and Washington.
- Destination West in Arizona – Target pre-qualified meeting planners actively looking to book group business in the southwestern region. SCC&TB may offer a pre or post-show FAM tour to the show attendees.
- 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.

3rd Party Meeting Planner Activities

Valued Partner Program with HelmsBriscoe
Headquartered in Scottsdale, HelmsBriscoe is the largest meetings procurement company in the world. SCC&TB used to be part of their Valued Partner Program, but unfortunately this partnership has been removed from the program of work for FY23.

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.

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.

Digital Communications Through Meeting Industry Online Platforms

***** Recommended ** additional $19,500***

Delivering content that includes Sedona updates on products and services and responsible tourism messages directly to targeted meeting and incentive planners is essential to ensure their successful programs and Sedona's need for sustainable tourism.

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. 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.

Program 2: **Travel Trade Industry Sales**
Budget: $42,500 / ***** Recommended ** additional $26,500***
Timing: Year-round
Activity KPI: Generate 22 domestic and international hotel and service request leads.
Produce 650 service request referrals for Sedona partners.
Meet with 150-190 travel trade professionals at tradeshows & sales events.
Generate 25,000 page views for travel trade web pages on VisitSedona.com.

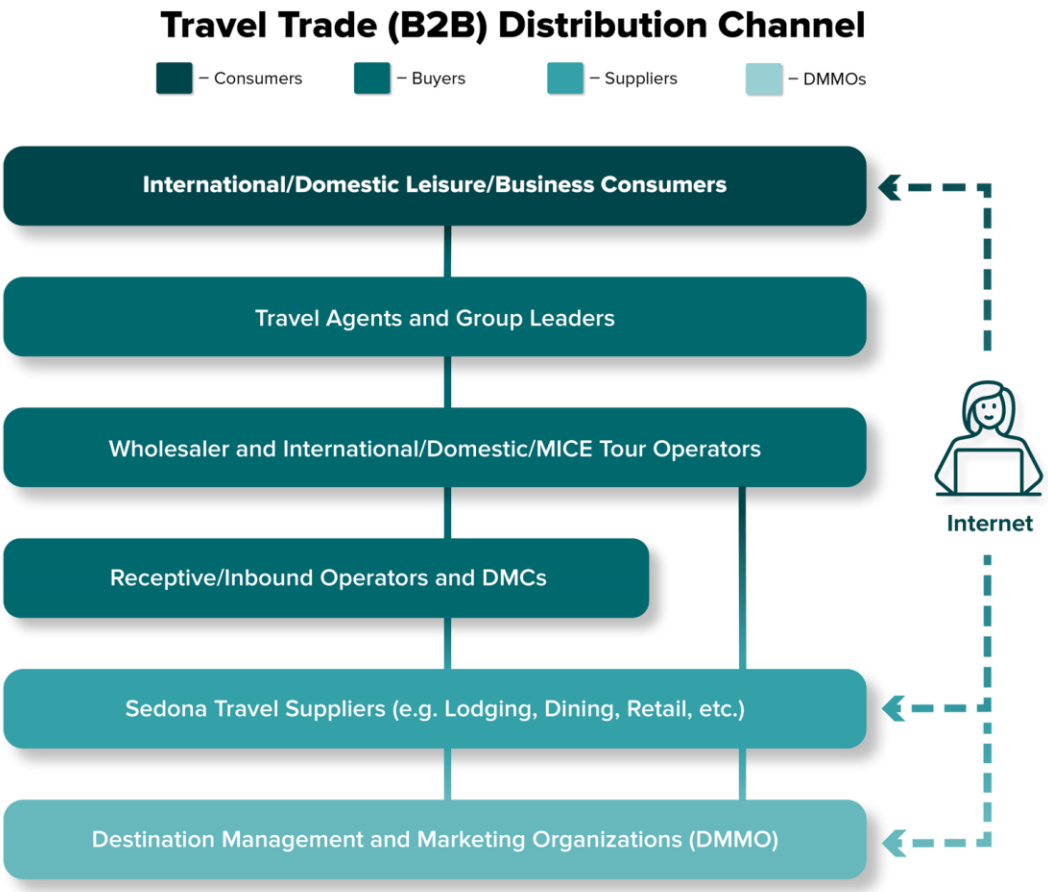
The SCC&TB travel trade industry sales efforts focus on a direct economic impact to the community, especially during Sedona's need times of summer and winter, through programs offered by national and international group tour operators.

According to the U.S. Travel Association, while the domestic leisure travel is thriving, the recovery remains uneven across other travel sectors. Domestic business travel and international inbound travel spending remain severely depressed. In 2021, international travel spending remained 78% below 2019 levels. Overseas arrivals remained 52% below 2019 levels in March 2022, a moderate improvement from prior months. There was a significant variation among different origins. Sedona's strong international markets for example, Japan remained at more than 90% below 2019 levels, Germany was at -45%, and the U.K. was at -35%.

Since the reopening of economy during the pandemic, Sedona has received a large influx of visitors from domestic markets that enabled the city to show significant growth in sales and bed tax collection and ADR. Domestic leisure travel helped offsetting business travel and international inbound declines in Sedona. As many international borders are now open and travel restrictions are eased, domestic travelers will have more options for their travel destinations. The demographics of visitors to Sedona are expected to gradually return to pre-pandemic years. Historically 20-22% of visitors to Sedona were international visitors. Educating travel trade industry professionals in international markets about the current situation in Sedona is important.

The SCC&TB Sales Department provides destination education and training services to travel trade industry professionals. The department reaches out to travel trade professionals from various segments including international and domestic wholesale tour operators, receptive tour operators, travel agents, and online travel agents in the travel distribution system to gain inclusion as a multiple overnight destination and to educate them about Sedona's responsible tourism messages. It is important to educate them so that they can communicate Sedona's sustainable efforts while their clients are still in their vacation planning process. Working with partners and other travel industry stakeholders is also critical for positioning the Sedona Verde Valley area as a premier sustainable 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 sustainable 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 events, 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.

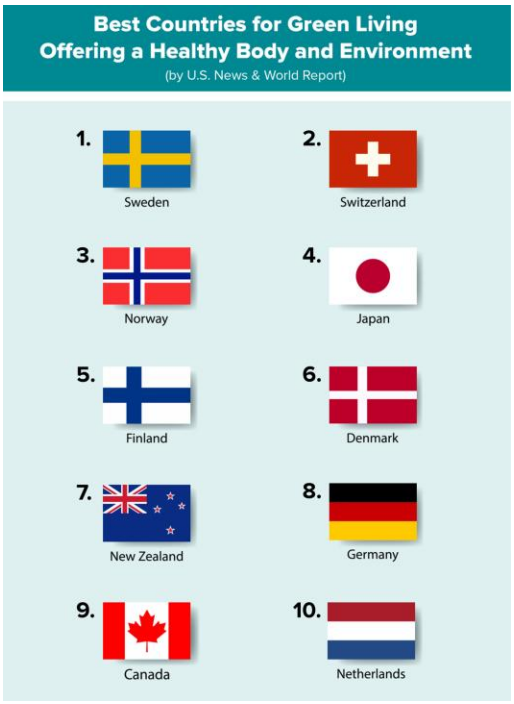


Target Markets

Domestic Travel Agencies & Group Tour Operators
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. Educating travel agents is also important to communicate Sedona's responsible tourism messages during their clients' planning process.

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 a proven, strategic, targeted, and practical way to receive international business.



SCC&TB has partnered with GIA based in Cologne, Germany, to represent Sedona in the German Speaking European markets to communicate with them in their language. SCC&TB recommends to keep the partnership at previous year's level. ***Recommended*** **additional $2,500**

SCC&TB will keep Sedona's brand presence in its key international markets. SCC&TB will focus its international inbound travel trade sales efforts on countries that are aligned with Sedona's focus on sustainability and have higher visitation to the US in the summer and winter seasons. Counties include the Nordic countries (Sweden, Norway, Finland, Denmark), Switzerland, Japan, Germany, the U.K., and the Benelux countries.

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. (This list may change as market conditions dictate.)

- U.S. Travel Association's IPW: Target – international and receptive operators; IPW is the leading inbound travel show, and it is a show that the SCC&TB members have historically joined the SCC&TB as booth partners. Although SCC&TB could participate in the Arizona Office of Tourism Booth as their booth partner, having its own booth and giving booth partner opportunities to Sedona businesses is highly recommended. ***Recommended additional $12,700***
- Brand USA Travel Week: Target – European tour operators
- America Bus Association Marketplace: Target – domestic and Canadian group (motor coach) 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 educational activity is not included in FY23 program of work.

Familiarization (FAM) Tours & Site Visits

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 & Education Efforts ***** Recommended ** additional $11,300***

Cooperative sales and education opportunities provided by national and international tour operators are an excellent way to convey destination messages to clients in target markets. These cooperative opportunities would normally be evaluated and participated with AOT and other Arizona destination management & marketing organizations.

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.

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.

GOAL 6: Ease Neighborhood Burdens and Support Workforce

Leverage the SCC&TB's connection to the business community to further support transit use, which in turn mitigates issues such as neighborhood congestion and lack of workforce within the community.

6.1: Build Support for Transit Utilization

Program 1: **Transit Marketing Plan**
Budget: $75,000
Timing: Year-round
Activity KPI: SedonaShuttle.com pageviews | Target: 365,000
VerdeShuttle.com pageviews | Target: 50,000

Objectives

The objectives of this plan are to build ridership of and support for public transit services within Sedona. Specifically, the strategies will:

- Increase awareness of the current and planned transit services among Sedona residents, employees and visitors.
- Leverage the SCC&TB's relationships with the hospitality industry to create ongoing communications with both hospitality workers and guests.
- Clearly communicate the benefits of the various services to riders and the community.
- Create a transit culture within Sedona by encouraging business, government and social organizations to incorporate transit branding and information into their own communications.

Target Markets

Target markets for the Sedona Shuttle and Verde Shuttle include:

- Recreationists, both residents and visitors, accessing popular trailheads. (Trailhead Shuttles)
- Visitors who will be able to leave their vehicles at their lodging and use public transit to access the trailhead shuttles or other destinations. (Micro transit and Verde Shuttle)
- Residents who would prefer an alternative to driving for local trips. (Micro transit and Verde Shuttle)
- Cottonwood residents who work in Sedona (Verde Shuttle).
- Visitors who are staying in Cottonwood and wish to visit Sedona without driving (Verde Shuttle).
- Visitors staying in Sedona who wish to explore the region.

Strategies for Sedona Shuttle

Ongoing promotion of Trailhead Shuttle

- Sedona Shuttle News – email newsletter
- Communications through Sedona Chamber Channels (website, newsletters)
- Social Media
    - Influencers
    - Regular social media postings
- Periodic presentation to Lodging Council and Concierge Group
- Maintain the Sedona Shuttle Marketing Partner Toolkit. Encourage business to use the tools to integrate transit information and benefits into their own communications
- Encourage partner organizations to include Sedona Shuttle info and benefits on their websites and in their blogs.
    - Cities of Sedona and Cottonwood
    - NFS (Red Rock Pass Landing Page)
    - Sustainable Arizona, Arizona Sustainability Alliance, Arizona Forward
    - All Trails
- Sedona Visitor Center – stickers, display, QR Code and/or handout by trailhead donation box
- News releases to hiking magazines, hiking guides and other relevant publications

- Periodic news releases to local media to communicate milestones and successes

Promote Summer and Fall Trailhead Shuttle Service Changes

- Update website – including addition of hike ideas to disperse hikers, links to influencer blogs
- Update passenger guide – distribute to all lodging, visitor centers and outdoor recreation stores
- Update trailhead and park & ride info displays
- Create trail network display for park & ride lots, include safety and Leave No Trace messaging
- Communicate to lodging council and concierge group about changes in hours
- News releases

Launch Micro transit

- Passenger Guide
- Website Update
- Promotional tool to lodging & hospitality businesses (format TBD)
- Add Micro transit tools to Marketing Partner Toolkit
- Communications through Sedona Chamber Channels (website, newsletters, social media)
- New releases/launch event
- Local Print Advertising
- Direct mail to Sedona residents

Create Video

- Content
    - Leveraging public transit to support sustainable tourism
    - Service Info - Trailhead Shuttles, Micro transit, Verde Shuttle and more to come
    - Benefits for residents and visitors
- Format
- Short version (1 min) for social media
- Longer version (3 min) for websites, in room TV and local distribution

Strategies for Verde Shuttle
Direct Mail

- Every Door Direct Mail
- All homes in Cottonwood area
- 8.5 X 11 Postcard with route map and free ride offer

Re-introduce Employer Marketing Toolkit

- Update and redistribute employer toolkit
- Print and distribute guides and posters

Ongoing Communications

- Communications through Sedona Chamber Channels (newsletters, social media)
- Communications through City of Cottonwood
- Integrate information about the Verde Shuttle into Sedona Shuttle marketing efforts to encourage use by visitors

GOAL 7: Deepen Engagement with Short-Term Rental Sector

Deepen engagement with short-term rental owners and operators for mutually beneficial relationship and to maximize business support of sustainability efforts.

In 2016, the Arizona state legislature and Governor Ducey signed SB 1350 into law which went into effect January 1, 2017. This law made it legal to turn residential property into a short-term rental (STR) which lifted the ban locally in Sedona. Subsequently, the City of Sedona signed on with LODGINGRevs, a platform with best practices in tax compliance and remittance of STRs. LODGINGRevs was brought online in FY20, and aids in identifying properties and determining local STR inventory as illustrated below.

The current lodging landscape in the total Sedona area thru March 2022 (in and outside of city limits):

- Hotel Rooms: 2,789
- Timeshares: 1,504
- STR | Single Family Home + Condo/ Townhouse: 1,086 = 3,149 rooms (2.9 rooms avg/house)
- STR | Home Sharing Apt + Guest House + RV + Private Room = 376 rooms

This means at least 3,525 STR rooms (compared to 2,789 traditional hotel rooms) are for rent overnight that did not exist as lodging prior to 2017, playing a large contribution to the influx of visitation in recent years. Sedona's carrying capacity as a destination has increased exponentially with no requirements to support the associated parking and trash removal needs and employee housing which are required by traditional lodging properties. This is causing the crisis levels we are seeing now.

To that end, the short-term rentals make up a lodging sector that contributes to the bed tax that fuels Sedona's tourism economy. As shared earlier in this plan, performance metrics of occupancy and ADR are comparable to those in traditional lodging.

7.1: Engage Short Term Rental Property Managers and Owners

Program 1: **Short-Term Rental Program**
Budget: $10,000 (collateral; Key Data)
Timing: Year-round
Activity KPI: Number of STRs onboarded as SCC&TB Partners | Target: 15

As we move forward into FY23, the SCC&TB will further engage with the short-term rental sector and bring them into the official fold of the tourism powerhouse that is Sedona. The SCC&TB will hire a Programs Manager who will act as our lead and connection to the short-term rental sector, helping to facilitate:

- Industry research through Key Data and others
- Establishment of a Chamber Affinity group and corresponding meeting leader
- Collaboration with the City of Sedona's STR Specialist on identifying key issues and resolutions
- Advocacy and understanding of the legislative issues
- Identifying and building relationships with the STRs
- Communicate SCC&TB member benefits and assist with on-boarding
- Educating the STRs on all sustainability messaging (Leave No Trace, recreating responsibly, Respect Red Rock Country, Sedona Shuttle, etc.) Develop necessary collection of collateral or tools needed for STRs to share these messages with their guests.

The SCC&TB has contracted with Key Data, the #1 trusted Vacation Rental data source for Destination Management Organizations. 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 FY23, we will continue to use Key Data and work to increase its participation by STRs; approximately 25% of STRs currently participate.

OTHER: Tourism Bureau – Foundational Assets

The SCC&TB is contracted by the City of Sedona to function as the official Tourism Bureau | Destination Management Organization (DMO) for the Sedona destination. This requires foundational assets such as owned channels – a website (VisitSedona.com), Official Visitor Guide (Experience Sedona Guide), social media channels (Facebook, Twitter, Instagram), along with media management, technology platforms, customer relationship management, research and educational conferences. These remaining expenses provide the foundation for the SCC&TB to serve in its role.

Asset: **VisitSedona.com**
Activity KPI: Generate 1,200,000 unique visitors/sessions to 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 350 Tourism level members, most of which are small and independent businesses - similar to the 81% 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 FY23, with the continued intent to make consumer education a top priority. Asking visitors to take the Sedona Cares Pledge, recreate responsibly and Leave No Trace will be prominent points of communication on VisitSedona.com to encourage appropriate behavior while visiting the destination.

Changes to VisitSedona.com in FY23 will include but are not limited to:

- Simplify website navigation and make it more user-friendly
  - Fewer dropdown box links
  - Clear call-to-action buttons that are larger
  - Clean header box with less than 5 tabs
- Create new monthly incentives with partner lightbox pop-ups on main landing page in exchange for contact information. This will drive more traffic to our partners websites, supporting small local businesses. As we build our master email list, we will begin to strategically drip short video clips about Leave No trace and Sedona Cares to help protect Sedona's land.
  - Free monthly trailhead parking pass (low cost)
  - Featured 1 restaurant partner ($200 gift certificate)
  - Featured 1 hotel partner (2-day stay)
- Optimize Google Business Listings for Visitor Center
  - Add 10 new photos bi-weekly
  - Ask for more google reviews from visitors to boost online presence
  - Answer all questions on google page
  - Comb over business profile bi-weekly making sure all hours and options are correct
- Perform on-page SEO maintenance bi-weekly on main landing pages
  - Change up meta-descriptions if needed with strong call-to-actions based on seasonality
- Reach out to current tourism partners and industry influencers to build more backlinks which will not only get our website in front of a large audience but will drive qualified traffic and leads to the Visit Sedona page.

Asset: **Consumer eNewsletters**
Activity KPI: Ensure a minimum of 20% open rate on monthly 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 FY23 primary messages of Respecting Red Rock Country. A few key strategies for FY23:

- Writing click-worthy subject lines that will pique interest & continue to test subject lines on every through A/B testing.
- Begin to segment email list to provide a more targeted offer (Example: list by states, list by partner relation, redeemable opt in list).
- Send out customer review testimonial forms to visitors who had great experiences in Sedona by tracking their Sedona Cares submissions, sending them a digital badge using an automated system which they can post on their social media showing that they made their promise to keep Sedona beautiful.

Asset: **Social Media**
Activity KPI: Increase total number of social media followers by 18,000.

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 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.

Specific ideas in FY23 will include but are not limited to:

Revitalize the Sedona Cares Pledge, Sedona Secret 7 and LNT partnership campaign using reels on Instagram. We will focus on creating only 7-20 second short video clips that will help engage our current followers to follow the principles of our messages. Each reel will be broken down in the following manner:

- 1-3 secs: Tell the audience what we will be discussing and showing them
- 4-6 secs: Sharing the "wow factor" – setting the hook
- 7-12 secs: Add information about program/campaign (tips, insights, stats, advice)
- 12-15 secs: Share beginning of best tip to leave the viewer on a cliffhanger
- 15-20 secs: Add call-to-action: ask the viewer to sign up to take the Sedona Cares Pledge or send us a DM using a specific keyword to receive the next step

Reach out to hashtag audience including #sedonacares #treadlightlysedona

- Engage with the audience daily, building rapport to push out the message about current strategic sustainability messaging.
- Reach out to local social media influencers asking for collaboration to help spread the word about our current strategic messaging efforts
- Host a social media 1 day takeover with sustainable organizations such as Leave No Trace, Sustainable Arizona, Arizona Forward, Environmental Groups in Arizona and Local First Arizona to name a few. This will help build credibility between organizations and the visitors coming to Sedona.

Asset: **Experience Sedona Guide**
Activity KPI: Distribute 250,000 printed Experience Sedona Guides.

The Experience Sedona Guide will continue to serve as a valuable tool to inform consumers about Sedona, its features and attractions. The guide has undergone an overhaul during the FY22 production cycle to include a greater degree of Responsible Travel content with emphasis on Leave No Trace. The new guide will move forward with that mission and will be in market October 2022.

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.

Asset: **Media Communications & Relations**
Activity KPI: TBD

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 by responding to inquiries from qualified travel journalists, editors, guidebook authors, influencers, and radio and TV producers.

Media communications and relations will be measured with a new hire in FY23 as a Communications Manager.

Tourism Bureau – Research

The SCC&TB will continue to monitor various trends and changes within the Sedona area, in Coconino and Yavapai Counties, and within the state travel industry. In addition to staying on the pulse with the Arizona Office of Tourism and their research, we will also continue to follow leading industry organizations such as Destinations International, US Travel Association and Destination Analysts.

FY23 Studies

- Smith Travel Research – Data benchmarking, analytics and insights for traditional lodging sector.
- Visitor Center Guest Book
- BRC Visitor Surveys - Bi-annual reports
- Key Data Short-Term Rental Research - #1 trusted Vacation Rental data source for Destination Management Organizations.
- **Sustainable Tourism Plan Research** with various stakeholders below; view actual survey results at 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.

Research: **Visitor Personas with Destination Analysts** ***** Recommended *****
Budget: $50,000
Timing: Year-round

With shifts in traveler sentiment and behaviors as a result of the coronavirus pandemic, if there's a time to study travelers and benchmark their perceptions of Sedona, now is ideal. Identifying Sedona's highest value travelers will allow the organization to be efficient and effective with future marketing strategy and marketing budget/resources.

The primary objective of the Visitor Personas survey is to identify your highest-value traveler personas as determined by their visitor conversion efficiency based on Destination Analysts' model. Once these highest-value traveler personas are identified, a follow-up survey of only these specific personas will more deeply explore their perceptions of, and opinions on, your destination and what will convert them to visitors.

A GLOBALLY TRUSTED SOURCE FOR THE LATEST TRAVEL TRENDS RESEARCH

The New York Times

"With signs that summer travel will be busy — more than 75 percent of those recently surveyed in a weekly analysis by the market research firm Destination Analysts said they planned to travel in the next three months alone."

Bloomberg

"Destination Analysts, has been conducting weekly surveys gauging traveler sentiment. In their early March installment, more people said they felt "very confident" or "confident" that they can currently travel safely than said they feel "not very" or "not at all" confident."

Forbes

"Research from Destination Analysts shows that nearly a third of those traveling soon plan to visit outdoor-oriented destinations where social distancing is built into the experience. Not only are eco-friendly lodges and wellness resorts seeing growing interest now, but these travel trends may remain long after the pandemic."

Chicago Tribune

"According to January 2021 survey results from Destination Analysts, a travel and tourism market research firm, half of respondents reported they plan to return to their pre-pandemic traveling levels once they receive the vaccine."

The New York Times

"The market research firm Destination Analysts found in a recent Coronavirus Travel Sentiment Index Study, a weekly survey of 1,200 Americans, that only 28 percent expected to travel for the holidays, including both Thanksgiving and Christmas. In the same survey, 53 percent said they had traveled for the holidays last year."

CNN

"Erin Francis-Cummings, the researcher from Destination Analysts, said that while every American likely could use a good getaway at this point in the coronavirus pandemic, the best decision for some might just be to stay put, or to do what the Reichels did, cancel and hope to travel another time."

APPENDIX A – Performance KPIs

Program Goal	Performance KPI	Annual Target
Encourage positive visitor behavior.	Survey findings of visitor attitudes towards sustainability	New question(s) to be added to visitor survey. FY23 will be baseline.
Lessen density of visitors at busy locations.	Increased trail counts at Secret 7 hiking locations	TBD – historical cell phone data to be obtained.
Begin to shift tourism seasonality.	Room demand levels in need periods	FY22 full year will be baseline (TBD until year ends).
Assist in preserving Sedona's natural resources.	Survey findings of actions taken towards the 7 Sedona Leave No Trace principles	New question(s) to be added to visitor survey. FY23 will be baseline.
Maintain future economic health.	Increases in city tax revenue collected.	FY22: Sales tax - $33,820,000 Bed tax - $9,302,000 FY23: TBD
Ease neighborhood burdens and support workforce.	Number of Sedona Shuttle and Verde Shuttle boardings.	FY23: Sedona Shuttle: 125,100 Verde Shuttle: TBD
Deepen engagement with short-term rental sector.	Survey findings about STRs level of integration with the SCC&TB	FY23 will be baseline.

APPENDIX B – FY23 Activity KPIs

SCC&TB Activity KPIs FY23 (July 2022 - June 2023)		
Goal 1: Encourage Positive Visitor Behavior	**Online Toolkits & Content Sharing**	**Annual Target**
	SedonaLNTToolkit.com new partners	80
	SedonaShuttleToolkit.com pageviews	3,000
	VerdeShuttleToolkit.com pageviews	2,200
	SoulofSedonaToolkit.com pageviews	900
	Geofencing ** Recommended **	
	RespectRedRockCountry.com landing pageviews	100,000
	Number of program impressions	3,600,000
	In-Room Videos	
	Number of viewers	2 million per year
	Offical Uptown Visitor Center	
	Manage Visitor Center 7 day/week, 59.5 hours (exclude 2 holidays)	3,077 hours
	Manage and assist walk-ins	300,000
	Manage and assist visitor inquiries via phone and email	7,500
	Distribute printed Experience Sedona Visitor Guides	250,000
	Maintain an "excellent or good" visitor satisfaction rating	100.00%
	Concierge Connection ** Recommended **	
	Ensure high open rate on Frontliner eNewsletter	25%
	City-Wide Banners ** Recommended **	
	Number of pledges taken (cumulative across all FY23 programs)	4,200 new pledges
	Visitor Education Communications	
	RespectRedRockCountry.com landing pageviews	100,000
	Number of program impressions	10,000,000
	Arizona Office of Tourism (AOT) Rural Co-op Programs	
	Total publication circulation TBD upon release of AOT program	TBD
Goal 2: Lessen Density at Busy Locations	**Sedona's Secret 7**	**Annual Target**
	SedonaSecret7.com website pageviews	75,000
	Sedona Verde Valley Tourism Council (SVVTC) ** Recommended **	
	SedonaVerdeValley.org & VerdeValleyNatGeo.com pageviews	200,000
Goal 3: Begin to Shift Tourism Seasonality	**Secret Season Program ** Recommended ****	**Annual Target**
	SedonaSecretSeason.com landing pageviews	30,000
	Number of program impressions	4,600,000
Goal 4: Assist in Preserving Sedona's Natural Resources	**Expand sustainability communications and encourage action**	**Annual Target**
	Leave No Trace Proud Supporter Progam - SedonaLNTToolkit.com	80 new partners
	Sustainability Alliance Certificaton Expansion	
	Number of certified businesses	TBD
	Sedona Trail Keepers 2.0	
	Number of participating businesses	50

SCC&TB Activity KPIs		
Goal 5: Maintain Future Economic Health	**Group/Meeting Sales**	**Annual Target**
	Generate leads for xx room nights.	15,000
	Meet with meeting planners to generate mid-week, off-peak season business.	60
	Generate page views for Group/Meetings web pages and online Destination Event Planner on VisitSedona.com.	12,000
	Travel Trade Industry	
	Generate domestic and international hotel and service request leads.	22
	Produce service request referrals for Sedona partners.	650
	Meet with travel trade professionals at tradeshows and sales events.	150-190
	Generate page views for travel trade web pages on VisitSedona.com.	25,000
Goal 6: Ease Neighborhood Burdens/ Support Workforce	**Transit Marketing Plan**	**Annual Target**
	SedonaShuttle.com pageviews	365,000
	VerdeShuttle.com pageviews	50,000
Goal 7: STRs	**Engage Short-Term Rental Property Managers and Owners**	**Annual Target**
	Number of STRs onboarded as SCC&TB Partners.	15
Foundational	**Foundational Assets**	**Annual Target**
	Generate unique visitors/sessions to VisitSedona.com.	1,200,000
	Ensure a positive open rate on monthly consumer eNewsletters.	20%
	Increase total number of social media followers by xx amount.	18,000

APPENDIX C – FY23 Program of Work

FY23 Tourism Bureau Program of Work

		July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
GOAL 1: Encourage Positive Visitor Behavior	Online Toolkits & Content Sharing	X	X	X	X	X	X	X	X	X	X	X	X
	Geofencing (In-Market)	X	X	X	X	X	X	X	X	X	X	X	X
	In-Room Videos (In-Market)	X	X	X	X	X	X	X	X	X	X	X	X
	Official Uptown Visitor Center (In-Market)	X	X	X	X	X	X	X	X	X	X	X	X
	Concierge Connection ***Recommended*** (In-Market)	X	X	X	X	X	X	X	X	X	X	X	X
	City-wide Banners ***Recommended*** (In-Market)	X	X	X	X	X	X	X	X	X	X	X	X
	Visitor Education Communications ***Recommended*** (Travel Intenders)	X	X	X	X	X	X	X	X	X	X	X	X
	AOT Rural Co-op Programs (Travel Intenders)	X	X	X	X	X	X	X	X	X	X	X	X
	Ongoing Collaboration with Fly Friendly Program, and Visitor Education with RROCC & Tread Lightly	X	X	X	X	X	X	X	X	X	X	X	X
GOAL 2: Lessen Density of Visitors at Busy Locations	Sedona's Secret 7	X	X	X	X	X	X	X	X	X	X	X	X
	Sedona Verde Valley Tourism Council (SVVTC) ***Recommended***	X	X	X	X	X	X	X	X	X	X	X	X
GOAL 3: Shift Tourism Seasonality	Secret Season ***Recommended***	X	X	X				X	X	X			

FY23 Tourism Bureau Program of Work

		July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
GOAL 4: Assist in Preserving Sedona's Natural Resources	Leave No Trace Visitor Communications	X	X	X	X	X	X	X	X	X	X	X	X
	Leave No Trace Tourism Partnership & Proud Supporter Program	X	X	X	X	X	X	X	X	X	X	X	X
	Leave No Trace Voluntourism Program Development	X	X	X	X	X	X	X	X	X	X	X	X
	Sustainability Alliance Certification Expansion	X	X	X	X	X	X	X	X	X	X	X	X
	Sedona Trail Keepers 2.0	X	X	X	X	X	X	X	X	X	X	X	X
GOAL 5: Maintain Future Economic Health Meeting & Corporate Sales	Meeting Planner FAM Tours & Site Visits	X	X	X	X	X	X	X	X	X	X	X	X
	Digital Communications through Meeting Industry Online Platforms ***Recommended***	X	X	X	X	X	X	X	X	X	X	X	X
	MPI, HSMAI & AzSAE Events				X		X				X		X
	Trade Shows & Sales Missions	Meetings Today Live! West				Destination West in Arizona					IPEC Independent Planner Education Conference		
GOAL 5: Maintain Future Economic Health Travel Industry Sales	Travel Trade FAM Tours & Site Visits	X	X	X	X	X	X	X	X	X	X	X	X
	German Speaking Europe - Fulfillment and Sales	X	X	X	X	X	X	X	X	X	X	X	X
	Cooperative Sales & Education Efforts ***Recommended***	X	X	X	X	X	X	X	X	X	X	X	X
	Trade Shows			Brand USA Travel Week					ABA Marketplace	Go West Summit		US Travel Assn IPW	

		July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
GOAL 6: Ease Neighborhood Burdens and Support Workforce	Sedona Trailhead Shuttle Annual Marketing Plan Execution	X	X	X	X	X	X	X	X	X	X	X	X
	Micro Transit Launch & Promotion				X	X	X	X	X	X	X	X	X
	Verde Shuttle Annual Marketing Plan Execution	X	X	X	X	X	X	X	X	X	X	X	X
GOAL 7: Deepen Engagement with Short-Term Rental	Programs Manager / STR Focus & Program Developer			Hired		X	X	X	X	X	X	X	X
	Key Data Research & Platform Recruitment	X	X	X	X	X	X	X	X	X	X	X	X
Owned Channels	VisitSedona.com SEO & Content Mgt	X	X	X	X	X	X	X	X	X	X	X	X
	Consumer eNewsletters	X	X	X	X	X	X	X	X	X	X	X	X
	Social Media	X	X	X	X	X	X	X	X	X	X	X	X
	Experience Sedona Guide	X	X	X	2022/23 ESG Published	X	X	X	X	X	X	X	X

APPENDIX D – FY23 Budget

Sedona Chamber of Commerce & Tourism Bureau
FY23 Bed Tax Funding Budget Request Summary

		FY23 Budget					
	FY22 Budget	**Increase (Decrease)**	**Council Subcommittee Recommendation**	**Increase (Decrease)**	**SCC&TB Response**	**Additional "Recommended" Programs**	**SCC&TB Total Request**
Tourism Bureau Programs	1,138,273	(735,536)	402,737	(16,262)	386,475	424,600	811,075
Tourism Bureau Operations	581,269	0	581,269	13,083	594,352		594,352
Visitor Center	520,178	25,000	545,178	(2,194)	542,984		542,984
Total	2,239,720	(710,536)	1,529,184	(5,373)	1,523,811	424,600	1,948,411
Change from FY22 Budget $		(710,536)			(715,909)		(291,309)
Change from FY22 Budget %		-32%			-32%		-13%

	FY22 Budget	**SCC&TB Response**	**Increase (Decrease)**	**% Change**			
Economy AOT	51,500	13,600	(37,900)	-73.6%			
Economy Support	203,220	70,200	(133,020)	-65.5%			
Economy Collateral	23,300	3,600	(19,700)	-84.5%			
Economy Media & Communications	74,100	29,100	(45,000)	-60.7%			
Economy Research and Education	66,625	43,075	(23,550)	-35.3%			
Economy Meetings Sales	104,948	45,700	(59,248)	-56.5%			
Economy Travel Trade	77,205	42,500	(34,705)	-45.0%			
Economy Dues	14,575	10,250	(4,325)	-29.7%			
Total Economy	615,473	258,025	(357,448)	-58.1%			
Visitor Experience	62,000	27,400	(34,600)	-55.8%			
Environment	312,250	44,450	(267,800)	-85.8%			
Residents	148,550	56,600	(91,950)	-61.9%			
Tourism Bureau Programs	1,138,273	386,475	(751,798)	-66.0%			
Tourism Bureau Operations	581,269	594,352	13,083	2.3%			
Visitor Center	520,178	542,984	22,806	4.4%			
Total	2,239,720	1,523,811	(715,909)	-59.4%			

Sedona Chamber of Commerce & Tourism Bureau
FY23 Bed Tax Funding - Response Budget & Additional Request

	FY23 Response Budget			Amount	Subtotals	
2	Travel Intenders/AOT	Programs	National Parks Program (Grand Canyon Journal)	3,000	13,600	0.9%
3	Travel Intenders/AOT	Programs	AZ Official State Visitor Guide	3,800		
4	Travel Intenders/AOT	Programs	Phoenix Visitor Guide	3,000		
5	Travel Intenders/AOT	Programs	Tucson Official Travel Guide	3,000		
6	Travel Intenders/AOT	Programs	Pride Guide	800		
7	In-Market Education	Programs	In-Room Videos (Sedona Now TV)	25,200	26,700	1.8%
8	In-Market Education	Programs	Red Rock Country Visitors Guide	1,500		
9	Economy/Meeting Sales	Programs	Cvent Copy Feature	6,600	45,700	3.0%
10	Economy/Meeting Sales	Programs	Live West Tradeshow, Denver	6,400		
11	Economy/Meeting Sales	Programs	Destination West Tradeshow, Tucson	10,600		
12	Economy/Meeting Sales	Programs	IPEC Tradeshow, Memphis	7,250		
13	Economy/Meeting Sales	Programs	FAM & Site Visits	9,400		
14	Economy/Meeting Sales	Programs	Phoenix Networking Events	1,780		
15	Economy/Meeting Sales	Programs	Promotion/Collateral Items	1,500		
16	Economy/Meeting Sales	Programs	Incentive Programs	1,000		
17	Economy/Meeting Sales	Programs	Dues	1,170		
18	Economy/Travel Trade	Programs	Brand USA Travel Week, Frankfurt	12,750	42,500	2.8%
19	Economy/Travel Trade	Programs	ABA Marketplace, Detroit	2,450		
20	Economy/Travel Trade	Programs	Go West Summit, Anchorage	4,340		
21	Economy/Travel Trade	Programs	IPW, San Antonio (No Sedona booth, No Partners)	6,250		
22	Economy/Travel Trade	Programs	German Speaking Europe Outreach	2,700		
23	Economy/Travel Trade	Programs	Promotion & Collateral Items	700		
24	Economy/Travel Trade	Programs	Meetings	700		
25	Economy/Travel Trade	Programs	Travel Trade FAM	9,000		
26	Economy/Travel Trade	Programs	Dues	3,610		
27	Lessen Density	Programs	Secret 7 multi-page brochure printing	25,000	25,000	1.6%
28	Transit	Programs	Sedona & Verde Shuttles Transit Promotion - portion	30,400	34,000	2.2%
29	Transit	Programs	Sedona Shuttle Collateral Distribution	3,600		
30	Preservation	Programs	LNT Tourism Partnership	7,000	29,000	1.9%
31	Preservation	Programs	LNT Voluntourism Program Development	22,000		
32	In-Market Education	Programs	Concierge Connection - Delivery	3,600	3,600	0.2%
33	Other	Programs	Trail Trash Collections (3 mos Dry Creek TH)	1,500	1,500	0.1%
34	**Total Programs**			**221,600**	**221,600**	**14.5%**
35	Dues	Foundational	Tourism Assn's & Global Sustainable Tourism Council	11,000	11,000	0.7%
36	Communications	Foundational	Consumer eNewsletters	15,000	28,900	1.9%
37	Communications	Foundational	Front Burner Media (3 months)	7,500		
38	Communications	Foundational	Meltwater (PR database)	6,000		
39	Communications	Foundational	Hootsuite	400		

1	FY23 Response Budget			Amount	Subtotals	
40	Digital	Foundational	SimpleView Software	21,200	21,200	1.4%
41	Digital	Foundational	Hosting, Domains, and Software	20,000	47,700	3.1%
42	Digital	Foundational	Video and Photo Assets	7,000		
43	Digital	Foundational	Sedona Webcam	5,500		
44	Digital	Foundational	CrowdRiff Platform License	15,200		
45	**Total Foundational**			**108,800**	**108,800**	**7.1%**
46	Research & Ed	Research & Ed	NTG Research and Analysis	17,000	46,850	3.1%
47	Research & Ed	Research & Ed	Smith Travel Research	14,450		
48	Research & Ed	Research & Ed	BRC Visitor Surveys	2,400		
49	Research & Ed	Research & Ed	Short-Term Rental Research, Key Data	13,000		
50	Research & Ed	Research & Ed	Tech Summit (1 attendee)	1,500	9,225	0.6%
51	Research & Ed	Research & Ed	GCOT conference (4 attendees)	4,800		
52	Research & Ed	Research & Ed	Ed. Seminar for Tourism Organizations (U.S. Travel)	1,925		
53	Research & Ed	Research & Ed	SimpleView Seminar	1,000		
54	**Total Research & Education**			**56,075**	**56,075**	**3.7%**
55	**Total TB Programs, Foundational, & Research/Education**			**386,475**	**386,475**	**25%**
56	**Tourism Bureau Operations**			**594,352**	**594,352**	**39%**
57	**Visitor Center Operations**			**542,984**	**542,984**	**36%**
58	**Total Tourism Bureau & Visitor Information Center Budget**			**1,523,811**	**1,523,811**	**100%**
59	**FY23 Additional Request**			Amount	Subtotals	
60	In-Market Education	Programs	Geofencing	54,000	239,000	56%
61	In-Market Education	Programs	Concierge Connection - Collateral	20,000		
62	Travel Intenders/Digital	Programs	Visitor Education Communications	90,000		
63	Seasonality	Programs	Secret Season Campaign	60,000		
64	STR	Programs	Short-Term Rental Program	10,000		
65	In-Market Education	Programs	City-wide Banners (LNT & Pledge)	5,000		
66	Research & Ed	Research & Ed	Visitor Personas Study	50,000	50,000	12%
67	Transit	Programs	Sedona & Verde Shuttles Transit Promotion - portion	44,600	44,600	11%
68	Economy/Travel Trade	Programs	IPW - No booth to Double Booth w/Partner Participation	12,700	26,500	6%
69	Economy/Travel Trade	Programs	Increase German Speaking Europe Outreach Program	2,500		
70	Economy/Travel Trade	Programs	Coop Education/Marketing Programs	10,000		
71	Economy/Travel Trade	Programs	Additional Funds for Client Events & Various Shows	1,300		
72	Communications	Foundational	Ken Lynch Creative (writer)	21,000	21,000	5%
73	Economy/Meeting Sales	Programs	Industry Online Platforms Digital Communications	18,000	19,500	5%
74	Economy/Meeting Sales	Programs	Additional FAM Airfare	1,500		
75	Digital	Foundational	Jackrabbit Booking Engine	14,000	14,000	3%
76	Lessen Density	Programs	Sedona Verde Valley Tourism Council Contribution	10,000	10,000	2%
77	**Total Additional Funding Request**			**424,600**	**424,600**	**100%**

Sedona Chamber of Commerce & Tourism Bureau
FY23 TB Operations & VIC Budgets

Tourism Bureau Operations	FY23 Budget	FY22 Budget	Increase (Decrease)
Salaries	415,493	421,680	(6,187)
Payroll Taxes & Employee Benefits	88,469	80,009	8,460
Building & Grounds Maintenance	9,500	4,800	4,700
Commercial Package Insurance	2,200	2,400	(200)
Equipment Lease	6,500	6,800	(300)
Furniture/Fixtures/Equipment	1,000	1,450	(450)
Interest Sunset & Forest Mortgage	7,000	6,500	500
Real Estate Tax, License, Permits	2,100	2,200	(100)
Storage & Handling	3,900	3,000	900
Utilities	5,600	5,800	(200)
Accounting & Audit	13,090	10,400	2,690
Bank Service Charges	700	600	100
Computer/Technology	10,500	10,300	200
Human Resources Services	4,300	1,730	2,570
Legal	0	1,250	(1,250)
Metered Postage	2,100	1,250	850
Phone, Data, & Internet	13,500	12,600	900
Supplies	8,400	8,500	(100)
Total	594,352	581,269	13,083
Visitor Center			
Salaries & Wages	239,877	222,800	17,077
Payroll Taxes & Employee Benefits	37,557	33,308	4,249
Volunteer Recognition & Development	30,650	24,000	6,650
Postage, Delivery, Fulfillment	105,000	107,000	(2,000)
Collateral	8,200	8,200	0
Building & Grounds Maintenance	32,000	44,980	(12,980)
Commercial Package Insurance	2,200	2,400	(200)
Equipment Lease	4,800	5,500	(700)
Furniture/Fixtures/Equipment	1,500	550	950
Interest Sunset & Forest Mortgage	10,000	10,600	(600)
Real Estate Tax, License, Permits	2,835	3,100	(265)
Storage & Handling	3,900	3,000	900
Utilities	14,500	14,700	(200)
Accounting & Audit	3,740	3,000	740
Bank Service Charges	700	600	100

Sedona Chamber of Commerce & Tourism Bureau
FY23 Bed Tax Funding Budget Request Summary

		FY23 Budget					
	FY22 Budget	**Increase (Decrease)**	**Council Subcommittee Recommendation**	**Increase (Decrease)**	**SCC&TB Response**	**Additional "Recommended" Programs**	**SCC&TB Total Request**
Tourism Bureau Programs	1,138,273	(735,536)	402,737	(16,262)	386,475	424,600	811,075
Tourism Bureau Operations	581,269	0	581,269	13,083	594,352		594,352
Visitor Center	520,178	25,000	545,178	(2,194)	542,984		542,984
Total	2,239,720	(710,536)	1,529,184	(5,373)	1,523,811	424,600	1,948,411
Change from FY22 Budget $		(710,536)			(715,909)		(291,309)
Change from FY22 Budget %		-32%			-32%		-13%

	FY22 Budget	**SCC&TB Response**	**Increase (Decrease)**	**% Change**
Economy AOT	51,500	13,600	(37,900)	-73.6%
Economy Support	203,220	70,200	(133,020)	-65.5%
Economy Collateral	23,300	3,600	(19,700)	-84.5%
Economy Media & Communications	74,100	29,100	(45,000)	-60.7%
Economy Research and Education	66,625	43,075	(23,550)	-35.3%
Economy Meetings Sales	104,948	45,700	(59,248)	-56.5%
Economy Travel Trade	77,205	42,500	(34,705)	-45.0%
Economy Dues	14,575	10,250	(4,325)	-29.7%
Total Economy	615,473	258,025	(357,448)	-58.1%
Visitor Experience	62,000	27,400	(34,600)	-55.8%
Environment	312,250	44,450	(267,800)	-85.8%
Residents	148,550	56,600	(91,950)	-61.9%
Tourism Bureau Programs	1,138,273	386,475	(751,798)	-66.0%
Tourism Bureau Operations	581,269	594,352	13,083	2.3%
Visitor Center	520,178	542,984	22,806	4.4%
Total	2,239,720	1,523,811	(715,909)	-59.4%

Sedona Chamber of Commerce & Tourism Bureau
FY23 TB Operations & VIC Budgets

Tourism Bureau Operations

	FY23 Budget	FY22 Budget	Increase (Decrease)
Salaries	415,493	421,680	(6,187)
Payroll Taxes & Employee Benefits	88,469	80,009	8,460
Building & Grounds Maintenance	9,500	4,800	4,700
Commercial Package Insurance	2,200	2,400	(200)
Equipment Lease	6,500	6,800	(300)
Furniture/Fixtures/Equipment	1,000	1,450	(450)
Interest Sunset & Forest Mortgage	7,000	6,500	500
Real Estate Tax, License, Permits	2,100	2,200	(100)
Storage & Handling	3,900	3,000	900
Utilities	5,600	5,800	(200)
Accounting & Audit	13,090	10,400	2,690
Bank Service Charges	700	600	100
Computer/Technology	10,500	10,300	200
Human Resources Services	4,300	1,730	2,570
Legal	0	1,250	(1,250)
Metered Postage	2,100	1,250	850
Phone, Data, & Internet	13,500	12,600	900
Supplies	8,400	8,500	(100)
Total	594,352	581,269	13,083

Visitor Center

Salaries & Wages	239,877	222,800	17,077
Payroll Taxes & Employee Benefits	37,557	33,308	4,249
Volunteer Recognition & Development	30,650	24,000	6,650
Postage, Delivery, Fulfillment	105,000	107,000	(2,000)
Collateral	8,200	8,200	0
Building & Grounds Maintenance	32,000	44,980	(12,980)
Commercial Package Insurance	2,200	2,400	(200)
Equipment Lease	4,800	5,500	(700)
Furniture/Fixtures/Equipment	1,500	550	950
Interest Sunset & Forest Mortgage	10,000	10,600	(600)
Real Estate Tax, License, Permits	2,835	3,100	(265)
Storage & Handling	3,900	3,000	900
Utilities	14,500	14,700	(200)
Accounting & Audit	3,740	3,000	740
Bank Service Charges	700	600	100

Sedona Chamber of Commerce & Tourism Bureau
FY23 TB Operations & VIC Budgets

Computer Technology	5,250	7,000	(1,750)
Human Resources Services	1,925	1,540	385
Phone, Data, & Internet	25,000	18,900	6,100
Staff Training	3,350	0	3,350
Supplies	10,000	9,000	1,000
Total	542,984	520,178	22,806

Sedona Chamber of Commerce & Tourism Bureau
FY23 Bed Tax Funding - Response Budget & Additional Request

	FY23 Response Budget			Amount	Subtotals	
2	Travel Intenders/AOT	Programs	National Parks Program (Grand Canyon Journal)	3,000	13,600	0.9%
3	Travel Intenders/AOT	Programs	AZ Official State Visitor Guide	3,800		
4	Travel Intenders/AOT	Programs	Phoenix Visitor Guide	3,000		
5	Travel Intenders/AOT	Programs	Tucson Official Travel Guide	3,000		
6	Travel Intenders/AOT	Programs	Pride Guide	800		
7	In-Market Education	Programs	In-Room Videos (Sedona Now TV)	25,200	26,700	1.8%
8	In-Market Education	Programs	Red Rock Country Visitors Guide	1,500		
9	Economy/Meeting Sales	Programs	Cvent Copy Feature	6,600	45,700	3.0%
10	Economy/Meeting Sales	Programs	Live West Tradeshow, Denver	6,400		
11	Economy/Meeting Sales	Programs	Destination West Tradeshow, Tucson	10,600		
12	Economy/Meeting Sales	Programs	IPEC Tradeshow, Memphis	7,250		
13	Economy/Meeting Sales	Programs	FAM & Site Visits	9,400		
14	Economy/Meeting Sales	Programs	Phoenix Networking Events	1,780		
15	Economy/Meeting Sales	Programs	Promotion/Collateral Items	1,500		
16	Economy/Meeting Sales	Programs	Incentive Programs	1,000		
17	Economy/Meeting Sales	Programs	Dues	1,170		
18	Economy/Travel Trade	Programs	Brand USA Travel Week, Frankfurt	12,750	42,500	2.8%
19	Economy/Travel Trade	Programs	ABA Marketplace, Detroit	2,450		
20	Economy/Travel Trade	Programs	Go West Summit, Anchorage	4,340		
21	Economy/Travel Trade	Programs	IPW, San Antonio (No Sedona booth, No Partners)	6,250		
22	Economy/Travel Trade	Programs	German Speaking Europe Outreach	2,700		
23	Economy/Travel Trade	Programs	Promotion & Collateral Items	700		
24	Economy/Travel Trade	Programs	Meetings	700		
25	Economy/Travel Trade	Programs	Travel Trade FAM	9,000		
26	Economy/Travel Trade	Programs	Dues	3,610		
27	Lessen Density	Programs	Secret 7 multi-page brochure printing	25,000	25,000	1.6%
28	Transit	Programs	Sedona & Verde Shuttles Transit Promotion - portion	30,400	34,000	2.2%
29	Transit	Programs	Sedona Shuttle Collateral Distribution	3,600		
30	Preservation	Programs	LNT Tourism Partnership	7,000	29,000	1.9%
31	Preservation	Programs	LNT Voluntourism Program Development	22,000		
32	In-Market Education	Programs	Concierge Connection - Delivery	3,600	3,600	0.2%
33	Other	Programs	Trail Trash Collections (3 mos Dry Creek TH)	1,500	1,500	0.1%
34	**Total Programs**			**221,600**	**221,600**	**14.5%**
35	Dues	Foundational	Tourism Assn's & Global Sustainable Tourism Council	11,000	11,000	0.7%
36	Communications	Foundational	Consumer eNewsletters	15,000	28,900	1.9%
37	Communications	Foundational	Front Burner Media (3 months)	7,500		
38	Communications	Foundational	Meltwater (PR database)	6,000		
39	Communications	Foundational	Hootsuite	400		

Sedona Chamber of Commerce & Tourism Bureau
FY23 Bed Tax Funding - Response Budget & Additional Request

				Amount	Subtotals	
1	**FY23 Response Budget**					
40	Digital	Foundational	SimpleView Software	21,200	21,200	1.4%
41	Digital	Foundational	Hosting, Domains, and Software	20,000	47,700	3.1%
42	Digital	Foundational	Video and Photo Assets	7,000		
43	Digital	Foundational	Sedona Webcam	5,500		
44	Digital	Foundational	CrowdRiff Platform License	15,200		
45	**Total Foundational**			**108,800**	**108,800**	**7.1%**
46	Research & Ed	Research & Ed	NTG Research and Analysis	17,000	46,850	3.1%
47	Research & Ed	Research & Ed	Smith Travel Research	14,450		
48	Research & Ed	Research & Ed	BRC Visitor Surveys	2,400		
49	Research & Ed	Research & Ed	Short-Term Rental Research, Key Data	13,000		
50	Research & Ed	Research & Ed	Tech Summit (1 attendee)	1,500	9,225	0.6%
51	Research & Ed	Research & Ed	GCOT conference (4 attendees)	4,800		
52	Research & Ed	Research & Ed	Ed. Seminar for Tourism Organizations (U.S. Travel)	1,925		
53	Research & Ed	Research & Ed	SimpleView Seminar	1,000		
54	**Total Research & Education**			**56,075**	**56,075**	**3.7%**
55	**Total TB Programs, Foundational, & Research/Education**			**386,475**	**386,475**	**25%**
56	**Tourism Bureau Operations**			**594,352**	**594,352**	**39%**
57	**Visitor Center Operations**			**542,984**	**542,984**	**36%**
58	**Total Tourism Bureau & Visitor Information Center Budget**			**1,523,811**	**1,523,811**	**100%**
59	**FY23 Additional Request**			Amount	Subtotals	
60	In-Market Education	Programs	Geofencing	54,000	239,000	56%
61	In-Market Education	Programs	Concierge Connection - Collateral	20,000		
62	Travel Intenders/Digital	Programs	Visitor Education Communications	90,000		
63	Seasonality	Programs	Secret Season Campaign	60,000		
64	STR	Programs	Short-Term Rental Program	10,000		
65	In-Market Education	Programs	City-wide Banners (LNT & Pledge)	5,000		
66	Research & Ed	Research & Ed	Visitor Personas Study	50,000	50,000	12%
67	Transit	Programs	Sedona & Verde Shuttles Transit Promotion - portion	44,600	44,600	11%
68	Economy/Travel Trade	Programs	IPW - No booth to Double Booth w/Partner Participation	12,700	26,500	6%
69	Economy/Travel Trade	Programs	Increase German Speaking Europe Outreach Program	2,500		
70	Economy/Travel Trade	Programs	Coop Education/Marketing Programs	10,000		
71	Economy/Travel Trade	Programs	Additional Funds for Client Events & Various Shows	1,300		
72	Communications	Foundational	Ken Lynch Creative (writer)	21,000	21,000	5%
73	Economy/Meeting Sales	Programs	Industry Online Platforms Digital Communications	18,000	19,500	5%
74	Economy/Meeting Sales	Programs	Additional FAM Airfare	1,500		
75	Digital	Foundational	Jackrabbit Booking Engine	14,000	14,000	3%
76	Lessen Density	Programs	Sedona Verde Valley Tourism Council Contribution	10,000	10,000	2%
77	**Total Additional Funding Request**			**424,600**	**424,600**	**100%**

SEDONA
CHAMBER OF COMMERCE
& TOURISM BUREAU
FY23 | Destination Management Plan
City Council Presentation
May 25, 2022

Today's Agenda

- Introduction by Jennifer Perry,
  Incoming Chairman of the Board
- FY22 Highlights
- FY23 Destination Management Plan & Budget
- Q & A

Thank You!

FY22 Board of Directors

Thank You!

City of Sedona Council & Staff

SEDONA VERDE VALLEY

SEDONA
CHAMBER OF COMMERCE
& TOURISM BUREAU

GSTC™
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PARTNERSHIP
SHARE
HARMONIZE
NETWORK
COLLABORATE
SUPPORT
WORK

FY22 Highlights

COVID-1
CORONAVIRUS DISEASE

Airbnb

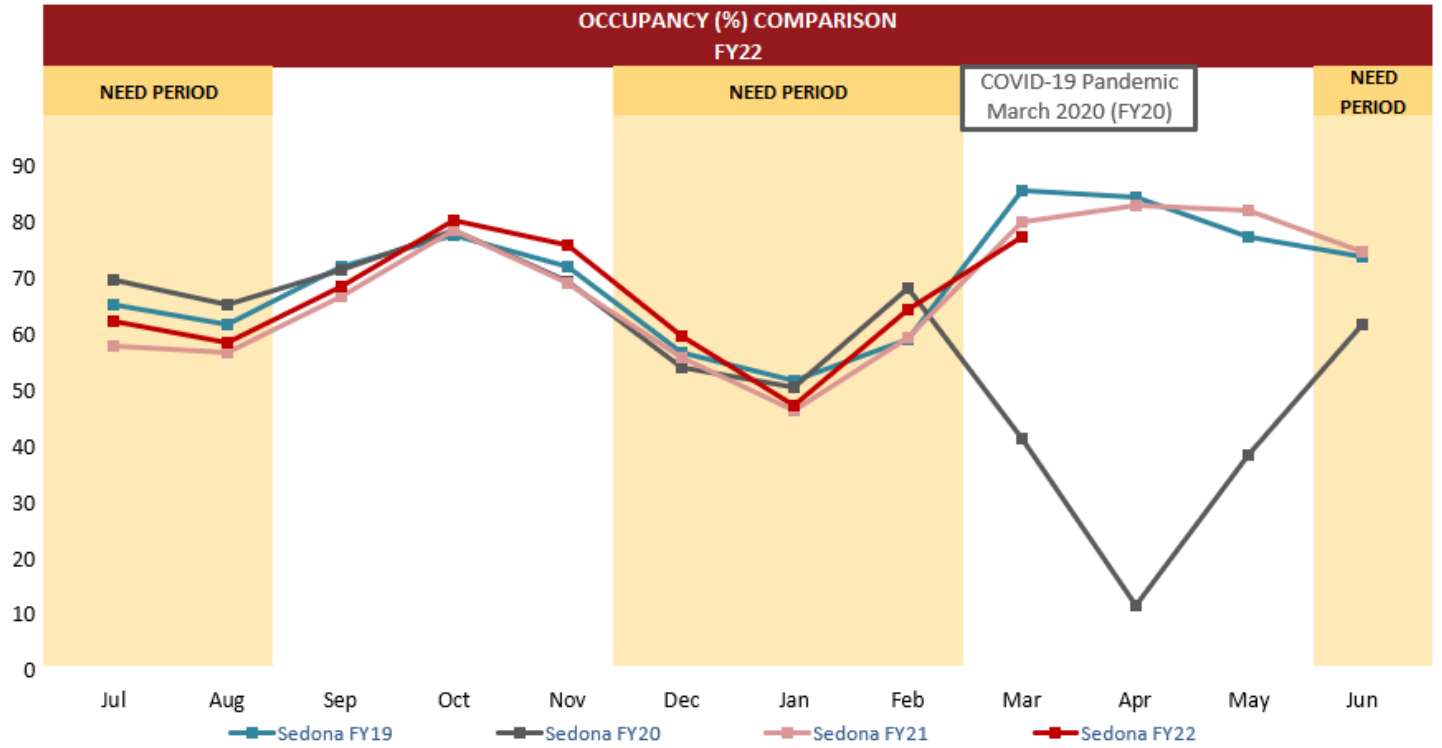
Quality of Sedona Economy

Sales & Bed Tax Collections

Includes .5% sales tax increase implemented in March 2018

Traditional Lodging Performance

Occupancy



Occupancy %

FY22	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	62.6	58.9	68.9	80.6	76.2	59.9	47.6	64.6	77.8				66.3

% Occupancy Changed

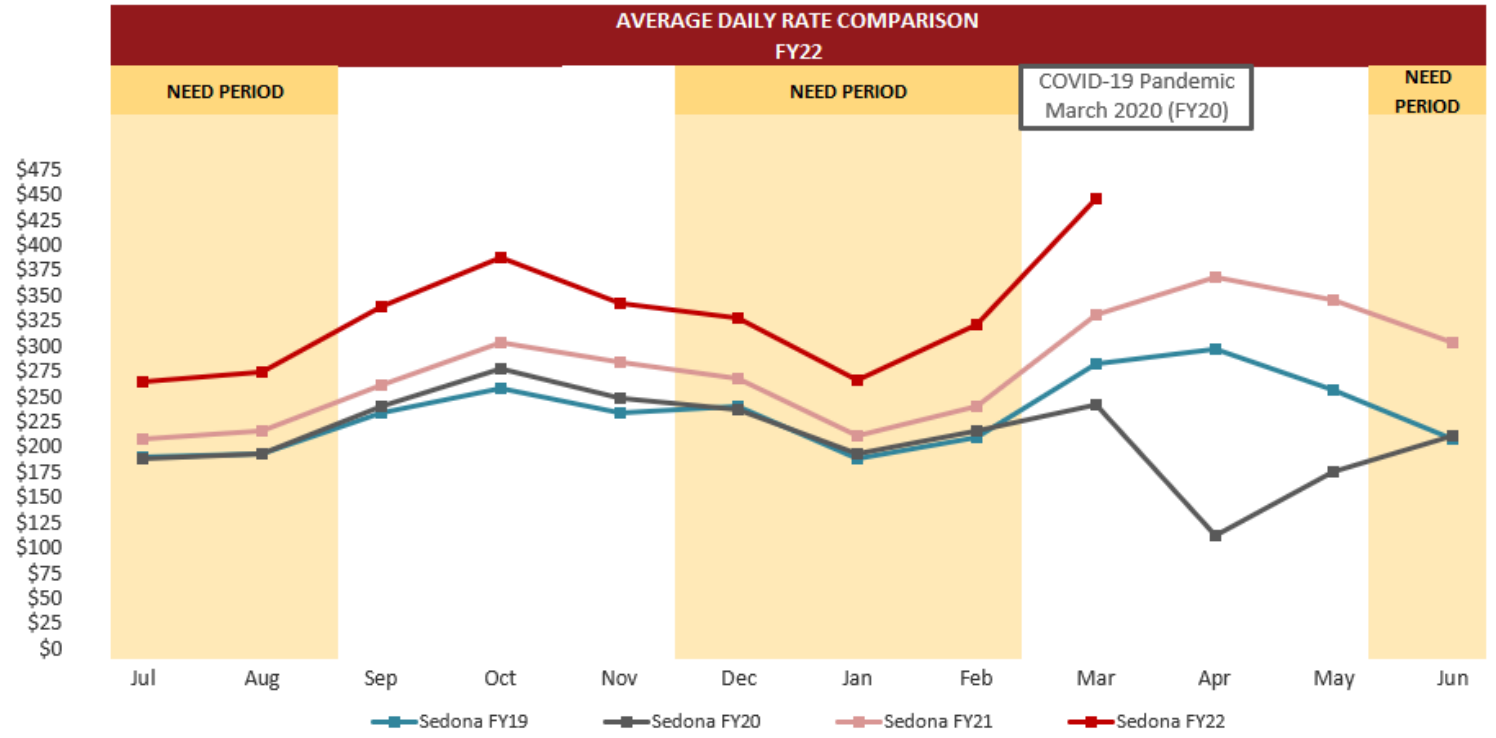
FY22 v FY21	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021
	7.4%	3.3%	2.8%	2.1%	9.6%	7.0%	1.7%	8.4%	-3.0%				4.1%

FY22 v FY20	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020	2022 v 2020
	-10.6%	-10.1%	-4.0%	2.1%	9.3%	10.3%	-6.5%	-5.6%	87.0%				4.5%

FY22 v FY19	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	2021 v 2018	2021 v 2018	2021 v 2018	2021 v 2018	2021 v 2018	2021 v 2018	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019	2022 v 2019
	-4.4%	-5.2%	-4.8%	3.4%	5.1%	5.3%	-8.5%	8.9%	-9.5%				-1.2%

Traditional Lodging Performance

Average Daily Rate



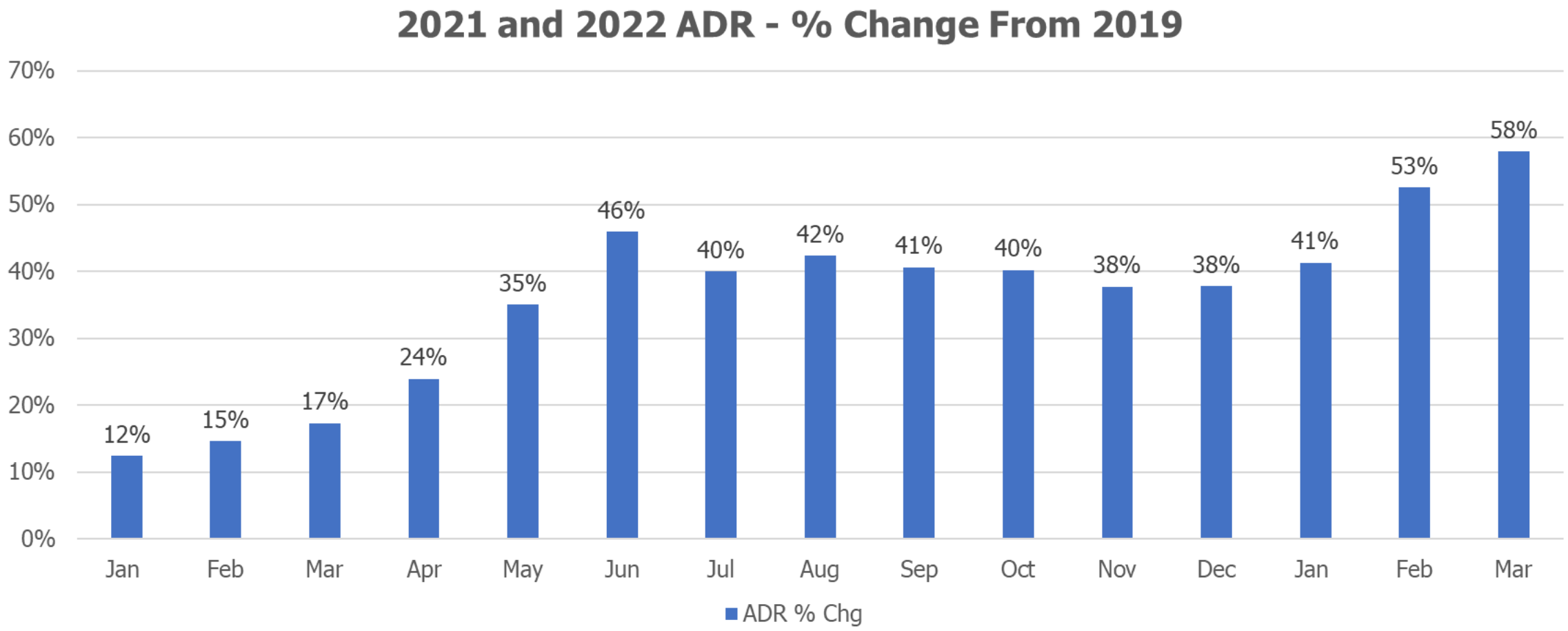
ADR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY22	265.54	275.08	339.27	389.12	342.69	327.76	266.94	321.56	446.18				330.46

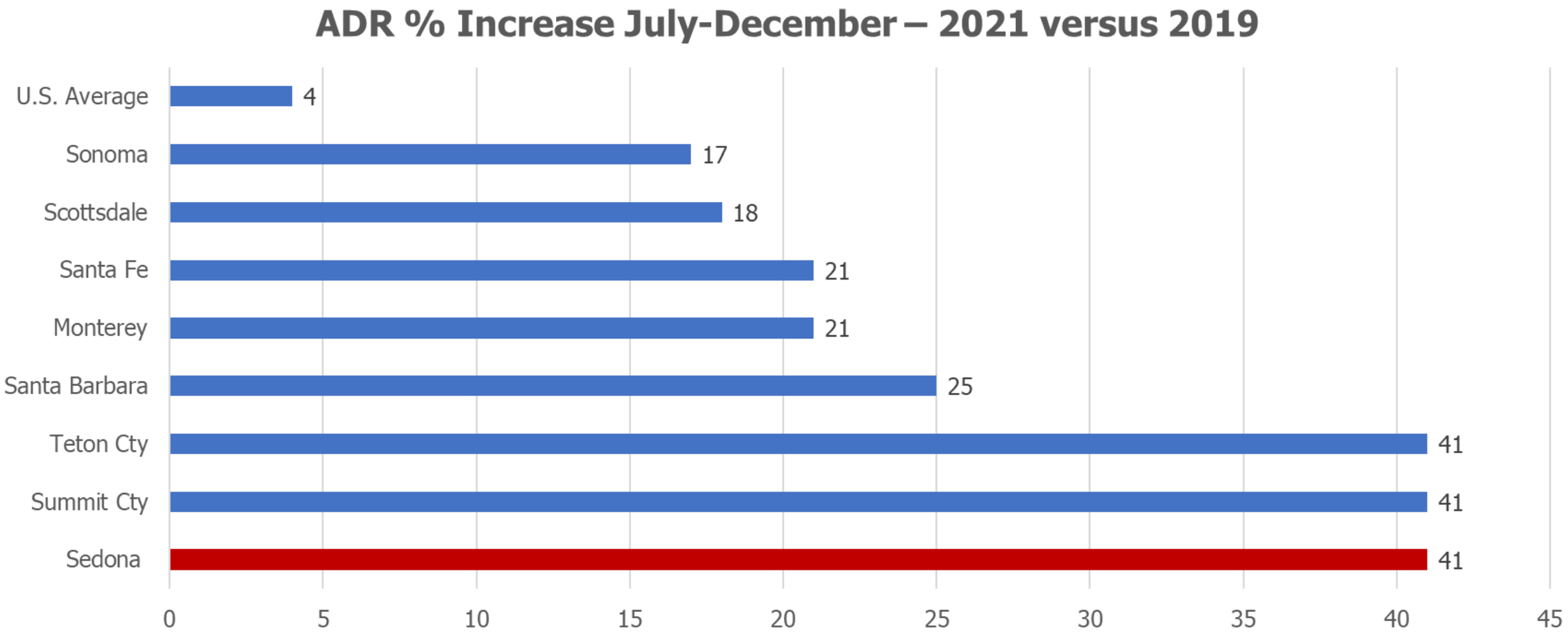
% ADR Changed

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY22 v FY21	2021 v 2013	2021 v 2013	2021 v 2013	2021 v 2013	2021 v 2013	2021 v 2013	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014	2022 v 2014
	27.4%	27.1%	29.3%	27.9%	20.1%	22.2%	25.6%	33.1%	34.6%				27.6%
FY22 v FY20	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2021 v 2020	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021	2022 v 2021
	40.0%	42.3%	40.6%	40.2%	37.7%	37.8%	38.2%	48.6%	84.1%				45.8%
FY22 v FY19	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2020 v 2018	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019	2021 v 2019
	38.9%	41.4%	44.7%	50.0%	46.3%	35.7%	41.3%	52.5%	57.9%				45.9%

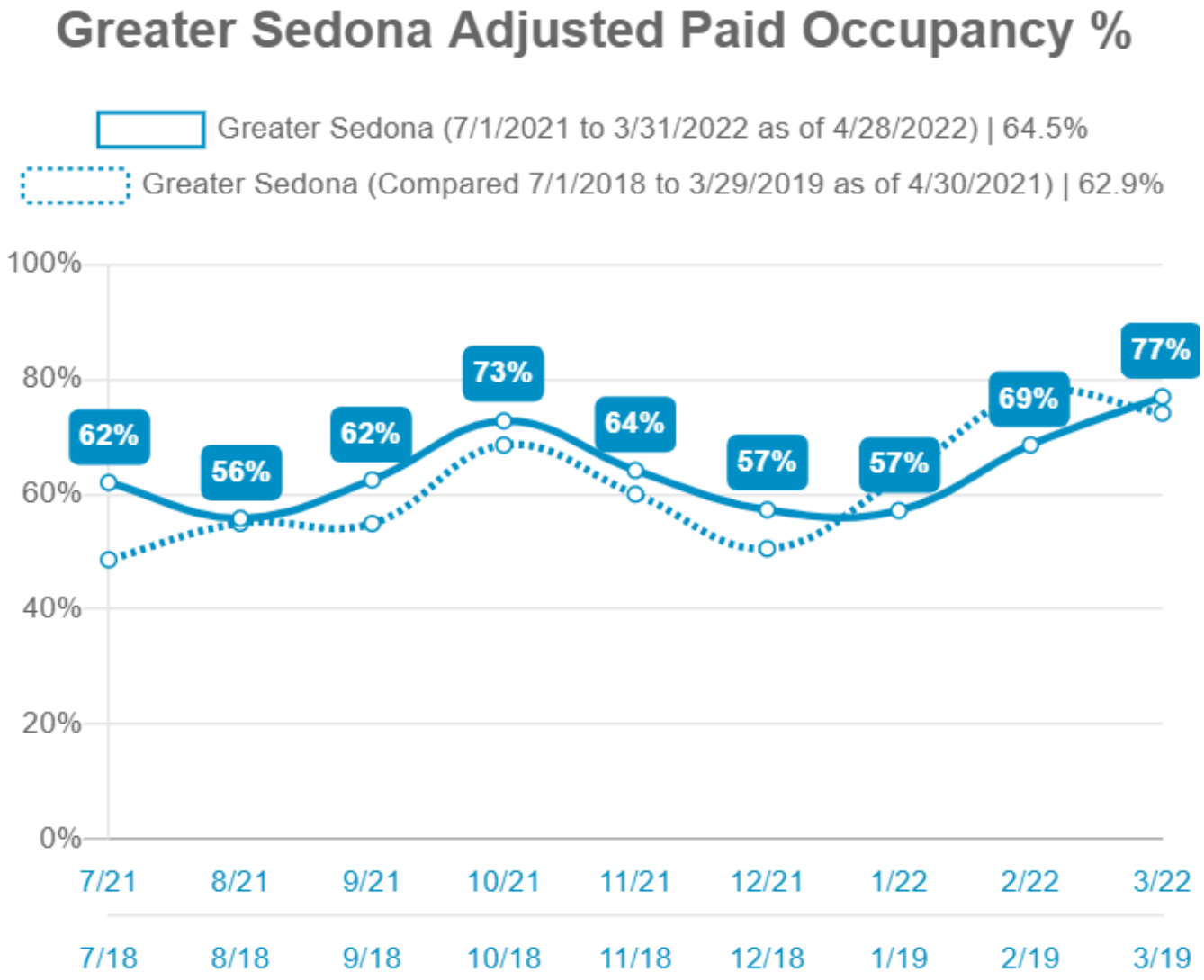
Traditional Lodging Performance



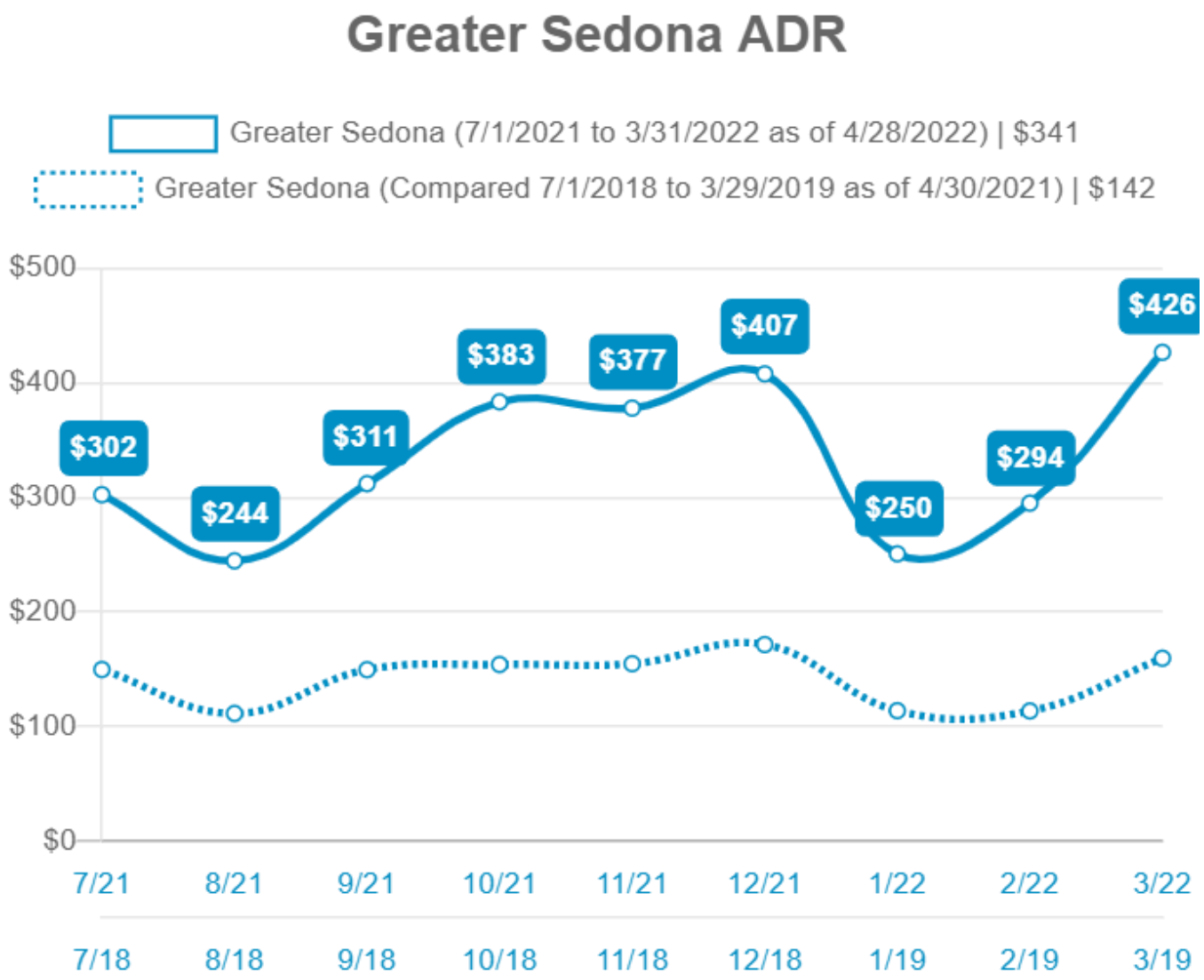
Traditional Lodging Performance



Short-Term Rental Lodging Performance



Short-Term Rental Lodging Performance



Sedona Sustainable Tourism Plan

Connecting Sedona visitors to long-term destination sustainability

SEDONA CHAMBER OF COMMERCE & TOURISM BUREAU

CITY OF SEDONA

Adopted March 2019

SCC&TB Staff

Quality of Economy

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

Sedona's Tourism Industry

Tourism is a

$1B

Industry in Sedona

Visitors Generate

77% of the City's Sales and Bed Tax Revenues

=

$27M in Local Tax Dollars (FY21)

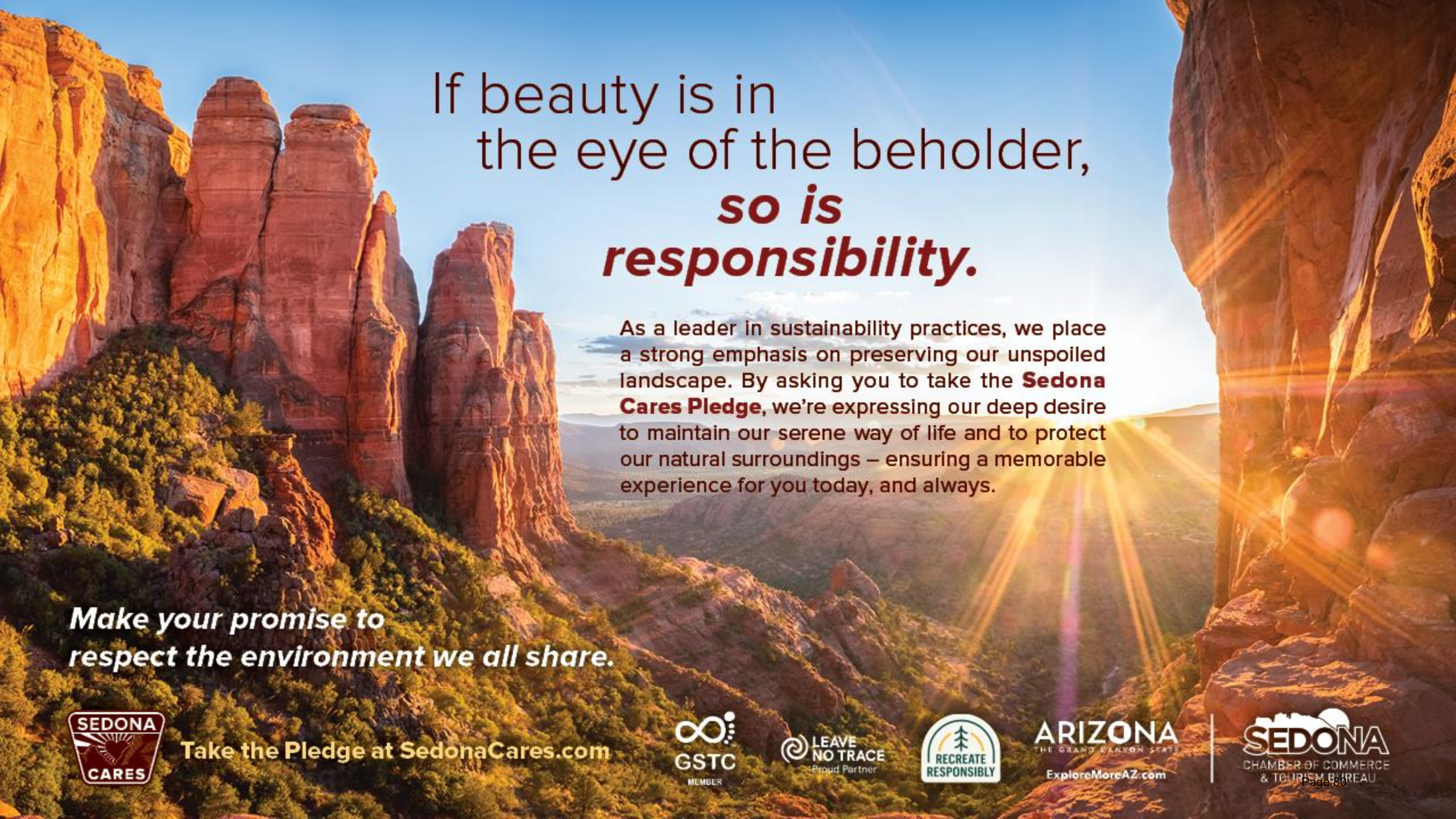
Tourism Supports Over

10,000 Jobs in Sedona

Sedona Tourism Generates Over

$240 MILLION in Wages

Statistics provided by the City of Sedona and Yavapai College


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.
SEDONA CARES
Take the Pledge at SedonaCares.com
GSTC MEMBER
LEAVE NO TRACE Proud Partner
RECREATE RESPONSIBLY
ARIZONA THE GRAND CANYON STATE
ExploreMoreAZ.com
SEDONA CHAMBER OF COMMERCE & TOURISM BUREAU

VisitSedona.com - Sustainability Front and Center

Plus, Sustainable Tourism Plan web pages updated quarterly online with input from all working STP partners.

SEDONA CARES PLEDGE

To assure Sedona's sustainability as a natural, spiritual wonder for generations to come, we invite you to join our culture of respectful care for our environment and way of life. Please take the Pledge.

TAKE THE PLEDGE

SEDONA TRAILHEAD SHUTTLES ARE HERE!

LEARN MORE

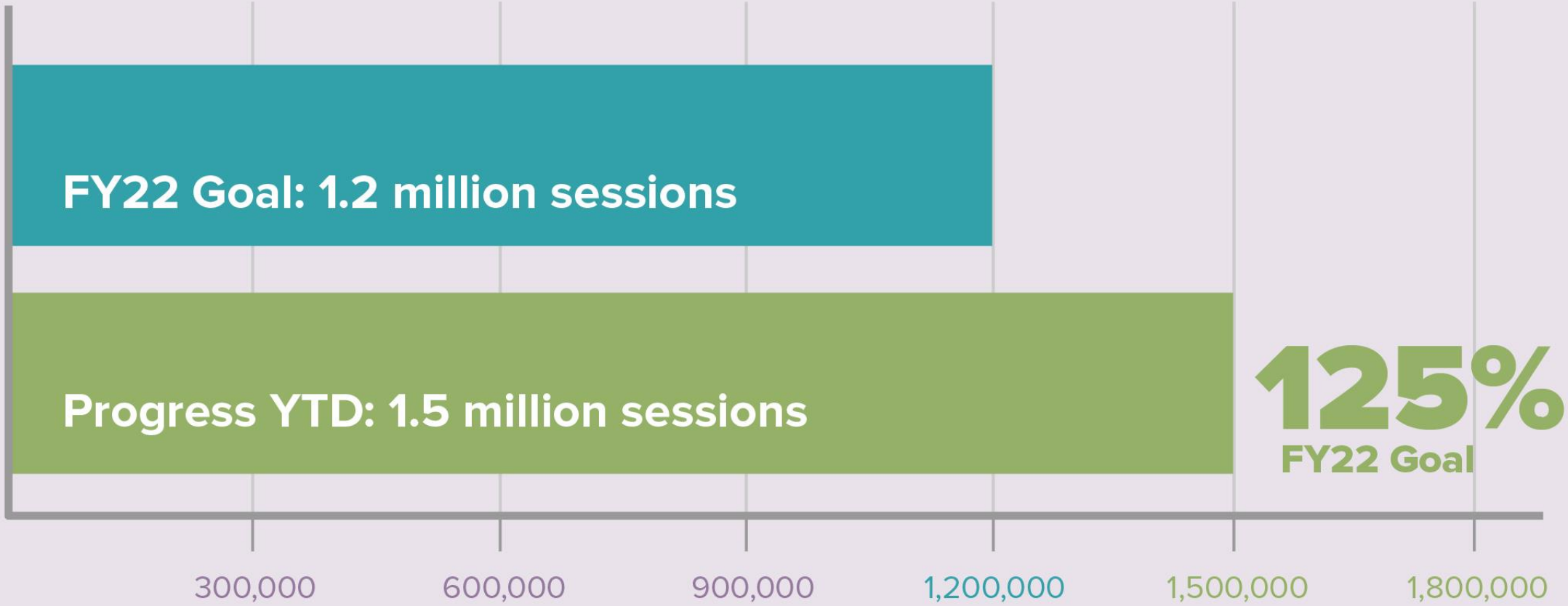
The city of Sedona has launched the first phase of its transit implementation plan. The new transit system, the Sedona Trailhead Shuttle, has begun service to several of the area's most popular trailheads.

SEDONA SECRET 7

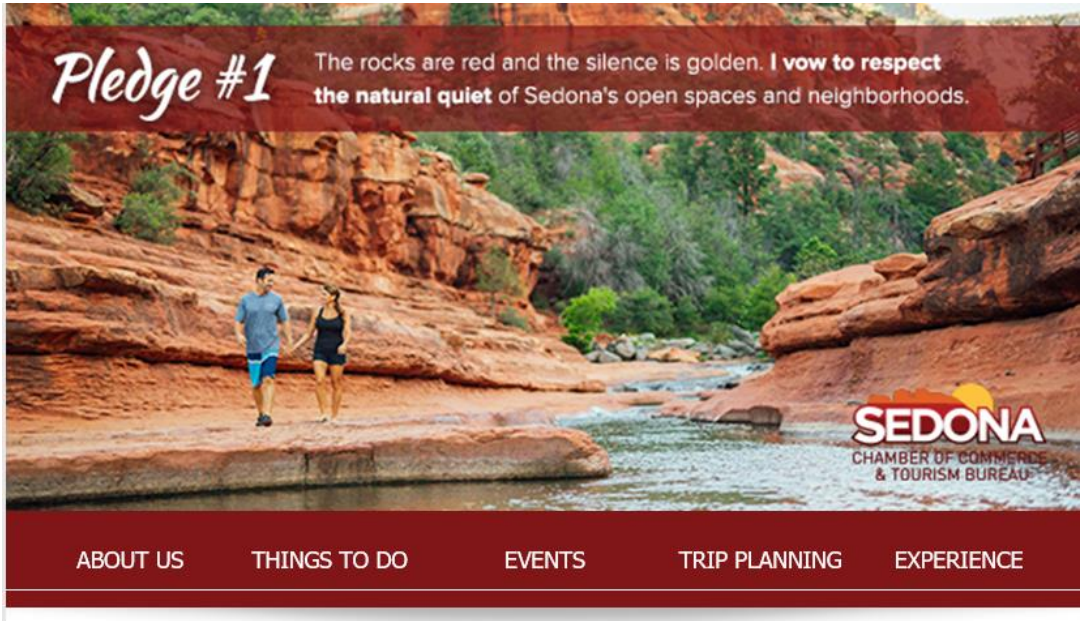
To experience the Sedona trails that only the locals know, you need the right guide. The Sedona Secret 7 reveals some of our more secluded spots just waiting to be explored.

EXPLORE NOW

Educating Visitors Using VisitSedona.com



FY22 YTD: July 2021 - March 2022



TAKE THE PLEDGE
and Be Entered To Win!

EXPLORE THE ENTIRE REGION

Featured Business

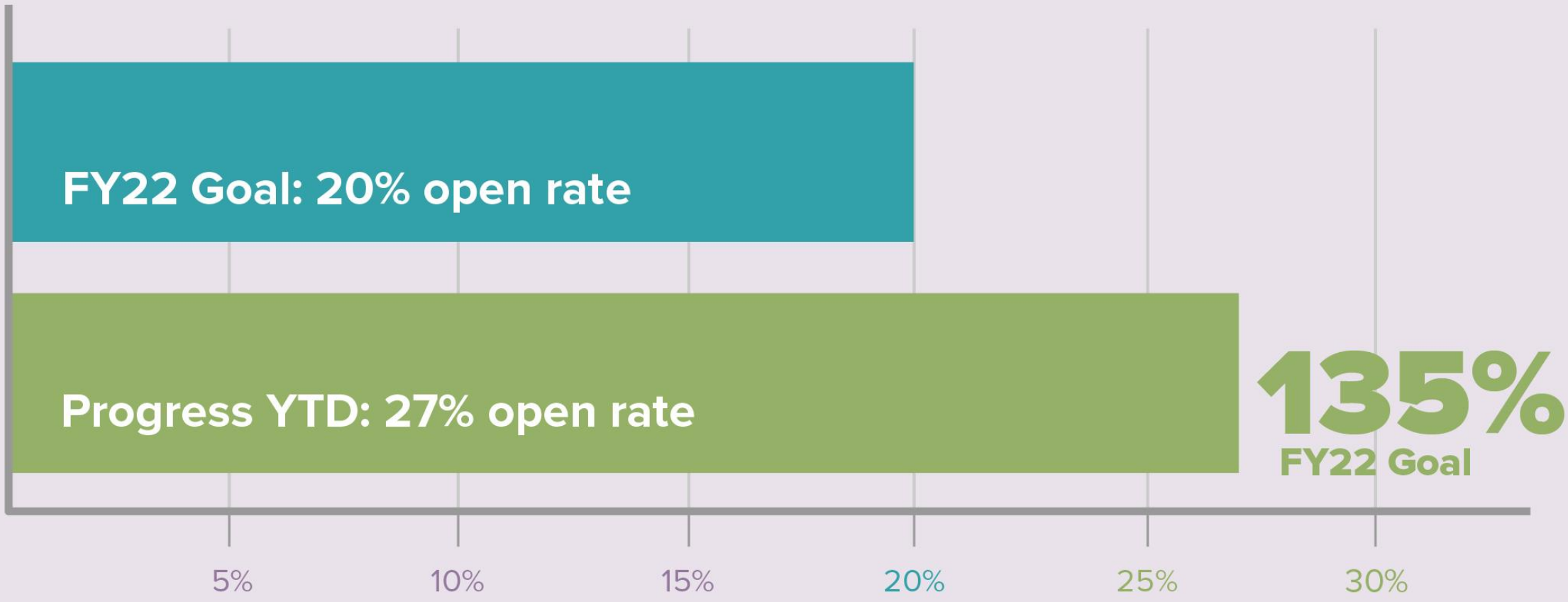
Grape Train Escape Wine-Tasting

Verde Canyon Railroad is renowned for its Grape Train Escape wine-tasting Saturday night Starlight rides, a popular summer event now in its 20th year.

New for 2022, the love for wines arrives even sooner, spilling onto the entire month of May, with Verde Canyon Railroad's **inaugural Uncorked wine-tasting event** at the depot daily, **May 3-26**, Featuring a daily line-up of wines from around the world, as well as vintages raised right here in Arizona. The tasting takes place on the shaded patio 11:00 a.m. -12:45 p.m., prior to the 1:00 p.m. train departure. **Uncorked tasting tickets** and souvenir tumbler may be preordered when booking train tickets.

Ready to Pour

Consumer eNewsletter: Ensure High Open Rate

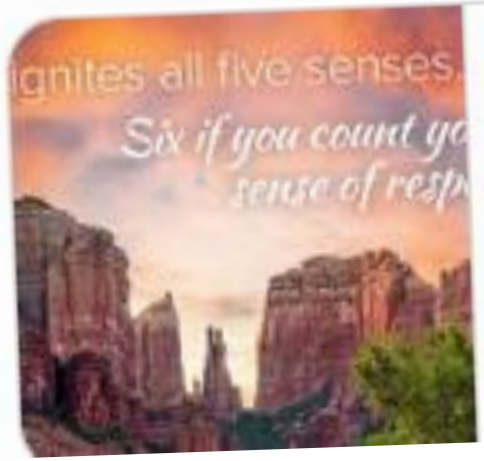


FY22 YTD: July 2021 - March 2022

Claudia Collins @ClaudiafCollins · Apr 25

I just took the Sedona Cares Pledge & you should too! 👇

This pledge highlights the 7 @leavenotrace principals - something very important to me. I'll be in Sedona this weekend filming two new adventures & I can't wait to share! 🌵🏜️
@SedonaChamber



visitsedona.com
Take The Sedona Cares Pledge
The Pledge affirms to the world that you are part of the Sedona Sustainable movement, committed to ...

tread lightly!®

RESPECT AND RESPONSIBILITY HELP KEEP SEDONA'S TRAILS ACCESSIBLE

Overuse, abuse, and damage can lead to trail closures. No matter what kind of outdoor activities you enjoy, there is the potential to impact the land and resources negatively, but off-roading can have higher impacts on trails and create disturbances in residential areas when not done respectfully

Every trail user has a stake in keeping these places open, so remember to respect other trail users and communities, ride responsibly and Tread Lightly!

Respect for public land comes in many different forms. Not only should you take care of the resources you recreate on, but also be conscientious and courteous to those who are sharing the trail, the people living in communities near trailheads and the land managers who maintain public lands.

SEARCH BLOGS BY CATEGORY

Awards | Art | Events | Food
General Sedona Info | Health | Hiking
History | Leave No Trace | Lodging
Music | Outdoor recreation | Spa
Shopping | Spiritual | Metaphysical
Sports | Yoga | Sustainability
Things To Do | Tips | Travel | Wine

MIND THE DUST: HOW TO KEEP OFF-ROAD TRAILS OPEN AND ACCESSIBLE

Sedona's unique desert landscape are amazing places that can be explored by many kinds of outdoor enthusiasts, including off-roaders, but it's important to know how to ride properly. By respecting the trails, neighbors to the trailheads, and fellow trail users, riders help protect access to these off-roading trails. One way to maintain access is by keeping the dust down when off-roading in Sedona. By not kicking up dust, you protect others, sensitive desert habitats and your vehicle. Here are a few tips to help you Tread Lightly! and mind your dust:

Keep Speeds Down: Riding at high speeds kicks up dust and creates a lot of noise. When off-roading, it is very important to maintain a safe speed through neighborhoods and on trails to keep impacts low and to keep residents who live near connector trails and access roads undisturbed. Never ride idly around campsites, neighborhoods, or trailheads. Remember, that these are shared spaces and it's important to practice trail etiquette and have mutual respect for other users and those that are impacted by trail use.

SEARCH BLOGS BY CATEGORY

Awards | Art | Events | Food
General Sedona Info | Health | Hiking
History | Leave No Trace | Lodging
Music | Outdoor recreation | Spa
Shopping | Spiritual | Metaphysical
Sports | Yoga | Sustainability
Things To Do | Tips | Travel | Wine

MINIMIZE NOISE WHEN RIDING...

By respecting the trails, neighbors to the trailheads, and fellow trail users, riders help protect access to these off-roading trails....

LEARN MORE

TREAT THE TRAILS WITH...

Public land is something we all share. Whether you like to off-road, mountain bike, hike or camp, everyone has a duty to preserve parks...

LEARN MORE

azstateparks • Following

azstateparks Planning to hike in Sedona? Check out the new Sedona Shuttle as a step towards recreating in this beautiful area sustainably! The shuttle provides transportation to popular in-tov trailheads: Cathedral Rock, Soldier Pass, Dry Creek (with access to Devil's Bridge), and Little Horse. More info at @visitsedona.

.

Ready to take your responsible recreation to the next level? Try a trail less known--you'll escape the crowds, see amazing scenery, and help disperse traffic on the trails. Each of the trailheads connect to lower traffic trails (see below). Make sure you visit our two Sedona state parks when you're in the area!

📸: @traveling.kris at @red_rock_state_park

.

Dry Creek Trailhead with access to:
Chuckwagon Trail
Mescal Trail
Lizard head Trail
Snake Trail

.

Cathedral Rock Trailhead with access to:
Templeton Trail
Easy Breezy Trail
Baldwin Trail
HT Trail

.

Soldier Pass Trailhead with access to:

Teacup Trail

Jordan Trail

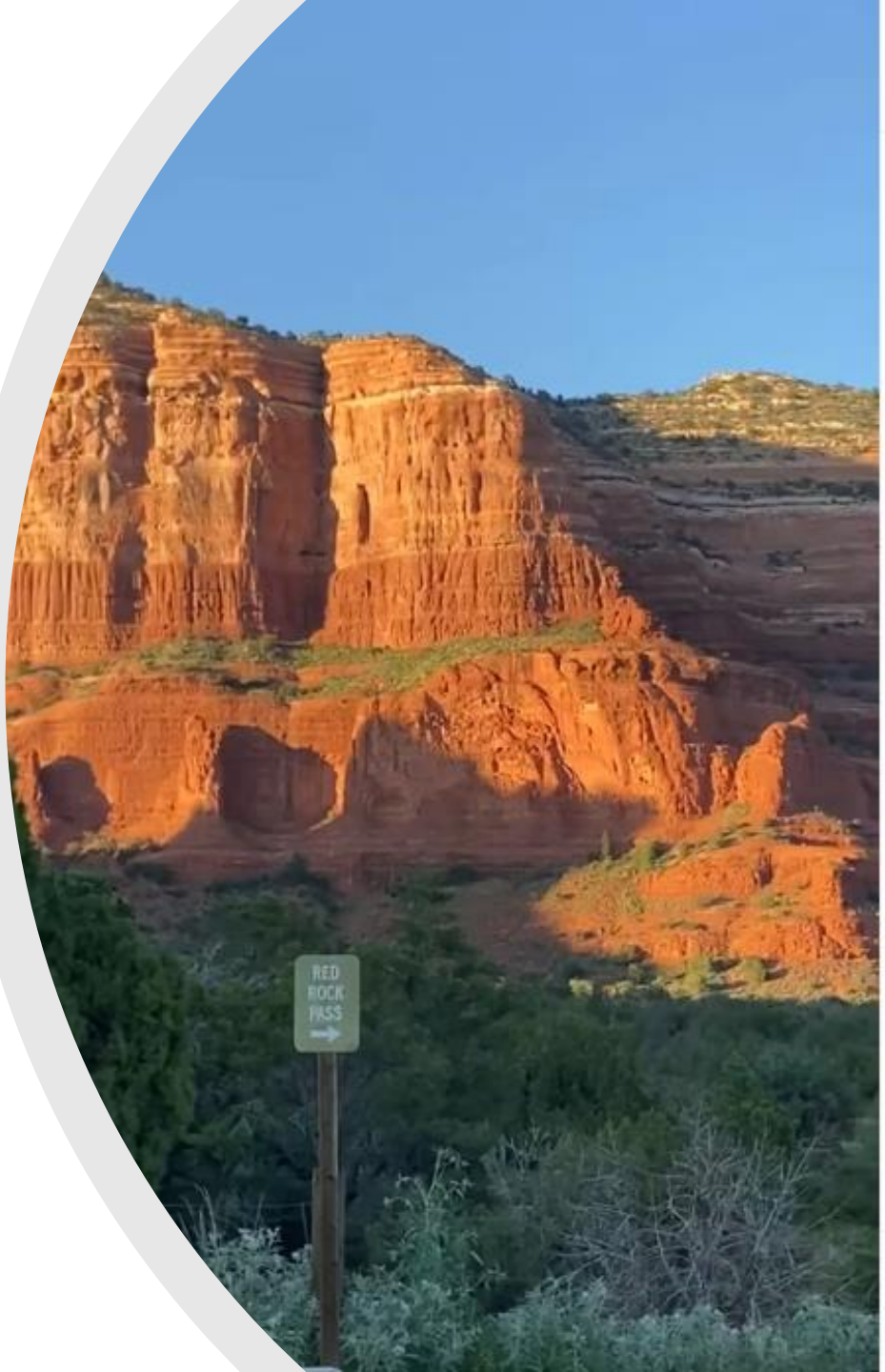
Liked by lifeisgoodarizona and 1,806 others

AZ State Parks Instagram Post

Instagram Influencer

theAZhikeoholics

78K followers



visitsedona
shotozu • Original Audio

visitsedona @hiltonsedona invites you to join our culture c
for our environment and way of life here in Sedona, Arizona.

We kindly ask you to please take the Sedona Cares Pledge at Sedonacares.com to assure Sedona's sustainability as a natural, spiritual wonder for generations to come.

#HiltonSedona #ProtectSedona #WeAreSedona #SedonaCares #PartnerSubmission

7w

heinrichstasiuk 😍

7w 1 like Reply

blueolivemedia It's just so stunning! ❤️

7w 1 like Reply

alanpelletierphotos Will be there next week 🙌

7w 1 like Reply

michelledereski Love 🧡

7w 1 like Reply

she.hikes.too ♡♡♡

Liked by **thehikehouse** and **1,927 others**

52 Red Rock News columns

Weekly column reposted as blogs on our web site

Topics included:

- Short term rental Chamber-supported community and legislative action
- Legislative updates on short term rentals
- Sustainable Tourism Plan updates
- Sedona Shuttle trailhead service
- SIM and micro transit
- Comparative sustainable destination messaging programs
- Verde Shuttle launch
- Nonprofit leadership
- Voluntourism and trash cleanups
- Leave No Trace
- Trail Keepers
- Verde Valley wines achieving AVA status, aiding tourism dispersal
- Travel & tourism trends and Chamber response
- Fly Friendly updates
- Visitor education outreach
- City Council partnership

Overtourism Has Reached a Dangerous Tipping Point—Am I Part of the Problem?

For visitors, the new plan means taking responsibility for your actions, even if you are on a carefree road trip across the West. Travelers can take the Sedona Cares pledge online, a nine-tiered promise that includes leaving no trace on trails (and picking up the increasing number of doggie poop bags), being kind and considerate in local establishments, and not risking life or limb to take a selfie.

Any traveler with a conscience has questioned the ethical, environmental, and moral consequences of their individual choices, and no doubt the pandemic has put even more pressure on popular domestic destinations like Sedona, Moab, Big Sur, and most of our national parks. As a writer for this magazine and others since the 1990s, I've reported stories that highlight culturally and environmentally sustainable destinations that are "doing it right," where tourism has benefited rather than depleted the culture, the residents, and their natural resources. In the past few years, however, I've found it increasingly hard to define what constitutes "sustainable" travel—and whether I'm practicing it.

SCC&TB Sales Responsibilities:

1. **Educate Industry Professionals** (i.e. tour operators, travel agents, meeting/event planners, etc.)

- Current Sedona's situation and its focus on sustainability
  - As International travel was not happening during the pandemic, most of international tour operators do not know or have not experienced the changes in Sedona. Many meeting/event planners are in a similar situation; they are unaware of how different Sedona is from pre-pandemic days. Education on Sedona's current situation is important.

- Visitor education before travel planning is done
  - Accomplish visitor education on responsible tourism during planning/booking stage to attract desirable low impact clients to Sedona by educating industry professionals. Communicating Sedona's sustainable efforts/pleas through industry professionals is critical. These industry professionals assist their clients finalize/book their leisure or business plans in the destination.
  - Due to uncertain traveling climate due to everchanging Covid regulations, more people are using the service of travel industry professionals to plan their leisure trips and/or business programs.

- Target tour operators that are; 1) from countries that are aligned with Sedona's focus on sustainability and; 2) have higher visitation to the US in the summer and winter seasons (our need periods).
  - Countries include the Nordic countries (Sweden, Norway, Finland, Denmark), Switzerland, Japan, Germany). This supports attracting environmentally responsible thus desirable visitors. When domestic visitors start to travel to international destinations and the U.S. starts to receive international visitors, Sedona's visitor demographics is also expected to shift.

Sales Responsibilities, continued…

- Education on Sedona's need periods/low seasons
  - Continue educating industry professionals about the benefit of planning their leisure and business programs during Sedona business' need times to discourage visitation over weekends and/or high seasons.

- Education on responsible tourism
  - Leave No Trace principles
  - Sedona Cares Pledge
  - Sedona's Secret 7
  - Sedona Shuttle transit system - Many international visitors are accustomed to use public transportation system, so the knowledge of the transit system will help visitors creating itineraries based on utilizing the system. Meeting/event attendees are also able to use the service during their stay in Sedona if they are aware of the system. Educating about it before visitors make their final plans is important.

2. Bring Business Opportunities to Sedona Chamber of Commerce & Tourism Bureau Partners

- Represent Tourism Bureau partners to well thought-out clients in the travel trade and meetings industry to generate leads.
- Connect travel trade and meetings industry professionals to appropriate Sedona businesses based on their needs.

3. Respond to Inquiries and Requests

- Assist industry professionals and include sustainable messaging when communicating with them. SCC&TB receives an average of 10 inquiries per day.

IMEX America Nov 2021

Meetings Industry Trade Show

IPW – Sept 2021

(postponed from 2020)

International Travel Trade Show

ipw
POWERED BY U.S. TRAVEL ASSOCIATION
LAS VEGAS
SEPTEMBER 18-22, 2021

ARIZONA
DESTINATION LUNCHEON

Cherri Lamont | Manager - Global Travel Industry Sales

Flagstaff
discoverflagstaff.com
Arizona's destination for all seasons

Sachiko Sado | Director of Tourism Development

SEDONA
CHAMBER OF COMMERCE
& TOURISM BUREAU

Emily Wininger | Tourism Sales Manager

EXPERIENCE
SCOTTSDALE

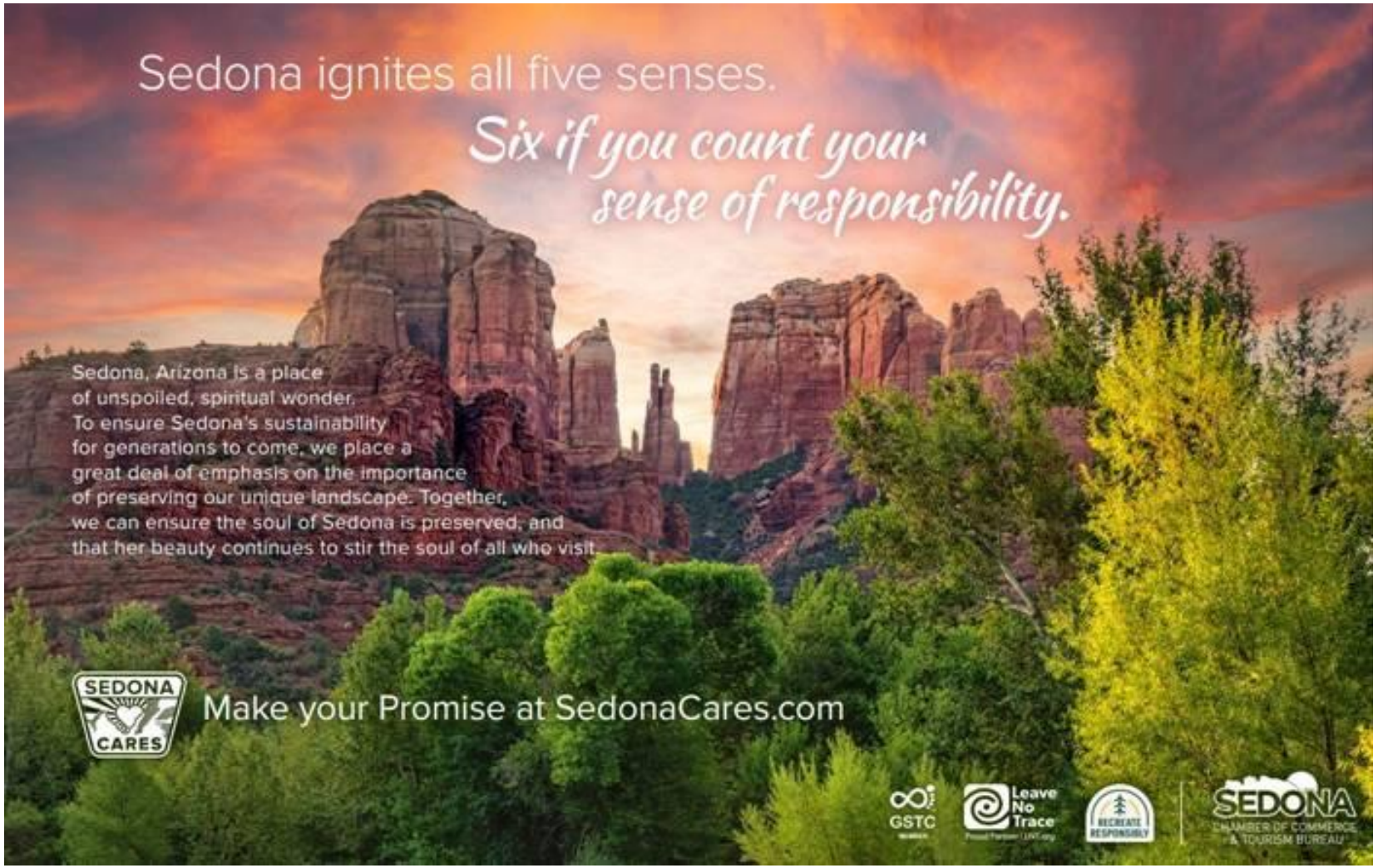
Maria Lourdes Delgado | Director of Tourism

VISIT
PHOENIX

Jalyssa Gasmen | Tourism Sales Manager

Visit
tucson
VISITTUCSON.ORG

THE FIRST SUSTAINABLE TOURISM PLAN IN AZ



Sedona Cares Pledge - SedonaCares.com

Tourism Cares

Tourism Cares

Meaningful Map Of North America

Explore meaningful travel experiences that can infuse purpose into both your travel product and your travels.

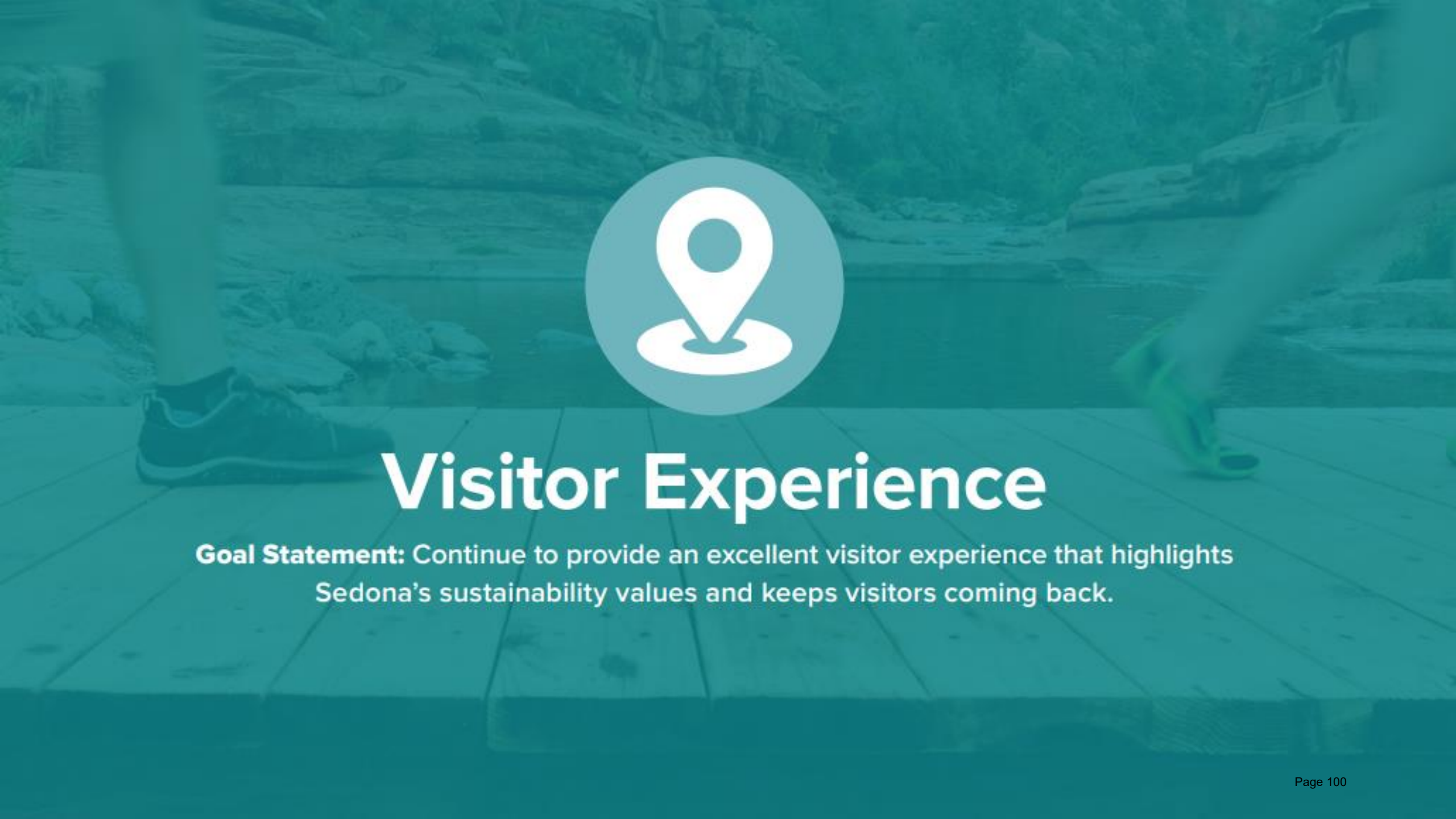
Tap ‘Enter’ to view all profiles in each region.

Share entire profiles with clients by tapping ‘Share’ at the bottom of each profile page.

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

Tourism Economy

Group/Meeting Sales	March	YTD	Annual Target	% of Target
Generate group/meeting leads for room nights during mid-week, off-peak season	3,816	22,568	20,000	113%
Meet with professional meeting planners	26	211	150	141%
Ensure page views for Group/Meetings web pages on VisitSedona.com	1,408	11,619	17,000	68%
Raise private revenue (via co-op) to offset expense to attend tradeshows (IMEX)	0	17,500	$14,000	125%
Travel Trade Industry Sales	**March**	**YTD**	**Annual Target**	**% of Target**
Field domestic and international hotel and service request leads	7	32	25	128%
Forward referrals for Sedona tourism stakeholder partners	136	888	850	104%
Meet with travel trade professionals at tradeshows & missions	29	292	250	117%
Ensure page views for travel trade web pages on VisitSedona.com	2,168	22,629	55,000	41%
Raise private revenue (via co-op) to offset expense to attend tradeshows (IPW x 2)	$3,000	$12,000	$18,000	67%

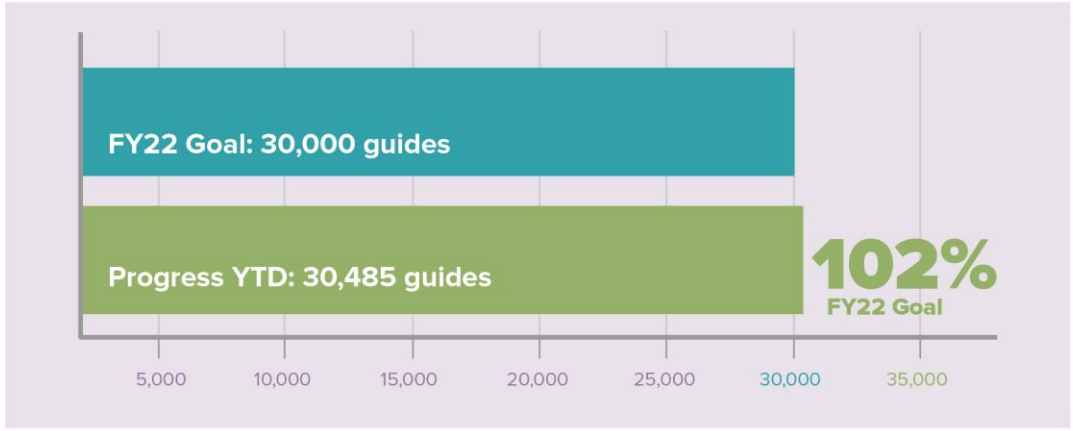


Visitor Experience

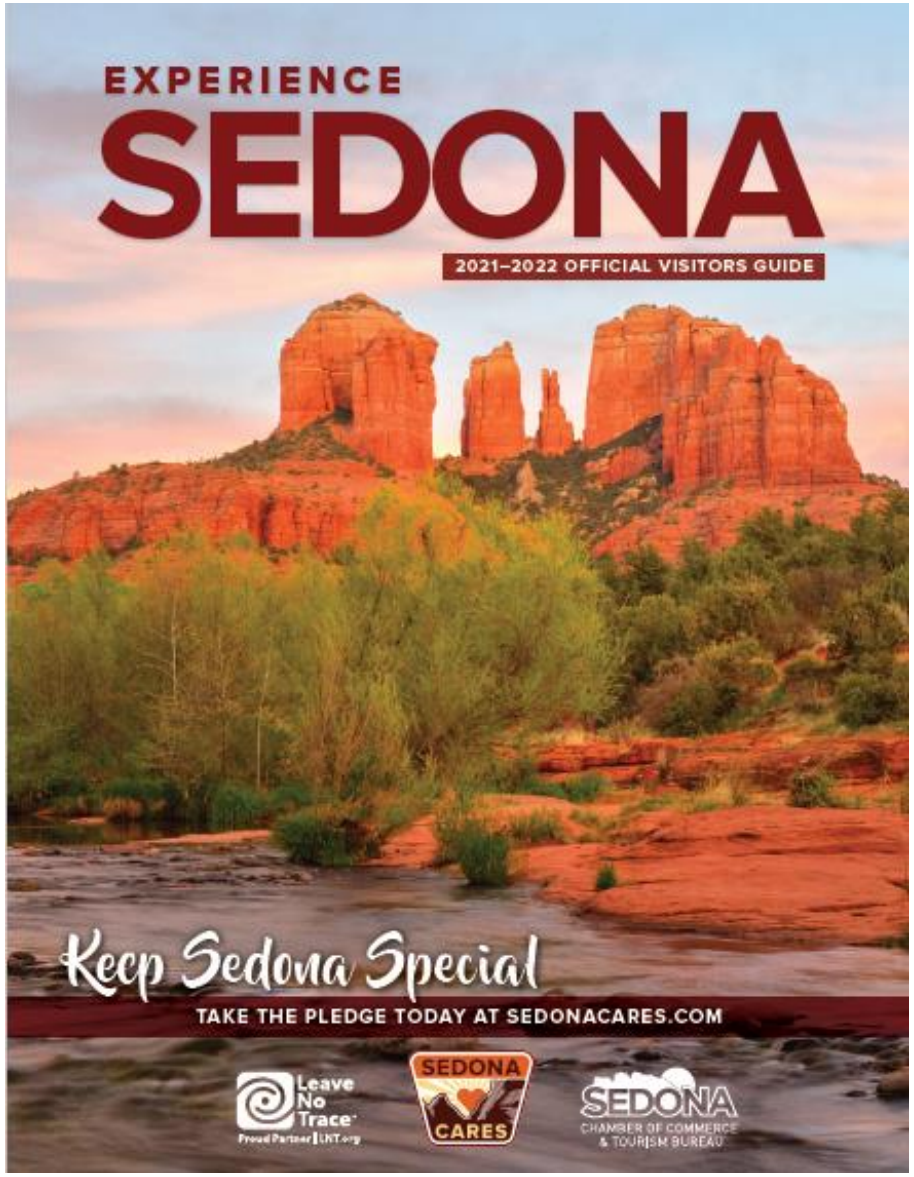
Goal Statement: Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

SEDONA
CHAMBER OF COMMERCE
VISITOR INFORMATION
331

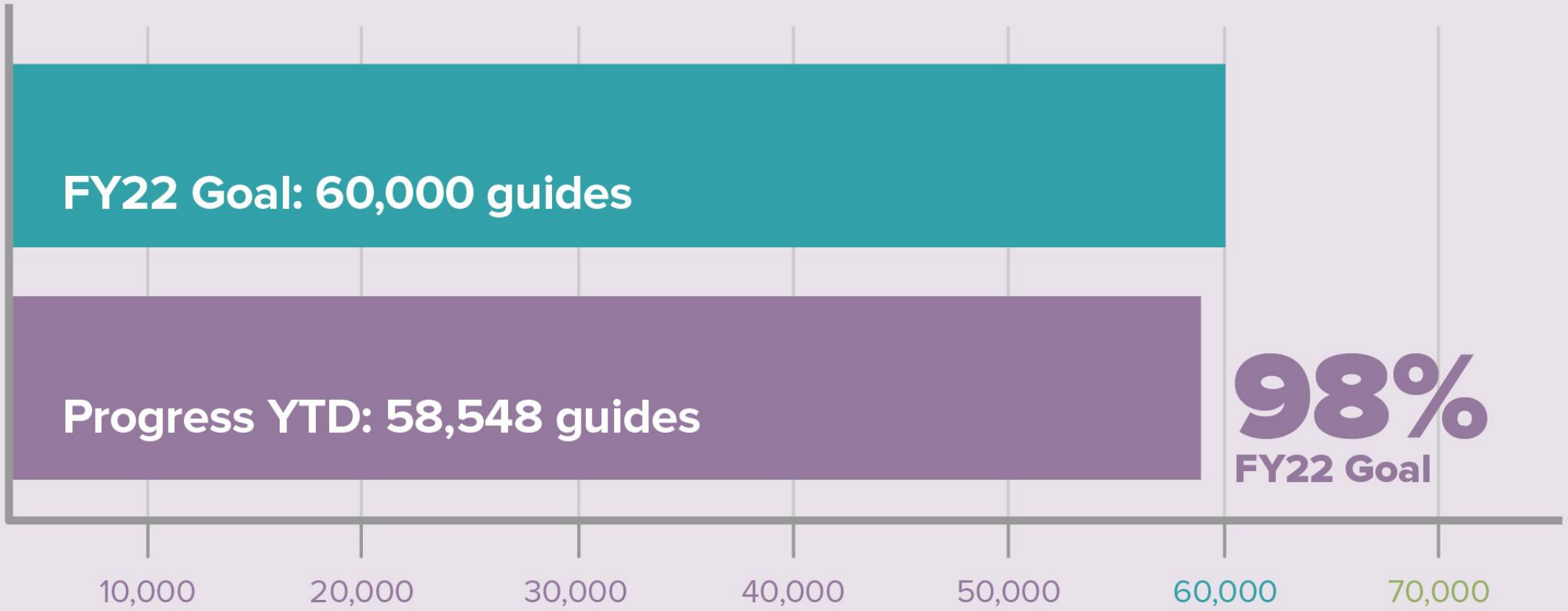
Experience Sedona Guides: Mail Requests



FY22 YTD: July 2021 - March 2022



Experience Sedona Guides: Digital Downloads



FY22 YTD: July 2021 - March 2022

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

	Visitor Services	March	YTD	Annual Target	% of Target
Visitor Experience	Manage Uptown Visitor Center 7-day/week, 59.5 hours (exclude 2 holidays)	236.5	2266.5	3,094	73%
	Manage and assist people who walk into the facility	17,270	94,787	300,000	32%
	Manage and assist visitor inquiries via phone and email	1,324	8,200	7,500	109%
	Distribute printed Experience Sedona Visitor Guides throughout Arizona and US	21,764	226,351	250,000	91%
	Maintain an "excellent or good" visitor satisfaction rating (source: ongoing Visitor Center survey)	100%	100%	Excellent/Good	100%

Quality of Life

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

COCONINO National Forest

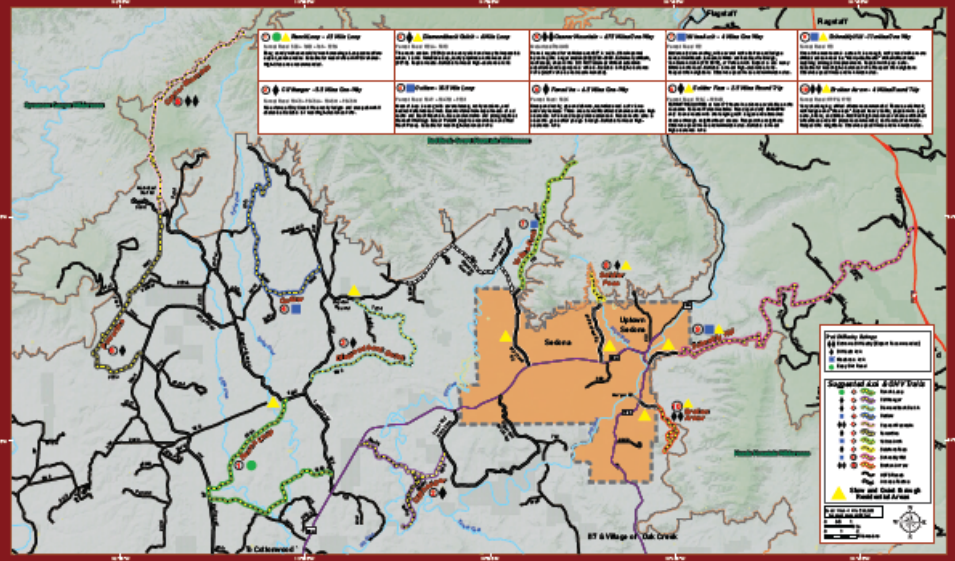
tread lightly!.org

RESPONSIBLE RECREATION

BEING RESPONSIBLE DOESN'T MEAN BEING BORING

TREAD LIGHTLY! KEEPS SEDONA'S OUTDOOR RECREATION AREAS BEAUTIFUL, HEALTHY AND ACCESSIBLE.

For more recreation tips and to join, please visit treadlightly.org



STAY ON DESIGNATED ROUTES

KEEP SPEEDS DOWN

MIND YOUR DUST

TRIP TIPS

- TRAVEL ONLY IN AREAS OPEN TO OHV USE
- KNOW IF YOUR VEHICLE CAN HANDLE THE TERRAIN
- BRING AND USE THE PROPER SAFETY GEAR FOR YOUR VEHICLE
- CARRY TOOLS NEEDED FOR EVERY EMERGENCY
- WASH YOUR VEHICLE BEFORE AND AFTER YOUR RIDE
- BRING A FIRST AID KIT
- ALWAYS CARRY A MAP
- DON'T DISTURB WILDLIFE
- PACK OUT WHAT YOU PACK IN

RED ROCK OHV CONSERVATION CREW

A SEDONA CHAMBER PARTNERSHIP

T.R.E.A.D. PRINCIPLES

- Educate Yourself
- Travel Responsibly
- Avoid Sensitive Areas
- Respect Rights Of Others
- Do Your Part

Partners

"Red Rock OHV Conservation Crew (RROCC) Partners"
Contributing 1% of sales to trail enhancement, maintenance and rider education.

Travel Responsibly

- Stay on designated roads, trails, areas and waterways.
- Go over, not around, obstacles to avoid widening trails.
- Cross streams only at designated crossings.
- When possible, avoid wet, muddy trails.

EducateYourself

- Plan for your trip.
- Obtain travel maps and area regulations from public land management agencies.
- Know how to operate your equipment safely.

DoYour Part

- Model appropriate responsible behavior.
- Leave an area better than you found it.
- Properly dispose of waste.
- Avoid the spread of invasive species.

Respect the Rights of Others

- Respect private property owners and other recreationists.
- Leave gates as you found them.
- Yield right-of-way to those passing or going uphill.

Avoid Sensitive Areas

- Such as meadows, lakeshores, wetlands.
- Protect wildlife habitat and sensitive soils from damage.
- Don't disturb historical, archaeological or paleontological sites.

T.R.E.A.D. PRINCIPLES

For More Info

Red Rock Ranger District
8375 State Route 179, Sedona, AZ 86351
Treadlightly.org
VisitSedona.com
(928) 203-7500

Kiosk Signs Made Possible By Bronco Wild Fund

RED ROCK OHV
CONSERVATION
CREW
A SEDONA CHAMBER PARTNERSHIP
tread lightly!

RED ROCK OHV
CONSERVATION
CREW
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tread lightly!

RED ROCK OHV
CONSERVATION
CREW
A SEDONA CHAMBER PARTNERSHIP
tread lightly!

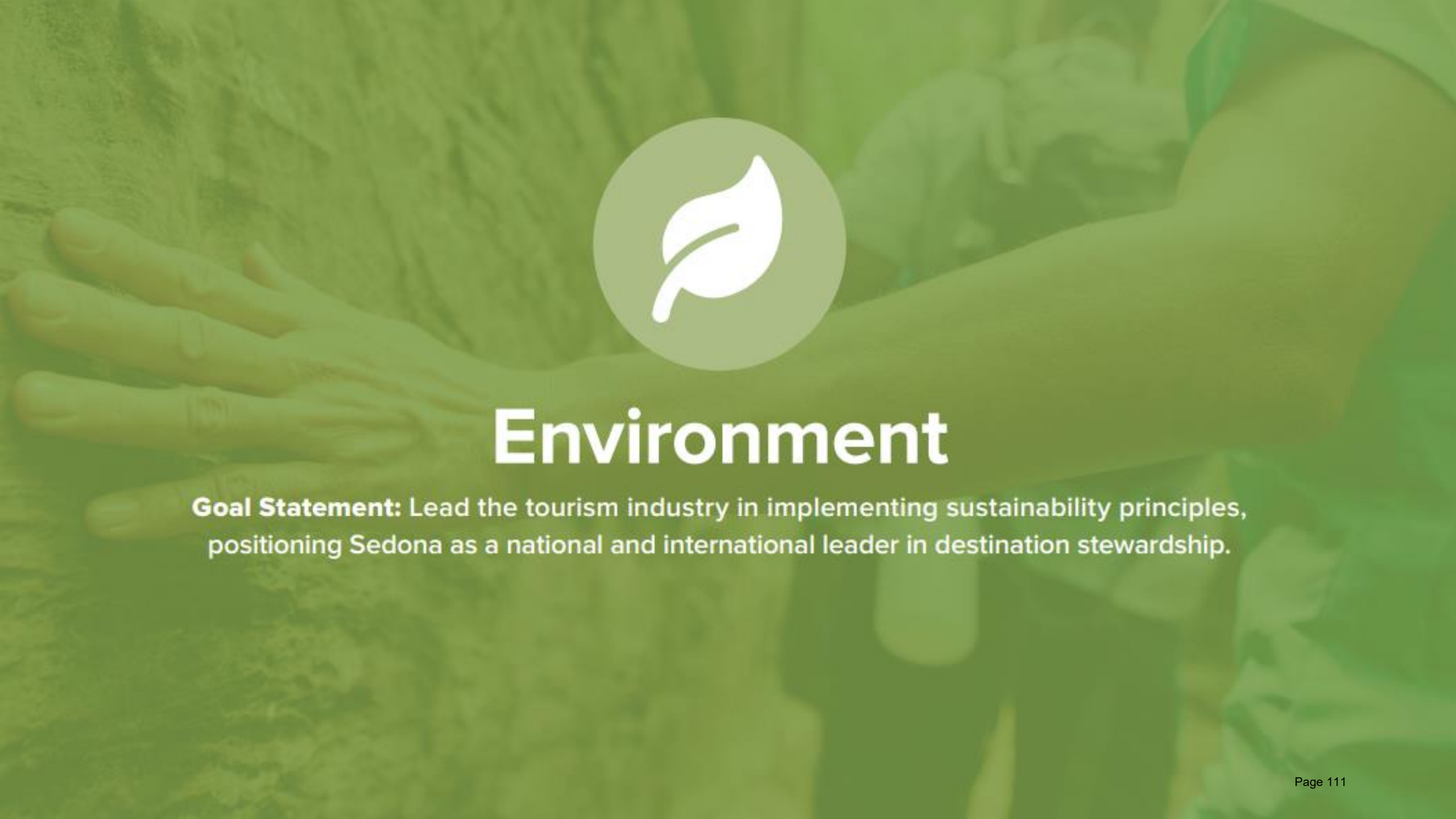
They're hiring in Sedona.
Verde Shuttle is your ride to work.
SEDONA
COTTONWOOD
It's just that easy!
Verde Shuttle
COTTONWOOD • SEDONA

They're hiring in Sedona.
Verde Shuttle is your ride to work.
SEDONA
COTTONWOOD
It's just that easy!
Brand new shuttle buses
Cool, Clean and Direct
Only $2.00 each way
From the Cottonwood Library every 45 minutes
Free transfers to and from CAT buses at Cottonwood Library
Get all the details and plan your trip at VerdeShuttle.com
or click in Google Maps for transit directions.
Verde Shuttle
COTTONWOOD • SEDONA

SedonaShuttle.com 928-203-5152
2001-H
SEDONA
SHUTTLE

Key Performance Indicators
FY22 (July 2021 – June 2022)
March 2022

QUALITY OF LIFE		
Walkability | WalkSedona.com Develop programs that enhance the walkablity of Sedona and encourage visitors to leave their cars.	1. WalkSedona.com page views	TARGET = 12,000 / STATUS = 7,209
Sedona Transit | Sedona Shuttle Marketing Build business support and visitor utilization of Sedona Transit to enhance effectiveness.	1. Ridership volume: Over 41,000 passegner boardings in the first 22 days of service.	TARGET = 20 Passengers per hour. STATUS = 46 passenger per hour.
OHV Education & Mitigation Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption.	1. Number of website page views - RROHVConservationCrew.com	TARGET = 2,500 / STATUS = 448
Regional Transit | Verde Shuttle Marketing	1. Ridership volume	TARGET = TBD / STATUS = 56,546 (APRIL 21 - MARCH 22)



Environment

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

SEDONA TRAIL KEEPERS

EST. 2016

A Sedona Chamber Partnership

52 Trail Keepers

$1,000 ea/year

5-Year Commitment + Chamber/City Bed Tax Funded Match

1. % of visitors who practiced Leave No Trace principles
   TARGET = 90% / STATUS = 97% (visitor surveys)

2. SedonaLeaveNoTrace.com page views
   TARGET = 5,000 / STATUS = 3,952

3. Number of in-market signs produced and placed
   TARGET = 50 / STATUS = 50

1. The rocks are red and the silence is golden. **I vow to respect the natural quiet** of Sedona's open spaces and neighborhoods.
2. **I will be mindful** of Sedona's arid environment by minimizing my water and energy use and I will be extremely carefu
3. **I'll make my own memories**, but not
4. **I won't risk life or limb** (human or sa kes. I won't get killed for a killer photo.
5. When playing outside, **I'll be ready** f es in weather and random episodes of magic.
6. **Leave No Trace** and pack out trash - that includes TP and pup poo!
7. **I will discover art** in Sedona's ga n. Carving on trees or rocks, stacking stones, or defacing the s nature's art.
8. If I can't find a parking spot, **I will not invent my own**. I will go with the traffic flow, using my turn signal often and my car horn seldom.
9. **I'll be caring and considerate** wherever I go, because that's the Sedona way.

Number of Pledges Taken

SEDONA CARES

TARGET = 1,000

STATUS = 3,023

Key Performance Indicators
FY22 (July 2021 – June 2022)
March 2022

ENVIRONMENT		
Recycling Resources Deploy wider range of recycling resources/containers in high visitation areas and create effective branding to enhance utilization.	1. Tonnage of trash collected at these locations	TARGET = TBD / STATUS = 262 tons
Sustainability Alliance Business Certification Expansion Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses.	1. Number of certified businesses	TARGET = 105 / STATUS = 103
Water Refilling Stations Increase the number of water refilling stations in the area.		1. Number of stations – TARGET = 10/ STATUS = 5 2. Number of water bottles filled at stations - TARGET= 100,000 / STATUS = 27,688
Voluntourism Programs - Water Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek and the Verde River.	1. Number of voluntourism programs	TARGET = 3 large Voluntourism events and 2 private visiting group events / STATUS = 5
	2. Number of hours donated by volunteers	TARGET = 600 / STATUS = 472
	3. Number of visitors participating	TARGET = 150 / STATUS = 118
	4. Amount of trash removed by visting volunteers	TARGET = 1,500 lbs / STATUS = 1,900 lbs
	5. Number of businesses and groups partnering	TARGET = 3 / STATUS = 3

Perception of Sustainability

Sedona is a sustainable destination invested in protecting its natural environment and community character.

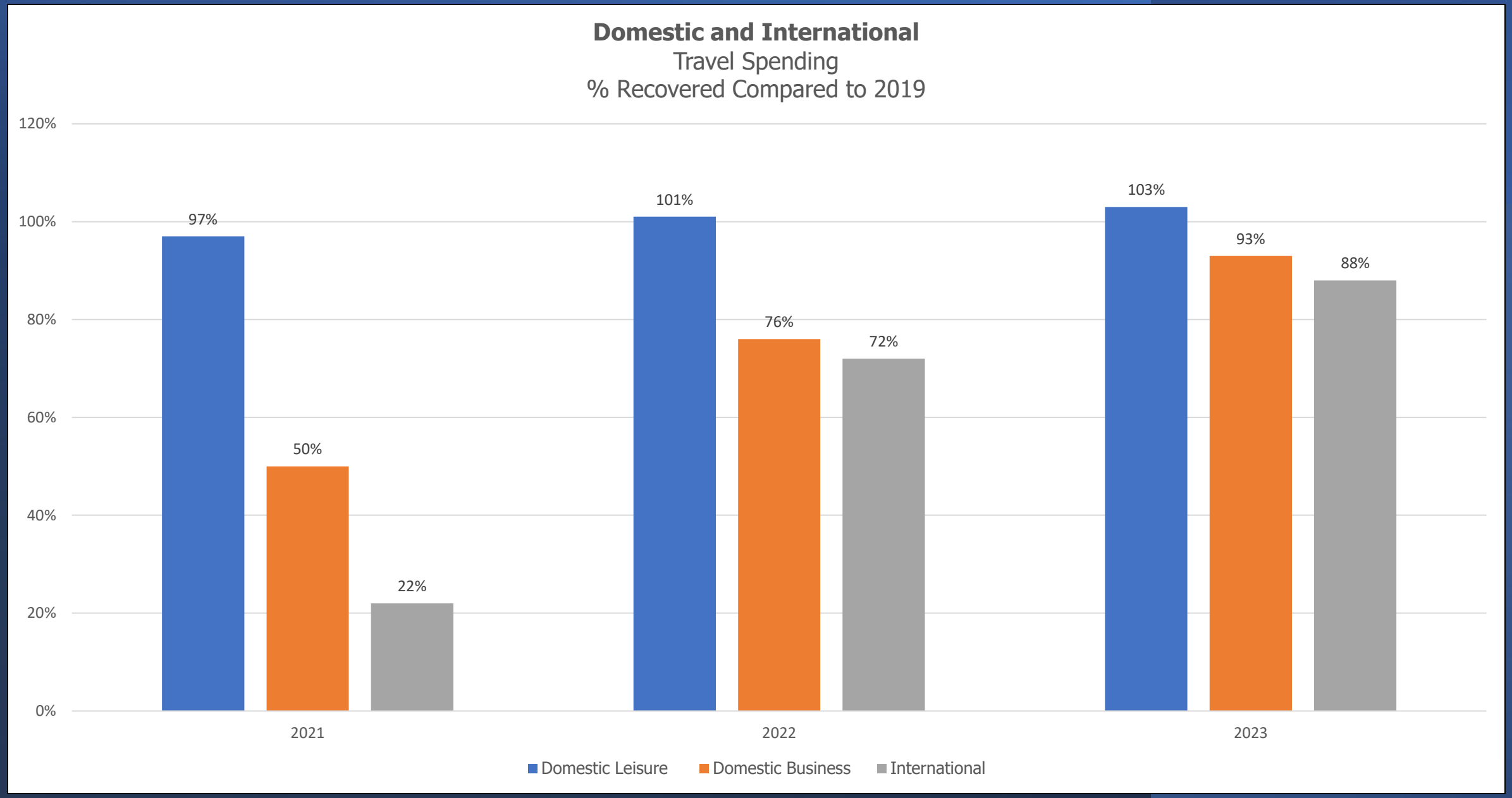
Sedona Visitors

Source: 2021 Visitor Survey

85%
Positive Rating

(**87% Positive Rating**
2019 Visitor Survey)

FY23 Destination Management Plan & Budget


Domestic and International
Travel Spending
% Recovered Compared to 2019
120%
100%
80%
60%
40%
20%
0%
97%
50%
22%
101%
76%
72%
103%
93%
88%
2021
2022
2023
Domestic Leisure
Domestic Business
International

Research from Booking.com & SKIFT

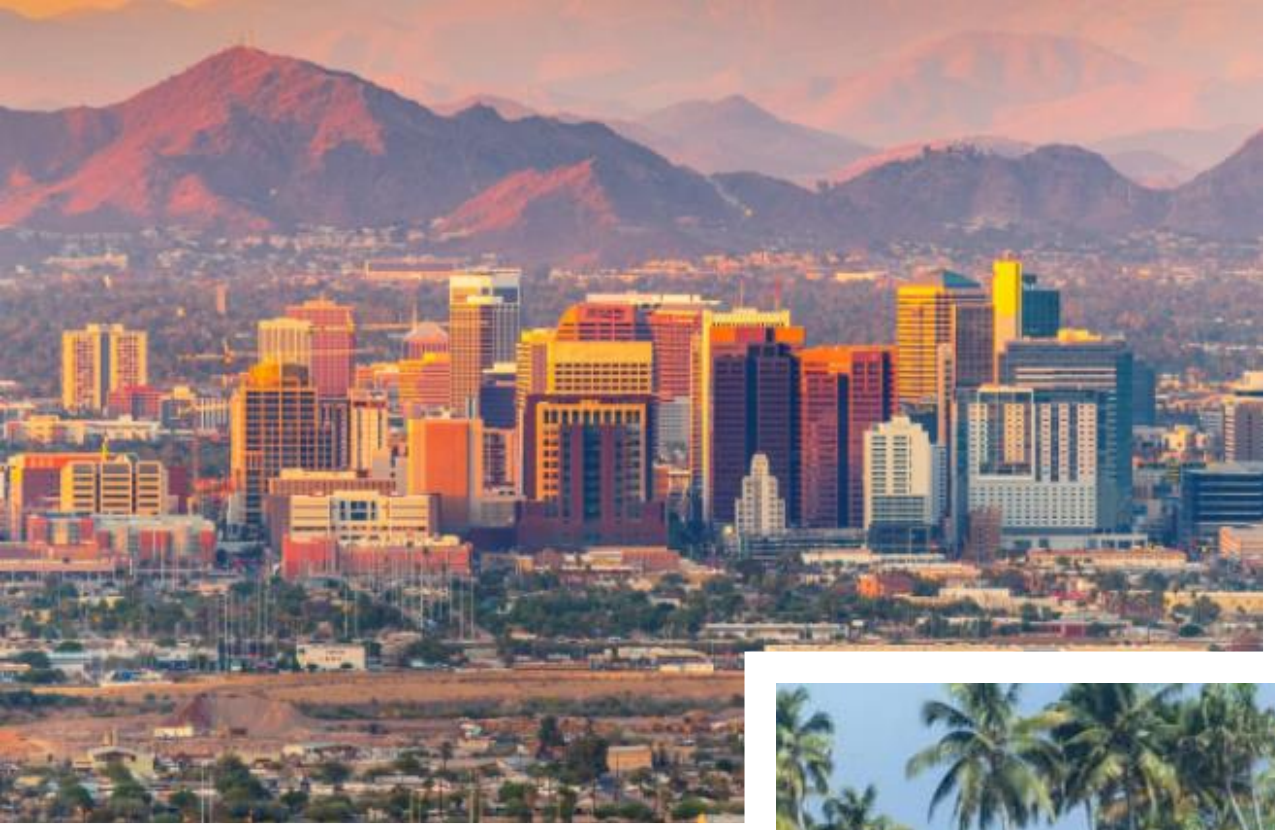
Continued strength of domestic travel, which means hyper marketing through tech and data is very important.

New creativity coming into **travel advertising to spur demand**, as evidenced by new, now-viral campaigns by Travel Oregon and Visit Iceland.

Research says **that 61% of US travelers say that they want to travel more sustainabl**y over the coming 12 months, which is a 15% increase over past years.

Over a third (35%) of US travelers say that the sustainability efforts of accommodations and transport providers play a strong role in their property and transport decisions respectively.

A regenerative philosophy is influencing decision-making, with **57% of US travelers saying they want to leave the places they visit better than when they arrived** and almost two-thirds (60%) wanting to have experiences that are representative of the local culture.



Airbnb

FY23 PROGRAM GOALS

1. Encourage positive visitor behavior.
2. Lessen density of visitors at busy locations.
3. Begin to shift tourism seasonality.
4. Assist in preserving Sedona’s natural resources.
5. Help ensure future economic health.
6. Ease neighborhood burdens and support workforce.
7. Deepen engagement with short-term rental sector.

GOAL 1	**Encourage Positive Visitor Behavior**
DESCRIPTION	Educate visitors about recreating responsibly and respecting the destination.
PERFORMANCE KPI	Survey findings of visitor attitudes towards sustainability
TARGET	New question(s) to be added to visitor survey. FY23 will be baseline.

1.1 Guest Confirmation Communications

Program 1:	**Online Toolkits & Content Sharing**	
Budget:	$0	
Timing:	Year-round	
Activity KPI:	SedonaLNTToolkit.com new partners | Target:	80 new partners
	SedonaShuttleToolkit.com pageviews | Target:	3,000
	VerdeShuttleToolkit.com pageviews | Target:	2,200
	SoulofSedonaToolkit.com pageviews | Target:	900

1.2 In-Market Education

Program 1: **Geofencing** ***** Recommended *****
Budget: $54,000
Timing: Year-round
Activity KPI: RespectRedRockCountry.com landing pageviews | Target: 100,000
Number of impressions | Target: 3,600,000

Respect Red Rock Country

Program 2: **In-Room Videos**
Budget: $25,200
Timing: Year-round
Activity KPI: Number of viewers | Target: 2 million per year

Program 3: **Official Uptown Visitor Center**
Budget: $542,984 total annual operating budget
Timing: Year-round
Activity KPI: Manage Visitor Center 7 day/week, 59.5 hrs (exclude 2 holidays) | Target: 3,077 hours
Manage and assist walk-ins | Target: 300,000
Manage and assist visitor inquiries via phone and email | Target: 7,500
Distribute printed Experience Sedona Visitor Guides | Target: 250,000
Maintain an "excellent or good" visitor satisfaction rating | Target: 100%

Program 4: **Concierge Connection** ***** Recommended *****
Budget: $30,000
Timing: Year-round
Activity KPI: Ensure high open rate on Frontliner eNewsletter | Target: 25%

Program 5: **City-wide Banners** ***** Recommended *****

Budget: $5,000

Timing: Year-round (50 banners in 21-day increments)

Activity KPI: Number of pledges taken | Target: 4,200 new pledges *

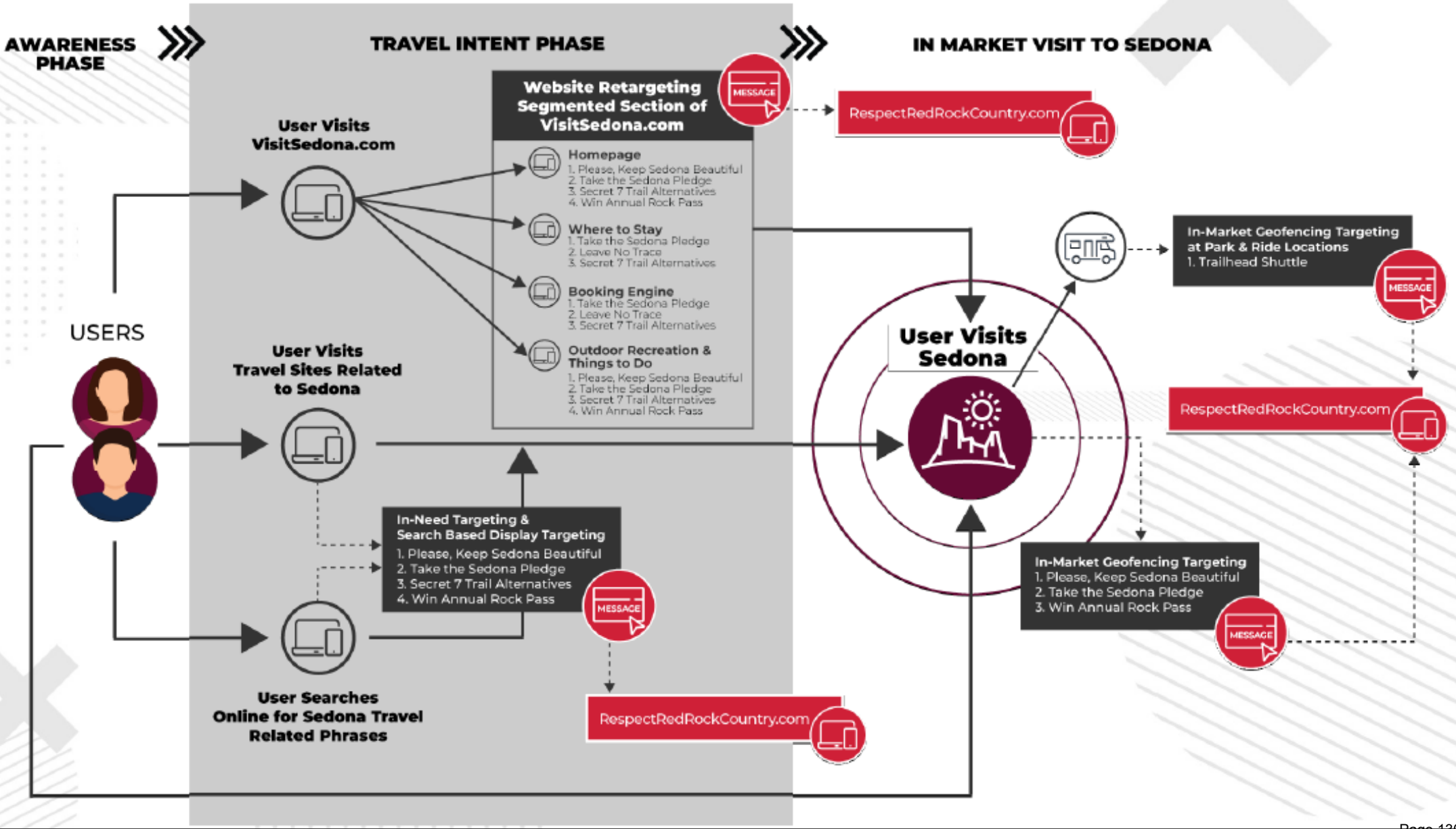
1.3 Sedona Travel Intenders

Program 1: **Visitor Education Communications** ***** Recommended *****
Budget: $90,000
Timing: Year-round
Activity KPI: RespectRedRockCountry.com landing pageviews | Target: 100,000
Number of impressions | Target: 10,000,000

Target Audience: We will focus on consumers from Sedona's key feeder markets: TX, AZ, NV, CA, NY, FL, IL which make up the majority of VisitSedona.com website traffic.

Program 2: **Arizona Office of Tourism (AOT) Rural Co-op Programs**
Budget: $13,600
Activity KPI: Total publication circulation TBD upon release of AOT program

SEDONA VISITOR JOURNEY



SEDONA CARES

Sedona, Arizona is a place of unspoiled, spiritual wonder. To ensure Sedona's sustainability for generations to come, we place a great deal of emphasis on the importance of preserving our unique landscape. Together, we can ensure the soul of Sedona is preserved, and that her beauty continues to stir the soul of all who visit.

Make Your Promise at **SedonaCares.com**

SCAN ME

GOAL 2	**Lessen Density of Visitors at Busy Locations**
DESCRIPTION	Use approaches that aim to move visitors from busy geographies to less busy locations.
PERFORMANCE KPI	Increased trail counts at Secret 7 hiking locations
TARGET	TBD – historical cell phone data to be obtained.

2.1: Diversify Trail Usage

Program 1: **Sedona's Secret 7**
Budget: $25,000 brochure printing
Timing: Year-round
Activity KPI: SedonaSecret7.com website pageviews | Target: 75,000

2.2: Disperse Visitors Throughout Verde Valley

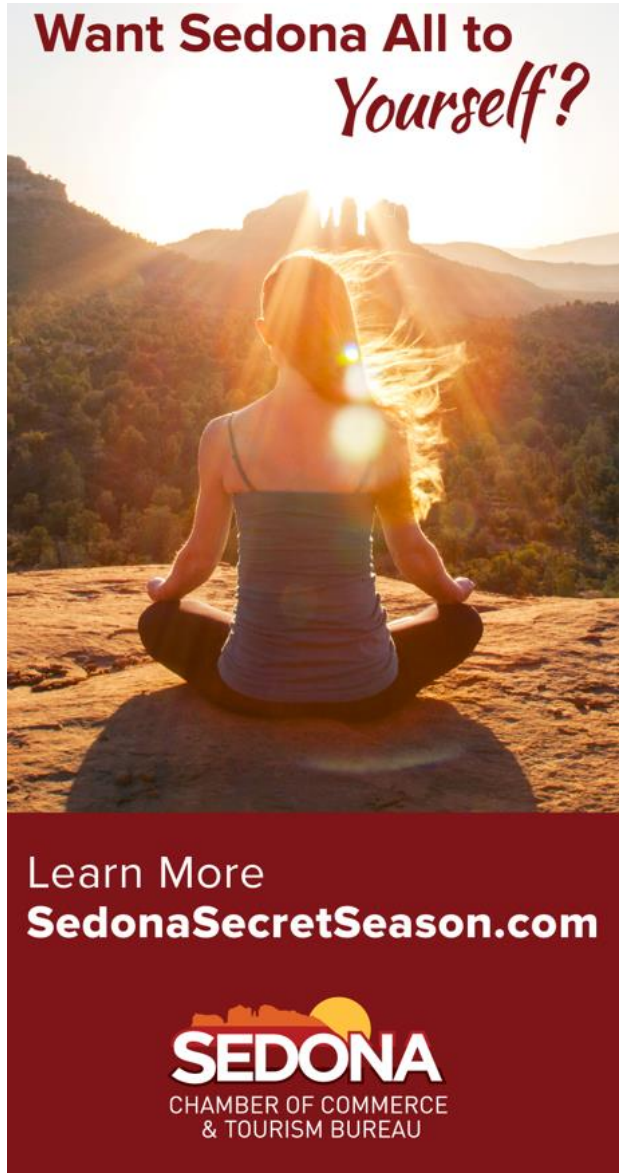
Program 1: **Sedona Verde Valley Tourism Council (SVVTC)** ***** Recommended *****
Budget: $10,000
Timing: Year-round
Activity KPI: SedonaVerdeValley.org & VerdeValleyNatGeo.com pageviews | Target: 200,000

GOAL 3	**Begin to Shift Tourism Seasonality**
DESCRIPTION	Strategy aims to convert potential and actual peak visitors to off-peak visitors.
PERFORMANCE KPI	Room demand levels in need periods
TARGET	TBD, FY22 will be baseline.

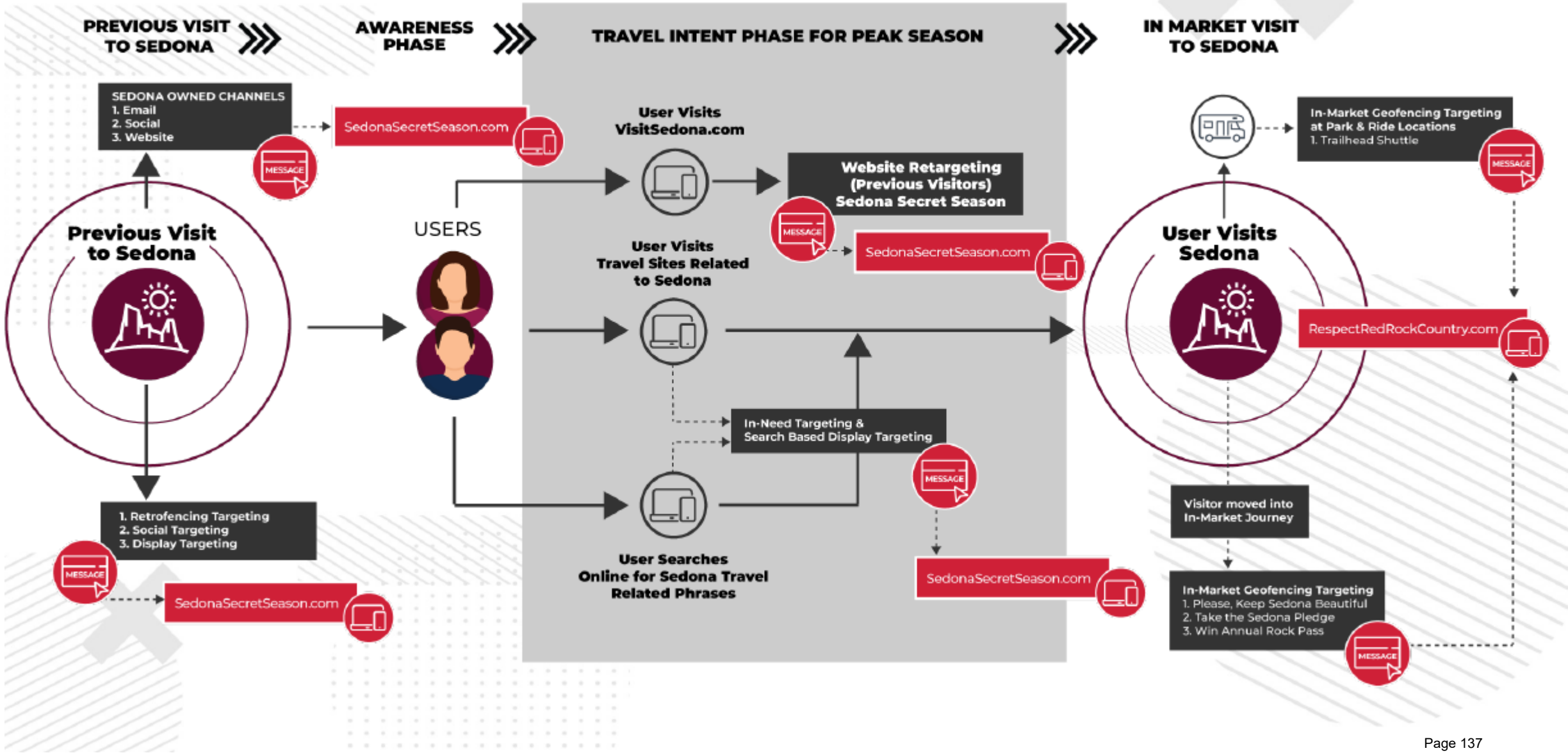
3.1: Attract Visitors in Off-Peak Months

Program 1: **Secret Season** ***** Recommended *****
Budget: $60,000
Timing: July-Sept 2022 & Jan-Mar 2023
Activity KPI: SedonaSecretSeason.com landing pageviews | Target: 30,000
Number of impressions | Target: 4,600,000

Want Sedona All to
Yourself?
The next time you feel the lure of Sedona, remember the red rocks hold a special magic in our Secret Season - the summer and winter months, as well as midweek any time of year. This is when Sedona shows the most transformative moments to the wise traveler who knows her Secret Season.
Learn More
SedonaSecretSeason.com
GSTC MEMBER
LEAVE NO TRACE Proud Partner
RECREATE RESPONSIBLY
SEDONA
CHAMBER OF COMMERCE & TOURISM BUREAU


Want Sedona All to
Yourself?
Learn More
SedonaSecretSeason.com
SEDONA
CHAMBER OF COMMERCE
& TOURISM BUREAU

SEDONA SECRET SEASON VISITOR JOURNEY



GOAL 4	**Assist in Preserving Sedona's Natural Resources**
DESCRIPTION	Create environmental stewardship opportunities that encourage participation by visitors and businesses.
PERFORMANCE KPI	Survey findings of actions taken towards the 7 Sedona Leave No Trace principles.
TARGET	New question(s) to be added to visitor survey. FY23 will be baseline.

4.1: Expand sustainability communications and encourage action

Program 1: **Leave No Trace**
Budget: $29,000
Timing: Year-round
Activity KPI: SedonaLNTToolkit.com | Target: 80 new partners

Proud Supporter Toolkit

Following are your Sedona Leave No Trace Proud Supporter Program assets:

- Download these logos to insert into your reservation confirmation emails or any other advertising/communications you are creating and sending to your customers showing that you are a proud Leave No Trace supporter. There are two logo versions, including a "Proud Supporter" logo which is our recommendation.

- Here are the Leave No Trace Brand Guidelines you must adhere to in using the logos.

LEAVE NO TRACE

1000 North Street • Boulder, CO 80304

303-442-8222 • 800-332-4100
Info@LNT.org • LNT.org

Sedona Chamber of Commerce: Developing a Voluntourism Strategy

As stated on VisitSedona.com, "...simply put, voluntourism invites visitors to contribute to the betterment of their travel destination." The Sedona Chamber of Commerce's interest in expanding voluntourism programming offers visitors a meaningful engagement with the places and people that make Sedona so special. A Voluntourism Strategic Framework is the first step to guide the Chamber's efforts with intentionality and informed program offerings.

4.2: Encourage business incorporation of sustainability operations

Program 1: **Sustainability Alliance Certification Expansion**
Budget: Reflected in Staff Expense
Timing: Year-round
Activity KPI: Number of certified businesses | Target: TBD

4.3: Continue connecting community stakeholders to cause

Program 1: **Sedona Trail Keepers 2.0**
Budget: Reflected in Staff Expense
Timing: Year-round
Activity KPI: Number of participating businesses | Target: 50

GOAL 5	**Help Ensure Future Economic Health**
DESCRIPTION	Continue executing long-term sales strategies that net future business and city tax generation.
PERFORMANCE KPI	Increases in city tax revenue collected.
TARGET	TBD

5.1: Undertake Economic Vitality Initiatives

Program 1:	**Group/ Meeting Sales**
Budget:	$45,700 / ***** Recommended ** additional $19,500***
Timing:	Year-round
Activity KPI:	Generate leads for 15,000 room nights. Meet with 60 meeting planners to generate mid-week, off-peak season business. Generate 12,000 page views for Group/Meetings web pages and online Destination Event Planner on VisitSedona.com.

Trade Shows

- Meetings Today Live! West – Target pre-qualified meeting planners in Arizona, California, Colorado, Montana, Idaho, Hawaii, Nevada, Utah, and Washington.

- Destination West in Arizona – Target pre-qualified meeting planners actively looking to book group business in the southwestern region. SCC&TB may offer a pre or post-show FAM tour to the show attendees.

- 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.

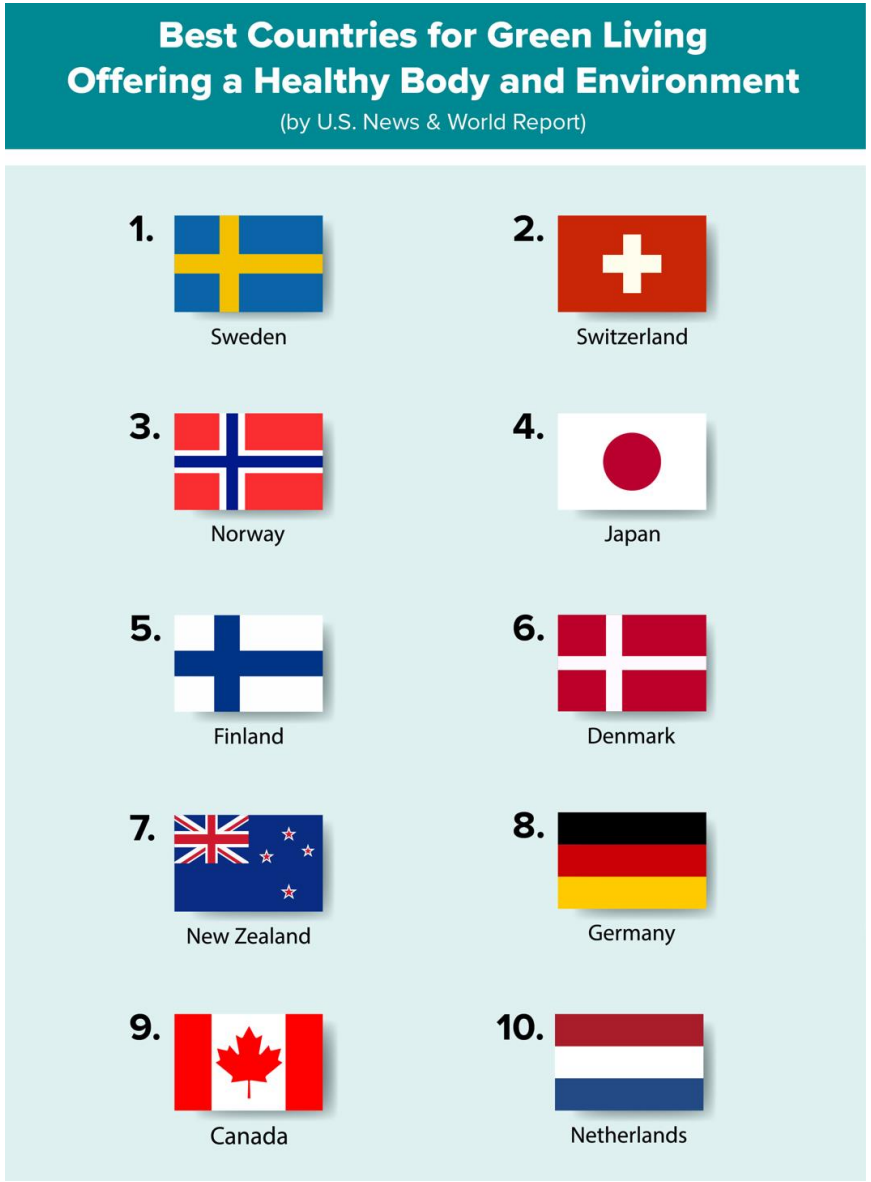
Digital Communications Through Meeting Industry Online Platforms

***** Recommended ** additional $19,500***

Delivering content that includes Sedona updates on products and services and responsible tourism messages directly to targeted meeting and incentive planners is essential to ensure their successful programs and Sedona's need for sustainable tourism.

Program 2:	**Travel Trade Industry Sales**
Budget:	$42,500 / ***** Recommended ** additional $26,500***
Timing:	Year-round
Activity KPI:	Generate 22 domestic and international hotel and service request leads. Produce 650 service request referrals for Sedona partners. Meet with 150-190 travel trade professionals at tradeshows & sales events. Generate 25,000 page views for travel trade web pages on VisitSedona.com.

Travel Trade (B2B) Distribution Channel



Trade Shows

- U.S. Travel Association's IPW: Target – international and receptive operators; IPW is the leading inbound travel show, and it is a show that the SCC&TB members have historically joined the SCC&TB as booth partners. Although SCC&TB could participate in the Arizona Office of Tourism Booth as their booth partner, having its own booth and giving booth partner opportunities to Sedona businesses is highly recommended. ***** Recommended ** (additional $12,700)***

- Brand USA Travel Week: Target – European tour operators

- America Bus Association Marketplace: Target – domestic and Canadian group (motor coach) tour operators

- Go West Summit: Target - international, receptive & domestic tour operators

International Markets

SCC&TB has partnered with GIA based in Cologne, Germany, to represent Sedona in the German Speaking European markets to communicate with them in their language. SCC&TB recommends to keep the partnership at previous year's level. *****Recommended***** **additional $2,500**

Cooperative Sales & Education Efforts

Cooperative sales and education opportunities provided by national and international tour operators are an excellent way to convey destination messages to clients in target markets. These cooperative opportunities would normally be evaluated and participated with AOT and other Arizona destination management & marketing organizations.

***** Recommended ** additional $11,300***

GOAL 6	**Ease Neighborhood Burdens and Support Workforce**
DESCRIPTION	Leverage the SCC&TB's connection to the business community to further support transit use, which in turn mitigates issues such as neighborhood congestion and lack of workforce within the community.
PERFORMANCE KPI	Number of Sedona Shuttle and Verde Shuttle boardings
TARGET	Sedona Shuttle: 125,100 Verde Shuttle: TBD

Program 1: **Transit Marketing Plan**
Budget: $75,000
Timing: Year-round
Activity KPI: SedonaShuttle.com pageviews | Target: 365,000
VerdeShuttle.com pageviews | Target: 50,000

red rock pass
cottonwood area
social media posting
arizona sustainability alliance
lodging council
city of cottonwood
periodic news release
sedona shuttle
target market
piece of literature
door direct mail
direct mail
transit marketing plan
key evaluation metric
sedona residents
trailhead shuttle
microtransit tools
sedona
new release
sedona visitors center
rock pass landing
update passenger guide
social media
number of ad
sedona shuttle news
sedona shuttle marketing
fall trailhead shuttle
trailhead shuttle services
employer marketing toolkit
number of news
promotion of trailhead
shuttle marketing effort
visitors
sedona chamber channel
trail network display
sedona shuttle info
communications
marketing partners toolkit
pass landing page
city of sedona
public transit services
verde shuttle
regular social media
news release
number of presentation
trailhead donations box
public transit
introduce employer marketing
shuttle marketing partners
local print advertising

Target Markets

- Recreationists, both residents and visitors, accessing popular trailheads. (Trailhead Shuttles)
- Visitors who will be able to leave their vehicles at their lodging and use public transit to access the trailhead shuttles or other destinations. (Micro transit and Verde Shuttle)
- Residents who would prefer an alternative to driving for local trips. (Micro transit and Verde Shuttle)
- Cottonwood residents who work in Sedona (Verde Shuttle).
- Visitors who are staying in Cottonwood and wish to visit Sedona without driving (Verde Shuttle).
- Visitors staying in Sedona who wish to explore the region.

Strategies for Sedona Shuttle & Ongoing promotion of Trailhead Shuttle

- Sedona Shuttle News – email newsletter
- Communications through Sedona Chamber Channels (website, newsletters)
- Social Media
    - Influencers & Regular social media postings
- Periodic presentation to Lodging Council and Concierge Group
- Maintain the Sedona Shuttle Marketing Partner Toolkit. Encourage business to use the tools to integrate transit information and benefits into their own communications
- Encourage partner organizations to include Sedona Shuttle info and benefits on their websites and in their blogs.
    - Cities of Sedona and Cottonwood
    - NFS (Red Rock Pass Landing Page)
    - Sustainable Arizona, Arizona Sustainability Alliance, Arizona Forward
    - All Trails
- Sedona Visitor Center – stickers, display, QR Code and/or handout by trailhead donation box
- News releases to hiking magazines, hiking guides and other relevant publications

Promote Summer and Fall Trailhead Shuttle Service Changes

Launch Micro transit

- Passenger Guide
- Website Update
- Promotional tool to lodging & hospitality businesses (format TBD)
- Add Micro transit tools to Marketing Partner Toolkit
- Communications through Sedona Chamber Channels (website, newsletters, social media)
- New releases/launch event
- Local Print Advertising
- Direct mail to Sedona residents

Create Video

Anecdotal Feedback

"It has immediately made an enormous difference in our neighborhood. Our street had been an overcrowded battle-zone for the past couple years, but that seems to have ended right when the shuttle started last week."

- ***Back O' Beyond Resident***

"The shuttles are working perfectly. We have seen a noticeable reduction in traffic flying down Solder's Pass Road. Thank you for what you have done."

- ***Soldier Pass Road Resident***

SEDONA SHUTTLE

Strategies for Verde Shuttle

Direct Mail

- Every Door Direct Mail
- All homes in Cottonwood area
- 8.5 X 11 Postcard with route map and free ride offer

Re-introduce Employer Marketing Toolkit

- Update and redistribute employer toolkit
- Print and distribute guides and posters

Ongoing Communications

- Communications through Sedona Chamber Channels (newsletters, social media)
- Communications through City of Cottonwood
- Integrate information about the Verde Shuttle into Sedona Shuttle marketing efforts to encourage use by visitors

GOAL 7	**Deepen Engagement w/ Short-Term Rental Sector**
DESCRIPTION	Deepen engagement with short-term rental owners and operators for mutually beneficial relationship and to maximize business support of sustainability efforts.
PERFORMANCE KPI	Survey findings about STRs level of integration with the SCC&TB
TARGET	FY23 will be baseline

7.1: Engage Short Term Rental Property Managers and Owners

Program 1: **Short-Term Rental Program**
Budget: $10,000
Timing: Year-round
Activity KPI: Number of STRs onboarded as SCC&TB Partners | Target: 15

MEETING
PROCESS
BRAINSTORM
SKETCH
CREATIVE
OK
GO
WORDS
POWER
MEDIA
PROCESS
OUT OF THE BOX
COMMUNICATE
BRAIN
RESEARCH
POSITIVE
POSITIVE
WORDS
OK
PROCESS
CREATIVE
POWER
PROCESS
SELL
OK
SUCCESS
CREATIVE
MEETING
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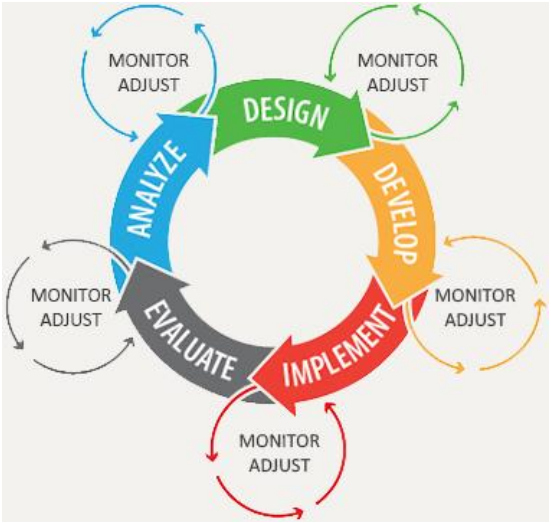
OK
PROCESS
RAINSTORM
IDEA
GOAL
RESEARCH
TEAM
COMMUNICATE
STRENGTHS
PROCESS


MONITOR
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IMPLEMENT
MONITOR
ADJUST

KEYDATA™

HIKING

Wander through an ancient landscape.

1. **Baldwin Trail**
   Beautiful views hiking between Cathedral Rock and a red rock butte. **Distance: 1.6 mi. Difficulty: Easy.**
   TIP: Hike early in the day or late afternoon to get some shade.

2. **Chimney Rock Loop Trail**
   Pass by the famous 'Three Fingers' formation. **Distance: 2 mi. Difficulty: Moderate.**
   TIP: For a better view of Chimney Rock and W. Sedona, take the short trail to the top of Little Sugarloaf.

3. **Huckaby Trail**
   Breathtaking, high-ridge vistas and cool waters of Oak Creek make this hike a must do. **Distance: 5.2 mi. Difficulty: Moderate.**
   TIP: Bring water shoes so you can wade into the creek and sit on the flat rocks.

4. **Jacks Canyon Trail**
   Long, strenuous ascent toward a sweeping panoramic view. **Distance: 22 mi. Difficulty: Hard.**
   TIP: One of Sedona's less-traveled trails, Jacks Canyon is perfect if you're looking for solitude in your hike.

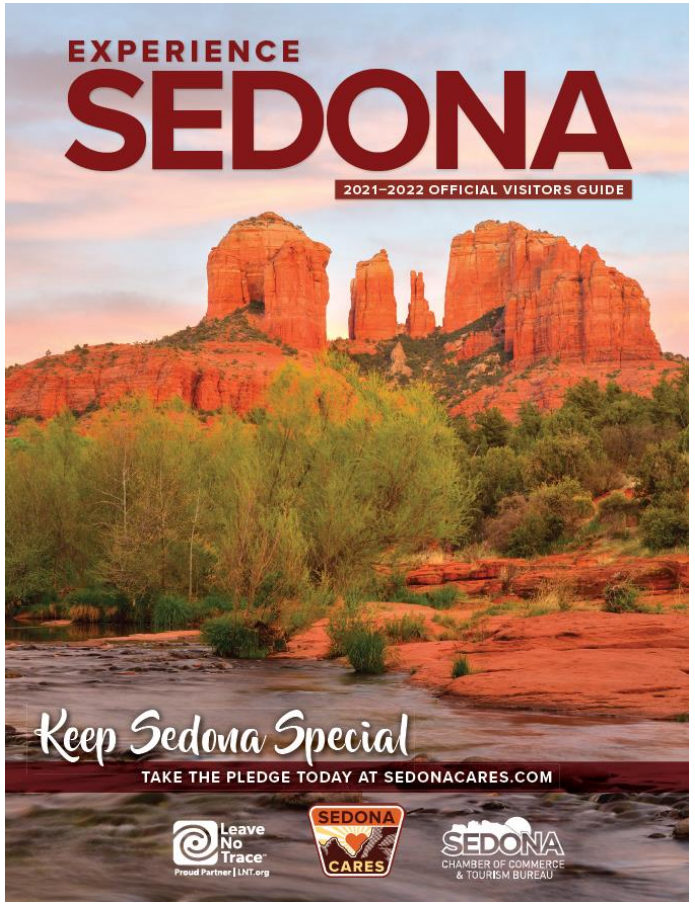
5. **Schuerman Mountain Trail**
   Hike up an extinct volcanic mound. **Distance: 3.6 mi. Difficulty: Easy.**
   TIP: At the top, take the short vista trail to the left for stunning red rock views, especially late afternoon.

6. **Turkey Creek Trail**
   Hike to a long-dead shield volcano and incredible views of Cathedral Rock and Red Rock State Park. **Distance: 6 mi. Difficulty: Moderate.**
   TIP: Avoid a rough drive by parking in the small lot where the graded part of the dirt road ends.

7. **Woods Canyon Trail**
   Views of red mesas covered in lush vegetation near the bed of Dry Beaver Creek, loaded with massive gray boulders. **Distance: 10 mi. Difficulty: Moderate.**
   TIP: Spring snowmelt creates fresh water flow in the usually dry creek bed.

DIRECTIONS FROM THE VISITOR CENTER
331 Forest Road, Sedona AZ 86336
From other starting points, visit SedonaSecret7Map.com

1. **Baldwin Trail**
   Right on 89A, at circle, take 3rd exit to 179 for 7.3 mi.; right at circle on Verde Valley School Rd; 4.5 mi. to trail on left.
2. **Chimney Rock Loop Trail**
   Right on 89A for 3.2 mi., right on Dry Creek Rd for 0.5 mi. to Thunder Mountain Rd; right for 0.6 mi. to parking on left.
3. **Huckaby Trail**
   Right on 89A, at circle, take 3rd exit to 179 for 0.2 mi.; at circle, take 2nd exit to Schnebly Hill Rd; 0.8 mi. to trail on left.
4. **Jacks Canyon Trail**
   Right on 89A, at circle, take 3rd exit to 179 for 7.3 mi.; left on Jacks Canyon Rd; 2.0 mi. to road on right; 0.1 mi to park.
5. **Schuerman Mountain Trail**
   Right on 89A for 4.2 mi. to Upper Red Rock Loop Rd; left for 0.25 mi. to 3rd drive on right; 50 yards to parking.
6. **Turkey Creek Trail**

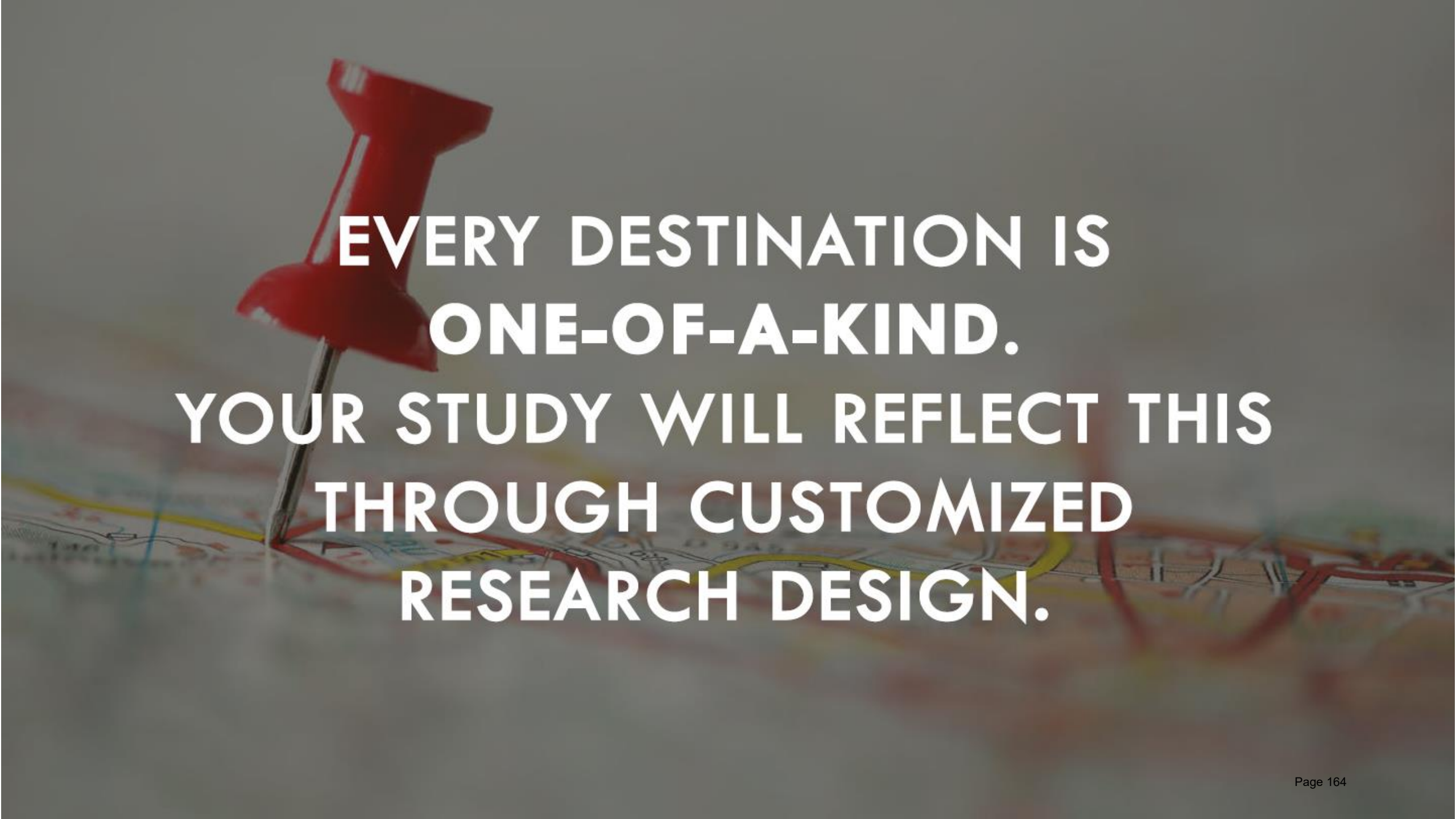


Asset: **VisitSedona.com**
Activity KPI: Generate 1,200,000 unique visitors/sessions

Asset: **Consumer eNewsletters**
Activity KPI: Ensure a minimum of 20% open rate

Asset: **Social Media**
Activity KPI: Increase total number of social media followers by 18,000

Asset: **Experience Sedona Guide**
Activity KPI: Distribute 250,000 printed ESGs


EVERY DESTINATION IS
ONE-OF-A-KIND.
YOUR STUDY WILL REFLECT THIS
THROUGH CUSTOMIZED
RESEARCH DESIGN.

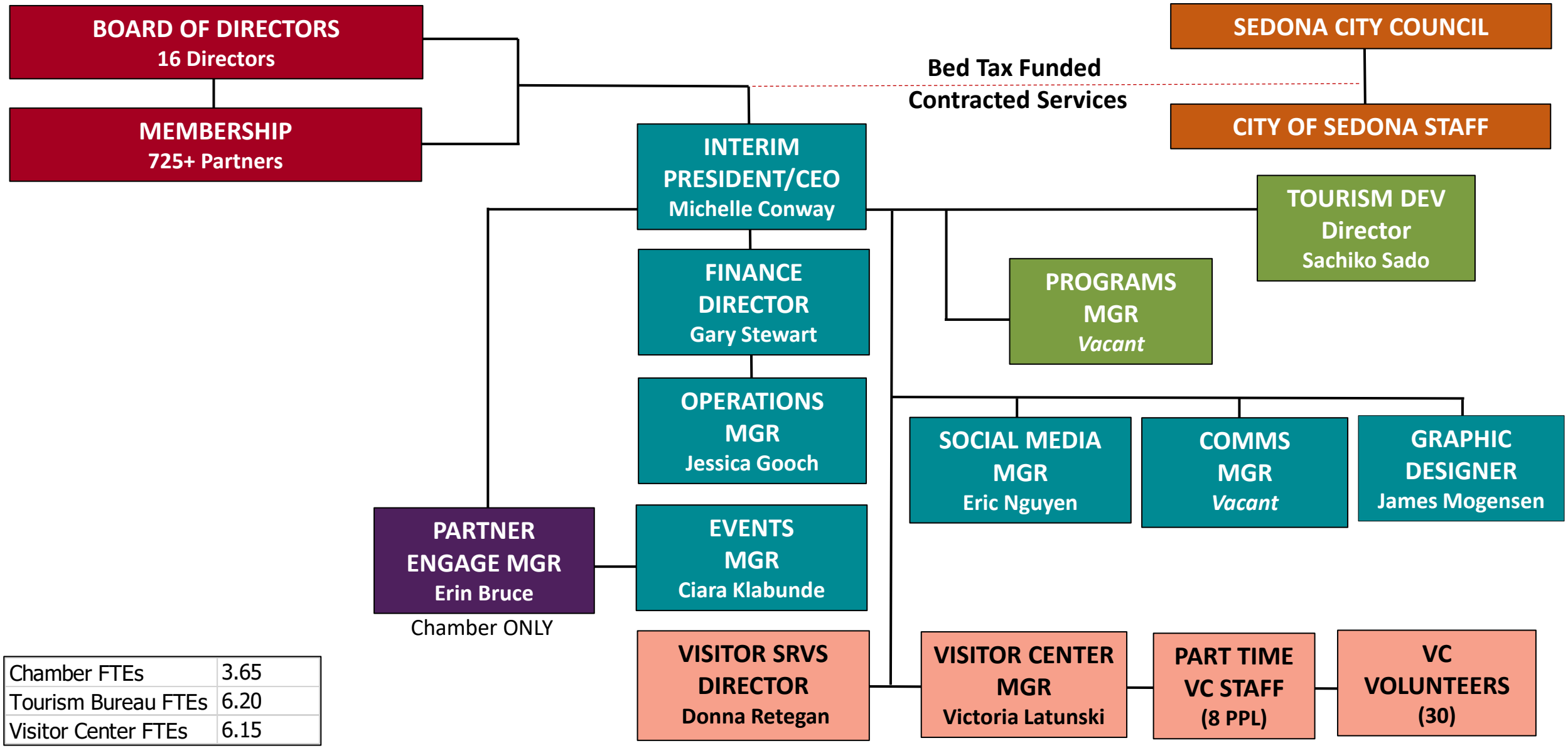
**** Recommended **** **$50,000**

AUDIENCE IDENTIFICATION & PERSONAS RESEARCH

Destination Analysts

DEEP | ACTIONABLE | DEFENSIBLE | TIMELY

FY23 Organization Chart



Chamber FTEs	3.65
Tourism Bureau FTEs	6.20
Visitor Center FTEs	6.15

FY23 Salaries & Benefits Expense Allocation

			C / TB / VC
Visitor Center Only		Visitor Center Part Time Employees (8)	0 / 0 / 100
	1	Visitor Services Director	0 / 0 / 100
	2	Visitor Center Manager	0 / 0 / 100
Tourism Bureau Only	3	Tourism Development Director	0 / 100 / 0
	4	Programs Manager (Sept hire)	0 / 100 / 0
Chamber (C) / Tourism Bureau (TB) / Visitor Center (VC) Allocation	5	Operations Manager	50 / 50 / 0
	6	Events Manager	50 / 50 / 0
	7	Communications Manager (Sept hire)	50 / 50 / 0
	8	Graphic Designer	25 / 75 / 0
	9	Social Media Mgr & Content Creator	25 / 75 / 0
	10	Finance Director	30 / 60 / 10
	11	President/CEO	35 / 60 / 5
Chamber Only	12	Partner Engagement Manager	100 / 0 / 0

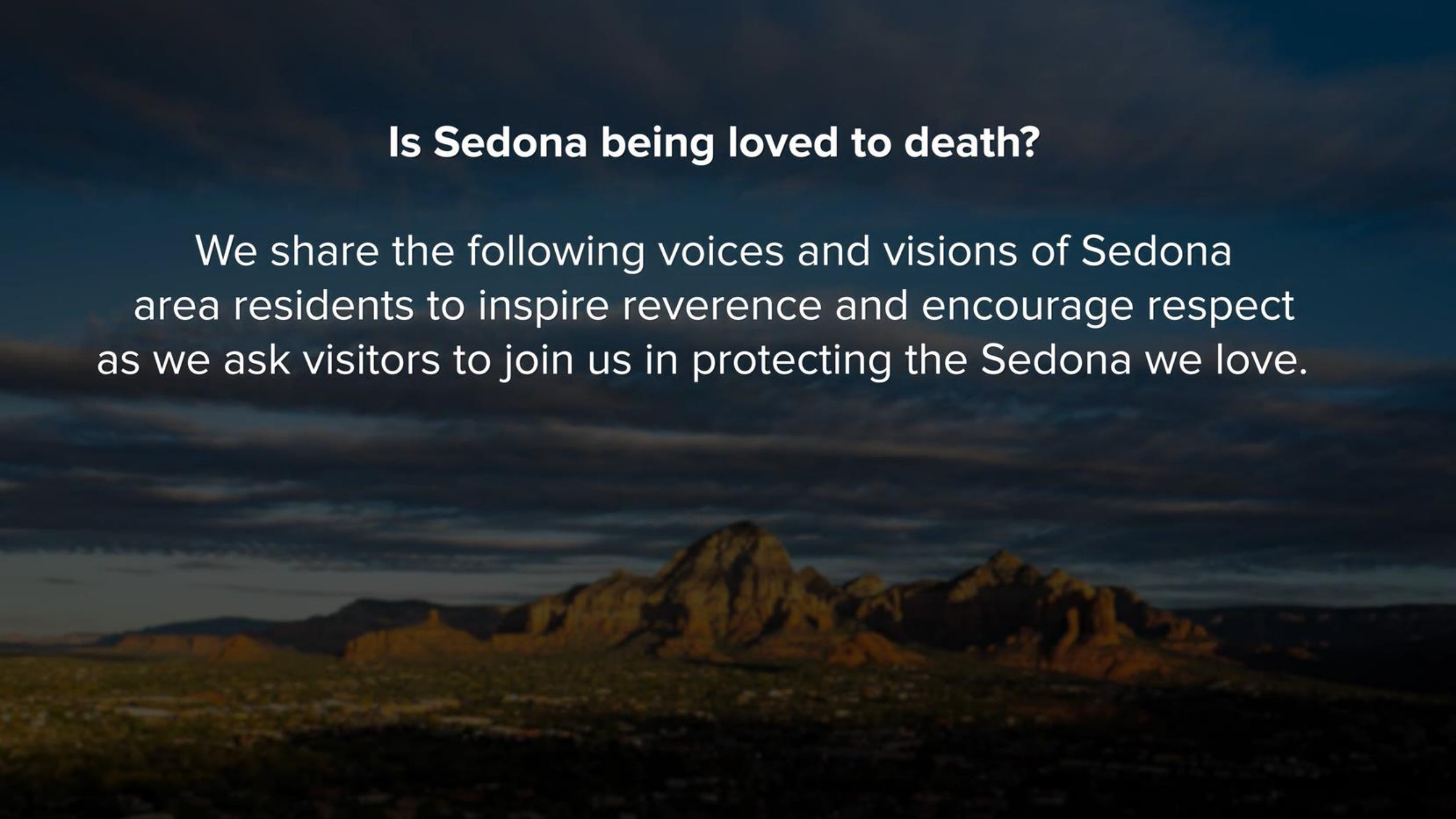
FY23 Bed Tax Funding Budget Request Summary

		FY23 Budget					
	FY22 Budget	**Increase (Decrease)**	**Council Work Group Recommendation**	**Increase (Decrease)**	**SCC&TB Response**	**Additional Recommended Programs**	**SCC&TB Total Request**
Tourism Bureau Programs	1,138,273	(735,536)	402,737	(16,262)	386,475	424,600	811,075
Tourism Bureau Operations	581,269	0	581,269	13,083	594,352		594,352
Visitor Center	520,178	25,000	545,178	(2,194)	542,984		542,984
TOTAL	**2,239,720**	**(710,536)**	**1,529,184**	**(5,373)**	**1,523,811**	**424,600**	**1,948,411**
Change from FY22 Budget $		(710,536)			(715,909)		(291,309)
Change from FY22 Budget %		-32%			-32%		-13%

FY23 Bed Tax Funding Budget Request Summary:

% Change YoY

	FY22 Budget	SCC&TB Response	Increase (Decrease)	% Change
Economy AOT Co-Op	51,500	13,600	(37,900)	-73.6%
Economy Support	203,220	70,200	(133,020)	-65.5%
Economy Collateral	23,300	3,600	(19,700)	-84.5%
Economy Media & Communications	74,100	29,100	(45,000)	-60.7%
Economy Research and Education	66,625	43,075	(23,550)	-35.3%
Economy Meetings Sales	104,948	45,700	(59,248)	-56.5%
Economy Travel Trade	77,205	42,500	(34,705)	-45.0%
Economy Dues	14,575	10,250	(4,325)	-29.7%
Total Economy	615,473	258,025	(357,448)	-58.1%
Total Visitor Experience	62,000	27,400	(34,600)	-55.8%
Total Environment	312,250	44,450	(267,800)	-85.8%
Total Resident Quality of Life	148,550	56,600	(91,950)	-61.9%
Tourism Bureau Programs	1,138,273	386,475	(751,798)	-66.0%
Tourism Bureau Operations	581,269	594,352	13,083	2.3%
Visitor Center	520,178	542,984	22,806	4.4%
TOTAL	**2,239,720**	**1,523,811**	**(715,909)**	**-59.4%**



Is Sedona being loved to death?

We share the following voices and visions of Sedona area residents to inspire reverence and encourage respect as we ask visitors to join us in protecting the Sedona we love.

Thank You!
From the SCC&TB Board & Staff
SEDONA
CHAMBER OF COMMERCE
& TOURISM BUREAU