

**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**FY23 | JOINT WORK SESSION**  
JANUARY 11, 2023

IN PROUD  
PARTNERSHIP WITH 

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**TODAY'S AGENDA**

- ☑ **SEDONA CHAMBER OF COMMERCE & TOURISM BUREAU**
- ☑ **FUTURE OF CITY OF SEDONA AND SCC&TB**
- ☑ **FY23: YTD STATUS REPORT (JULY – NOVEMBER 2022)**
- ☑ **FY24: PRIORITIES AND PROGRAMS**

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**SEDONA CHAMBER OF COMMERCE  
& TOURISM BUREAU**

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**CATALYST**

WE ARE THE SPARK THAT IGNITES  
BUSINESS GROWTH.

**CONVENER**

WE CONNECT DYNAMIC PEOPLE  
WHO MAKE THINGS HAPPEN.

**CHAMPION**

WE STAND TO BUILD A STRONG,  
THRIVING COMMUNITY.

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# IN THE COMMUNITY, FOR THE COMMUNITY

FOR MORE THAN 70 YEARS



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**Success Starts Here**  
The Sedona Chamber of Commerce  
Is Your Advocate, Advisor and Community Connection

More Than 700 Business Leaders Have Said YES to a Sedona Chamber Membership. Just One! (and Other Bold Statements)

**Make connections with business community who know opportunity.**  
Quality members don't just give you leads and they can help break the ice. You receive benefits of personal service, pricing and you can save time and expense. Our members are not happy to see people who are not serious about networking opportunities.

**Get involved in local community.**  
The first business meeting started in 1952 and is now the Sedona Society. It's open to all for the Community First. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed.

**Have a say in Sedona's sustainable future.**  
The Chamber works with community leaders to help you plan for the future. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed.

**Get the inside scoop on a hot job field.**  
Join the Sedona Chamber with Sedona's top business leaders. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed.

**Don't forget to take your business to the next level.**  
Join by May 6. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed. We're here to help you succeed.

The Sedona Chamber  
In the Community, For the Community

SedonaChamber.com | 928.264.1123

**Celebrating REGIONAL PARTNERSHIPS**

Join Us!  
NORTHERN ARIZONA BUSINESS MIXER

As we enter the halfway point of the fiscal year, the Sedona Chamber celebrates the week-long event for our many regional partners. Meet and mingle with leaders of the new Verde Valley, meeting & networking with our partners in the Verde Valley. In addition, the Sedona Verde Valley Tourist Council, a 20th year partnership with our chambers and municipalities, continues to show the exciting opportunities throughout the region with our visitors.

**Northern Arizona Regional Mixer**  
Celebrate the power of partnerships by joining us, the Sedona Chamber of Commerce, along with the Coconino Chamber of Commerce and Local Pro Areas for a collaborative regional networking event for all businesses that do business in the greater Sedona Verde Valley area.

Hosted by Northern Arizona Business Mixer is held at Verde Canyon Railroad, located in Chino Valley.

When: Monday November 6, 2023 - 6:30 - 7:00pm  
Where: Verde Canyon Railroad, 202 N. Bismarck, Chino Valley, AZ  
Go to [SedonaChamber.com](http://SedonaChamber.com)

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**STRATEGIES FOR SUCCESS WORKSHOPS**

The Sedona Chamber of Commerce & Tourism Bureau offers all Sedona businesses a series of educational workshops that focus on business enhancement and professional development.

Join Us!  
World Class Customer Service Training with Gary Olson

Specializing in customer service, sales and management training for over three decades, Gary Olson is an experienced professional who has a thorough understanding of your sales process, having trained thousands of people in a wide variety of industries. He would love to help you.

When: Wednesday November 8 - 9:00 - 9:45 a.m.  
Where: Yavapai College, Sedona Center Room 20  
4216 Arts Village Dr.  
Cost: Free  
Register Here: [SedonaChamber.com](http://SedonaChamber.com)

For information, contact Erin Buck, Partner Engagement Manager at 928.264.1123 or [erin@sedonachamber.com](mailto:erin@sedonachamber.com)

Note: To attend the workshop, the Yavapai College policy requires wearing a mask when entering common spaces of the college building.

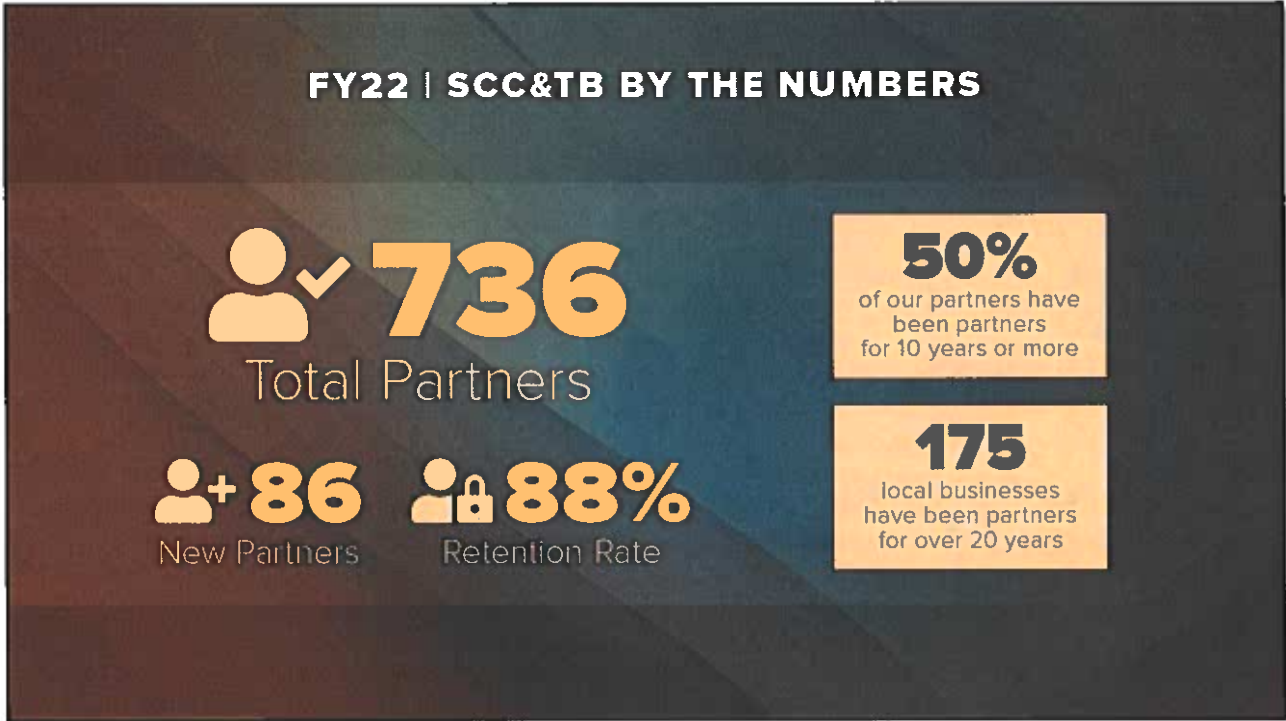
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SBDC SBA U.S. Small Business Administration

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# SEDONA

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## ARIZONA

[VisitSedona.com](http://VisitSedona.com)

- ✓ VISITOR **MANAGEMENT**
- ✓ VISITOR **ATTRACTION**
- ✓ VISITOR **EDUCATION**
- ✓ VISITOR **EXPERIENCE**

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## SCC&TB CERTIFICATION

In 2014, the Sedona Chamber of Commerce & Tourism Bureau was awarded accreditation from the Destination Marketing Accreditation Program (DMAP). DMAP is an internationally recognized accreditation program developed by the Washington, D.C. based Destinations International (DI). DMAP accreditation standards cover a wide variety of topics from governance and visitor services, to brand management, research/market intelligence and more. The globally recognized DMAP serves as a visible industry distinction that defines quality and performance standards in destination marketing and management. **The SCC&TB is one of fewer than 200 DMOs worldwide with the esteemed accreditation.**



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## INHERENT VALUE OF A DMO

**Over 12 months, the SCC&TB has had over 225 media requests documented.**

Television, magazines, digital media, bloggers and social media influencers.

Of the 225, those of significance included publications from the UK, a German film crew, coverage from Good Morning AZ, Utah Style and Design, ABC15, GO Mexico, Western Art & Architecture, Design Anthology, Travel & Leisure Magazine, AZ Republic, Newsweek, Austin Travels Magazine, Forbes.com.

### Example coverage

Travel & Leisure:

- Print readers: 5.9MM
- Digital: 14.7MM

GO Mexico:

- Print readers: 1.2MM



*"We had a GREAT time in Sedona, thanks to you. Really appreciate you jumping in with Steve and then me to make this happen. We're here til Tuesday - I'm sure I'll think of something to have you help me with before I go! Thanks again!"*

David Carr, Executive Producer

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### SCC&TB FUNDING SOURCES

**FY23 BUDGETED REVENUE**

Revenue Source	Amount	Percent	Bed Tax vs Private Sources
Bed Tax - Tourism Bureau	\$1,127,227	67%	
Bed Tax - Visitor Center	\$542,984	33%	
<b>TOTAL BED TAX</b>	<b>\$1,670,211</b>	<b>100%</b>	<b>77%</b>
Dues and Benefits	\$355,000	70%	
Co-Op Programs	\$64,700	13%	
VC Passes and Retail Sales (Gross Profit)	\$29,000	6%	
Annual Meeting and IWD Awards Luncheon	\$10,000	8%	
Mixers and Workshops	\$8,500	2%	
Other (Interest, Donations, etc.)	\$11,900	2%	
<b>TOTAL PRIVATE SOURCES</b>	<b>\$509,100</b>	<b>100%</b>	<b>23%</b>
<b>TOTAL</b>	<b>\$2,179,311</b>		

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## SCC&TB BUDGET

THE BUDGET IS SEPARATED INTO THREE CATEGORIES

- ✔ CHAMBER OF COMMERCE
- ✔ TOURISM BUREAU
- ✔ VISITOR CENTER

Operational costs are currently allocated amongst all three categories.

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## FY23 SALARIES AND BENEFITS ALLOCATION

		Chamber/ TB/ VC
	VC Part Time Employees (8)	0 / 0 / 100
	VC Director	0 / 0 / 100
	VC Manager	0 / 0 / 100
	Tourism Development Director	0 / 100 / 0
	Programs Manager	0 / 100 / 0
	Office Administrator	25 / 75 / 0
	Events Manager	50 / 50 / 0
	Communications Manager	50 / 50 / 0
	Graphic Designer	25 / 75 / 0
	Social Media & Content Creator	25 / 75 / 0
	Finance Director	30 / 60 / 10
	President/CEO	35 / 60 / 5
	Partner Services Director	75 / 25 / 0
	<b>WEIGHTED FTES</b>	<b>3.15 / 6.7 / 6.15</b>
<b>BUDGETED SALARIES AND WAGES</b>		
	<b>CHAMBER</b>	<b>\$195,459      23%</b>
	<b>TOURISM BUREAU</b>	<b>\$415,493      49%</b>
	<b>VISITOR CENTER</b>	<b>\$239,877      28%</b>
	<b>TOTAL</b>	<b>\$850,829      100%</b>

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## CONCERNS AND CONSIDERATIONS

**BED TAX DOLLARS FUNDING VISITOR CENTER**

- The Visitor Center has historically been a free benefit provided only to SCC&TB members (with a recent paid option provided to non-member businesses).
- The Visitor Center is funded predominately with bed tax funding (public funds).
- The City feels that promotional materials displayed at the Visitor Center should be free to all in-city businesses and not tied to membership at all.

**BED TAX DOLLARS FUNDING A MEMBERSHIP-BASED ORGANIZATION**

- The SCC&TB is a membership-based organization. Its primary stakeholder group is its members.
- The City's primary stakeholder group is the community at large.
- Tourism Bureau division is funded primarily by bed tax revenue (public funds) administered by City.
- Public Funds are to be used for the community at large, not a subset of member businesses.

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## CONCERNS AND CONSIDERATIONS

### ORGANIZATIONAL STRUCTURE AND STAFFING

- Discussions have been had around the Chamber and TB separating into two entities.
- Yet, considerable efficiencies are gained when one organization has staff that performs activities for both divisions.

### TOURISM FOCUS

- It has been suggested that the SCC&TB is too focused on tourism.
- Yet, the SCC&TB is the official accredited destination marketing and management organization in a city with a \$1 billion tourism industry.

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## CONCERNS AND CONSIDERATIONS

### EXPENDITURES AND METRICS

- Funding programs, projects and activities versus organizational operations.
- Tying those work programs to outcomes and performance metrics that City Council feels are reasonable.

### PERCEPTIONS

The following inaccurate perceptions are held by some of our residents

- The City is funding the Chamber division, in addition to the Tourism Bureau division.
- Misunderstanding of the difference between destination management programs and destination marketing.
- False belief that the entire Tourism Bureau budget is spent on marketing, only furthering the misperception that we are marketing non-stop with large budgets.

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## SUMMARY OF CONCERNS

- ➔ PUBLIC FUNDS AND VISITOR CENTER
- ➔ PUBLIC FUNDS AND MEMBERSHIP
- ➔ PROGRAMS/ACTIVITIES VS OPERATIONAL COSTS
- ➔ SHARED RESOURCES
- ➔ LEADERSHIP AND ORGANIZATIONAL OBJECTIVES
- ➔ KPIs, DATA, REPORTING

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## PUBLIC FUNDS AND VISITOR CENTER

### CONCERN

- SCC&TB members have historically received a benefit of rack card distribution at the Uptown Visitor Center. The Visitor Center is funded primarily by bed tax (public funds). Public funds are to be used for the entire community, not only SCC&TB members.

### COUNCIL REQUEST

- City Council asked that the Visitor Center be open to all businesses, not just members.

### RECOMMENDATION #1

- The Visitor Center Rack Card Program is now open to all businesses within city limits.

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## PUBLIC FUNDS AND MEMBERSHIP

### CONCERN

- Contracted bed tax allocation (public funding) is used for Tourism Bureau programs. Tourism Bureau programs and budgets are separate from Chamber, however, the City has concerns of possible overlap given the current SCC&TB organizational structure.

### COUNCIL REQUEST

- The City has asked for a structure or practice that will further delineate the Chamber and Tourism Bureau divisions to ensure that bed tax dollars are not used for anything oriented to membership.


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## PUBLIC FUNDS AND MEMBERSHIP

COMPARABLE DMOs - MEMBERSHIP TYPES

	\$500,000 - \$1,500,000	\$1,500,001 - \$3,000,000	\$3,000,001 - \$5,000,000
Dues-Paying Members	29%	40%	48%
Partnership Program	32%	33%	45%
No Memberships/Partnerships	48%	40%	34%



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## PUBLIC FUNDS AND MEMBERSHIP

### RECOMMENDATION #2 - MEMBERSHIP AGNOSTIC

Tourism Bureau becomes membership agnostic, which means the Tourism Bureau will no longer be a membership-oriented division.

All existing membership programs and benefits will continue to be provided to member businesses under Chamber division only.

Next Steps:

- Assess Tourism Bureau programs to determine which have a membership component.
- Determine which programs will be opened to all businesses, and which stay as membership benefit and move to Chamber division.
- Evaluate vendor cost allocations to determine proper categorization.
- Estimated completion: June 2023

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## PUBLIC FUNDS AND MEMBERSHIP

### RECOMMENDATION #3 - FEE FOR SERVICE

Development of a Fee for Service model for the Tourism Bureau where the City can hire the TB to develop Destination Marketing and Destination Management programs.

Operational costs (shared staff and overhead) will be allocated across all programs.

The SCC&TB can generate additional revenue for the Tourism Bureau division.

- *Example: Sedona Lodging Council hires TB to facilitate marketing campaigns.*
- *Example: Tourism Bureau offers 'pay-to-play' marketing opportunities to businesses.*
- *Example: Tourism Marketing Authority*

Cost Benefit Evaluation

Fee for Service is a new concept for a DMO. This is uncharted territory and will require substantial set-up.

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## PUBLIC FUNDS AND MEMBERSHIP

### RECOMMENDATION #3 - FEE FOR SERVICE - CURRENT

- Billing rates for marketing agencies and consulting service firms include operating expenses and profit.
- The SCC&TB currently provides TB services as a pass through, based on an allocation of staff and operating expenses plus vendor costs (no profit).
- The current average hourly staff rate at the Administrative Office is \$30.92
- FY23 operating expenses allocated to TB programs relative to allocated salary cost is 43%. Based on the 43% overhead rate, the average hourly staff rate (\$30.92) and overhead (13.30) pass through is \$44.22 an hour.
- FY23 budget assumes 10 FTE Administrative Office employees, which is allocated between Chamber/TB/VC functions 31.5% / 68.5%.
- The comments above are not related to bed tax funding for Visitor Center operations.

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## PUBLIC FUNDS AND MEMBERSHIP

### RECOMMENDATION #3 - FEE FOR SERVICE

Next Steps:

- Determine billing rates
- Estimate labor hours
- Identify software/system for tracking labor hours
- Determine overhead allocation(s)
- Estimated Completion: XX 2023

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## SHARED RESOURCES

### RECOMMENDATION #4 - DUAL TOOLS

These tools have dual purposes: 1) to inform and educate visitors, and 2) to provide exposure for member businesses. These should live to serve both the Tourism Bureau and the Chamber of Commerce.

- VisitSedona.com
- Experience Sedona Visitor Guide
- Visit Sedona Social Media
- Consumer e-Newsletter

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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### CONCERN

- The City and SCC&TB's organizational objectives sometimes conflict (use of public funds and membership; differences in stakeholder groups).

### COUNCIL REQUEST

- The SCC&TB was asked to consider splitting the board of directors to ensure that Tourism Bureau directives weren't driven by membership needs.

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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### OPTION 1 - TWO BOARDS OF DIRECTORS

- Arizona State Law prohibits a two-board structure, unless the organization is split into two separate legal entities.

Ariz. Rev. Stat. Ann. § 10-3801 states:

A. Each corporation shall have a board of directors.

B. All corporate powers shall be exercised by or under the authority of and the affairs of the corporation shall be managed under the direction of its board of directors, subject to any limitation set forth in the articles of incorporation.

C. The articles of incorporation may authorize one or more members, delegates or other persons to exercise some or all of the powers which would otherwise be exercised by a board. To the extent so authorized the authorized person or persons shall have the duties and responsibilities of the directors, and the directors shall be relieved to that extent from those duties and responsibilities.

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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### OPTION 2 - TWO ENTITIES

#### Assumptions

- Separate legal entities, boards, staff members, offices, communication assets
- Visitor Center is a TB activity

#### Pros

- Firewall between Chamber membership and TB DMO activities
- Distinct entity/board focus – supporting businesses, nonprofit organizations and local community vs. destination management and marketing

#### Cons

- Create a TB legal entity, recruit directors
- Determine TB staffing needs and hire employees – additional expense
- Obtain TB office space and furnishings – additional expense

#### Questions

- Funding stability and its impact on staffing

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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### OPTION 3 - ADVISORY BOARD(S)

#### Assumptions

- Chamber: Retired professional, educator, resident
- Tourism Bureau: Economic development professional, environmental steward, resident

#### Pros

- Additional input for board and management
- Relatively easy

#### Cons

- Typically not voting members
- Additional staff time to manage

#### Questions

- Effectiveness at resolving city council concerns

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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### RECOMMENDATION #5 - ONE BOARD TO GOVERN SCC&TB

- Members of the SCC&TB Board of Directors will continue to govern in accordance with the body's bylaws, board policies and code of ethics.

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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### CONCERN

- Negative perception of the SCC&TB being focused on "tourism at all costs".

### COUNCIL REQUEST

- It is desired that the SCC&TB Board of Directors represent additional voices of the community.

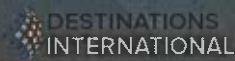
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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

COMPARABLE DMOs - BOARD OF DIRECTOR COMPOSITION

	\$500,000 - \$1,500,000	\$1,500,001 - \$3,000,000	\$3,000,001 - \$5,000,000
Attractions Industry	2	2	3
Government Sector	2	3	3
Hotel Industry	2	4	4
Restaurant Industry	1	1	1
Sports Industry	1	1	0
Non-Hospitality Industries	3	4	3
Other Hospitality Leadership Industries	1	2	2
<b>TOTAL BOARD MEMBERS</b>	<b>13</b>	<b>15</b>	<b>15</b>



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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

FY23 BOARD OF DIRECTORS COMPOSITION

	INDUSTRY SECTOR								
	Arts, Culture and Humanities	Health Care	Lodging	Media and Marketing	Nonprofit	Real Estate/Development	Retail	Utilities	Transportation
Jeanette Pury					X				
Mark Wain						X			
Steve Kantowski			X						
Clifford Learley	X								
Al Conetta				X					
Cheryl Beron			X						
Selena Darnell							X		
Anna Davis							X		
Dr. Betty DuPine		X							
Gary Glenn				X					
PC Kinsley			X						
Lorrie Lyle			X						
Jake Richard	X								
Macenzie Portner								X	
Erin Rose									X
	1	2	4	2	1	1	2	1	1



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## LEADERSHIP AND ORGANIZATIONAL OBJECTIVES

### RECOMMENDATION #6 - FURTHER DIVERSIFY BOARD

Round out the board with additional qualified community leaders who will provide their distinctive community voice resulting in balanced decision-making.

#### Next Steps:

- Board member candidate recruitment process beginning.
- Will seek retired executive, finance/banking, educator, city staff, economic development professional, environmental steward, resident.
- Estimated completion: June 2023

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## IN SUMMARY: CONTINUE AS SINGLE ENTITY

#### Assumptions

- Broaden/diversify board of directors' representation
- Maintain shared resources (staff, facilities, communication assets)
- Fee for Service structure – labor, overhead, administrative, margin allocated to individual programs
- Permitted to perform destination marketing funded by TMA and private source revenues
- Chamber = memberships; Tourism Bureau = no memberships; Visitor Center = open to all businesses

#### Pros

- Easier to implement than two entities solution
- Opportunity for broader community input
- Cost effective
- Improved cost benefit decisions arising from Fee for Service structure
- Opportunity for additional revenue funding destination marketing

#### Cons

- Substantial set up required for Fee for Service structure

#### Questions

- Funding dual tools – VisitSedona.com, ESG, Visit Sedona social media, consumer e-Newsletter
- Funding stability and its impact on staffing

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## KPIs, DATA, REPORTING

### FY23 SCC&TB ACTIVITY KPIs - LISTED IN FY23 DESTINATION MANAGEMENT PLAN

Goal 15: Maintain Future Economic Health	Group/Meeting Sales	
	Generate leads for 4+ 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 DEP on VisitSedona.com	12,000
	Travel Trade Industry	
	Generate domestic and international hotel and service request leads.	22
	Produce foreign request referrals for Sedona partners.	650
	Meet with travel trade professionals at trade-shows and sales events.	150-190
	Generate page views for travel trade web pages on VisitSedona.com.	25,000

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## KPIs, DATA, REPORTING

### FY23 SCC&TB ACTIVITY KPIs - LISTED IN FY23 DESTINATION MANAGEMENT PLAN

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 Sites 1-7 hiking locations.	TOD - historical cell phone data to be obtained.
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.	Increase inventory tax revenue collected.	FY22 Actuals: Sales tax - \$327,19,006 Bed tax - \$8,912,766 FY23 Budgeted: Sales tax - \$36,570,000 Bed tax - \$10,232,000
Ease neighborhood burdens and support workforce.	Number of Sedona Shuttle and Verde Shuttle bookings.	FY23: Sedona Shuttle: 125,000 Verde Shuttle: 50% of actual number of bookings.
Deepen engagement with short-term rental sector.	Survey findings about STRs level of cooperation with the SCC&TB.	FY23 will be baseline.

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## KPIs, DATA, REPORTING

### COLLABORATION NEEDED ON THE DATA AND THE NARRATIVE

The narratives surrounding our data (sales tax, bed tax from the city – and lodging performance from the chamber) are sometimes different.

### RECOMMENDATIONS

- Discuss opportunity for the City and SCC&TB to work together to create one monthly report.
- Evaluate the feasibility of drilling down further on the sales tax data, provided any further detailed reporting is compliant with state confidentiality laws regarding tax information.
- Proposal of a study in FY24 that will track visitation numbers, origin and destination information, day trip vs overnight, length of stay, etc. through the tracking of cell phone data or other new technologies.

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## CITY REPORTS

### QUARTERLY SCHEDULE

CITY REPORT #	ACTIVITY/ RESULTS PERIOD	CITY REPORT DUE TO CITY
CITY REPORT 1	Q1: JULY - SEPTEMBER	OCTOBER 31
CITY REPORT 2	Q2: OCTOBER - DECEMBER	JANUARY 31
CITY REPORT 3	Q3: JANUARY - MARCH	APRIL 30
CITY REPORT 4	Q4: APRIL - JUNE	JULY 31

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## GOAL: ENCOURAGE POSITIVE VISITOR BEHAVIOR

- ✓ ONLINE TOOLKITS AND CONTENT SHARING
- ✓ GEOFENCING
- ✓ IN-ROOM VIDEOS
- ✓ OFFICIAL UPTOWN VISITOR CENTER
- ✓ CONCIERGE CONNECTION
- ✓ AOT RURAL CO-OP PROGRAMS
- ✓ OHV AND TREAD LIGHTLY! VISITOR EDUCATION
- ✓ SEDONA CARES PLEDGE

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## ONLINE TOOLKITS AND CONTENT SHARING

### IN-MARKET VISITOR EDUCATION

#### LEAVE NO TRACE TOOLKIT

- Toolkit implemented
- Encouraging local businesses to register as LNT Proud Sponsor

#### SEDONA SHUTTLE TOOLKIT

- Planting the seed of conservation
- Includes information on the shuttle service as well as printable and online resources
- Promoted in multiple weekly e-Newsletters

#### VERDE SHUTTLE TOOLKIT

- Encouraging employers to share information with employees
- Includes printable and online resources
- Promoted in multiple weekly e-Newsletters

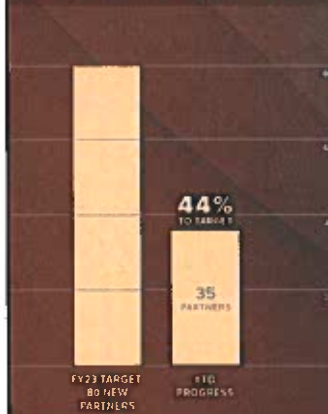
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## ONLINE TOOLKITS AND CONTENT SHARING IN-MARKET VISITOR EDUCATION

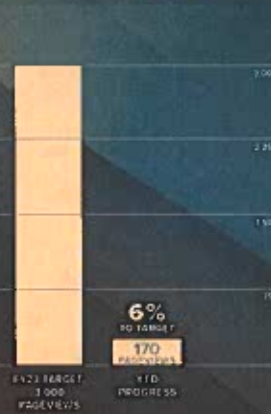
### ACTIVITY KPI:

Sedona LNT Proud Supporter Registrations: Target 80



### ACTIVITY KPI:

Sedona Shuttle Toolkit Pageviews: Target 3,000



### ACTIVITY KPI:

Verde Shuttle Toolkit Pageviews: Target 2,200



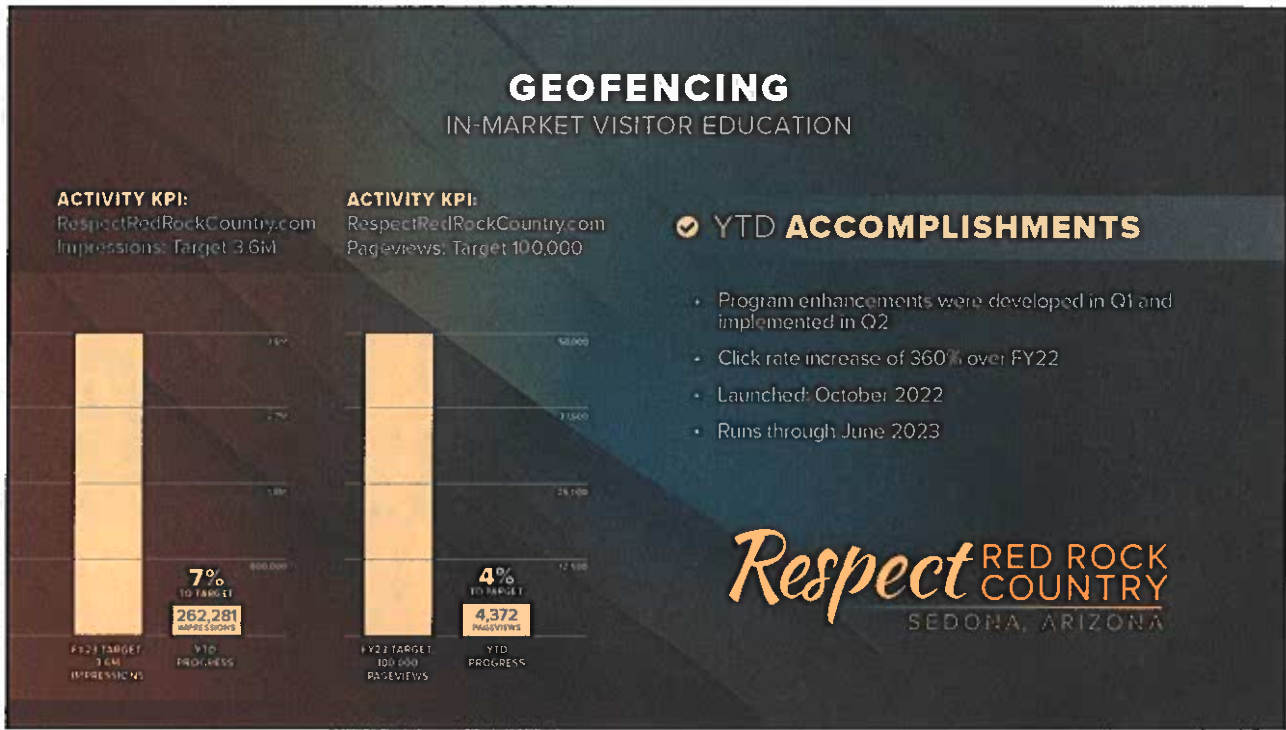
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## ONLINE TOOLKITS AND CONTENT SHARING IN-MARKET VISITOR EDUCATION

### COURSE CORRECTION FOR SEDONA SHUTTLE AND VERDE SHUTTLE TOOLKITS

- Toolkits are now publicly available at VisitSedona.com and SedonaChamber.com
- 1 on 1 introduction in Partner Benefit Review
- Mention and marketing of communication toolkits in e-Newsletters
- Shuttle FAM Tour

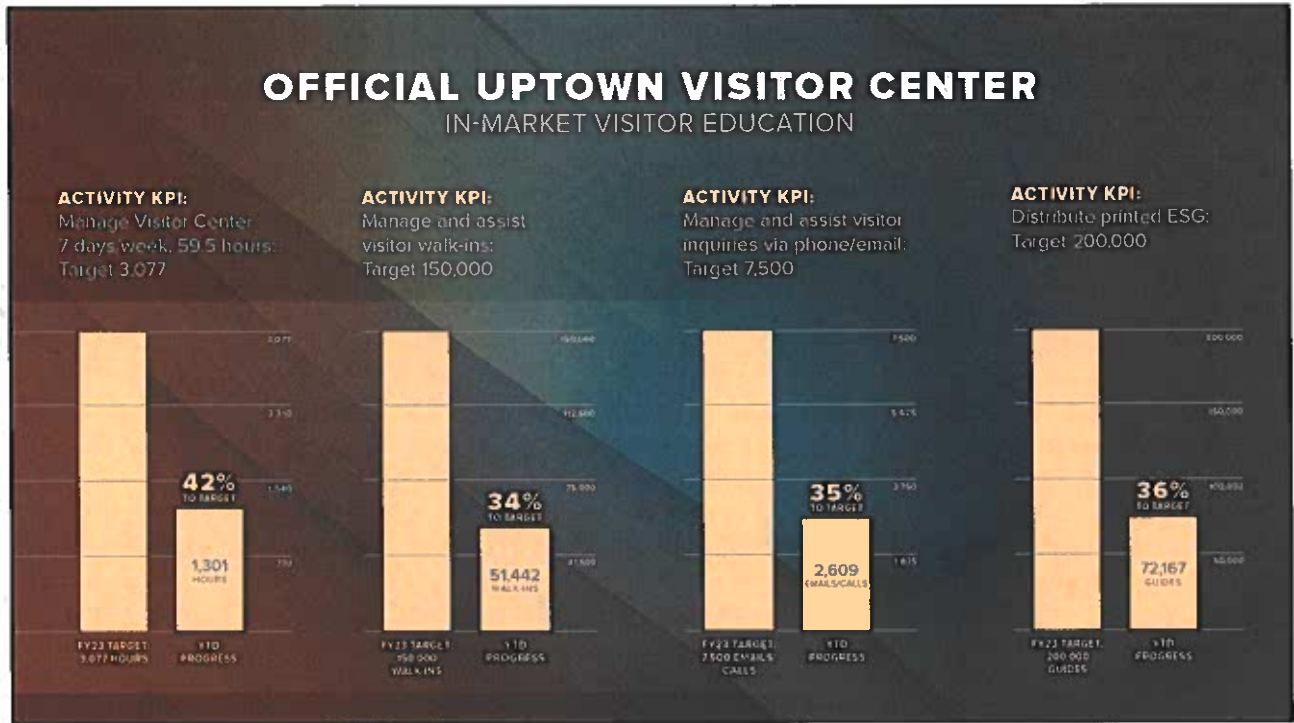
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## AOT RURAL CO-OP PROGRAMS

### SEDONA TRAVEL INTENDERS

**ACTIVITY KPI:**  
Total publication circulation:  
Target 790,000

**42%  
TO TARGET**

**395K  
CIRCULATION**

FY21 TARGET: 790,000 CIRCULATION

YTD PROGRESS

**YTD ACCOMPLISHMENTS**

**Sustainable Tourism Messaging Has Been Placed**

- Arizona State Visitors Guide
- Phoenix Visitor Guide
- Tucson Official Travel Guide
- Grand Canyon Journal
- Pride Guide

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## OHV/TREAD LIGHTLY! VISITOR EDUCATION

### SEDONA TRAVEL INTENDERS

**YTD SHARED COMMUNICATIONS**

**Blog Posts and Social Media Posts Regarding:**

- Trail rehabilitation projects
- New signage:
  - *Low range 4WD*
  - *Avoid tire spinning and dust*
  - *Healing in progress*
- Closures of illegal routes and rehabilitation of 3.1 miles of damaged area
- Instructional video on what it means to be a good steward of the land we love while enjoying OHV outings

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## GOAL: LESSEN DENSITY OF VISITORS AT BUSY LOCATIONS

✓ SEDONA'S SECRET 7

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## SEDONA'S SECRET 7 DIVERSIFY TRAIL USAGE

### ACTIVITY KPI:

SedonaSecret7.com pageviews:  
Target 75,000



### ✓ YTD ACCOMPLISHMENTS

- Concierge and front desk staff continue to offer these less traveled options
- Visitor Center volunteers continue presenting these options as visit 'like a local'
- Secret 7 has been added to social media and featured in multiple e-Newsletters

### Upcoming: Brochure rewrite and redesign in progress

- Spiritual category replaced by American Indian Trail category
- New Arts/Culture locations identified
- USFS vetting all forest land locations
- Estimated completion: February 2023 for Spring Peak Season

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## PERFORMANCE KPI

LESSEN DENSITY OF VISITORS AT BUSY LOCATIONS

**PERFORMANCE KPI**

- Increase trail counts at Secret 7 hiking locations.

**ANNUAL TARGET**

- TBD. Historical cell phone data to be obtained.

**YTD UPDATE**

- RFP sent out. Proposal has been submitted.
- Cost is too high and researching alternatives.

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## GOAL: ASSIST IN PRESERVING SEDONA'S NATURAL RESOURCES

- ✓ LEAVE NO TRACE
- ✓ SUSTAINABILITY ALLIANCE CERTIFICATION EXPANSION
- ✓ SEDONA TRAIL KEEPERS 2.0
- ✓ FLY FRIENDLY PROGRAM

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## LEAVE NO TRACE

ASSIST IN PRESERVING SEDONA'S NATURAL RESOURCES  
VOLUNTOURISM PROGRAM DEVELOPMENT

### ✔ YTD ACCOMPLISHMENTS

- A research survey has been completed and data analysis is being conducted by LNT.
- Data analysis completion anticipated in February 2023.
- Data will provide information to guide SCC&TB in building a Voluntourism Plan.

**Upcoming:** April 22 Earth Day Cleanup Project with the City of Sedona, LNT, and Sedona Stewards is currently in planning.

Additional volunteer/voluntourism projects to be considered.

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## SUSTAINABILITY ALLIANCE CERTIFICATION EXPANSION

ENCOURAGE BUSINESS INCORPORATION OF SUSTAINABILITY OPERATIONS

### ✔ YTD ACCOMPLISHMENTS

- VVREO made public notice of taking over ownership of the certification from the Sustainability Alliance.
- SCC&TB fulfilling annual commitment to support program.
- Consideration of VVREO Sustainability Certification and a Scorecard program.



**Platinum**

VVREO Valley Verde Regional Council of Governments



**Gold**

VVREO Valley Verde Regional Council of Governments



**Silver**

VVREO Valley Verde Regional Council of Governments



**Bronze**

VVREO Valley Verde Regional Council of Governments

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## SEDONA TRAIL KEEPERS AND FLY FRIENDLY

CONTINUE CONNECTING COMMUNITY STAKEHOLDERS TO CAUSE

### 📍 YTD ACCOMPLISHMENTS

#### Sedona Trail Keepers 2.0

- Continuation of 52 participating businesses
- Sponsors are showcased on social media twice monthly.
- Sedona Trail Keepers continues preparing work events for Q3.

#### Fly Friendly Program

- Continuing adherence to the program.
- Presentations (i.e. Community Pulse event)

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## PERFORMANCE KPI

ASSIST IN PRESERVING SEDONA'S NATURAL RESOURCES

#### PERFORMANCE KPI

- Survey findings of visitor actions taken towards Leave No Trace principles.

#### ANNUAL TARGET

- Add new questions regarding sustainability to visitor survey. FY23 is baseline.
  - Did you encounter Sedona's Leave No Trace messaging?*
  - Where did you encounter Leave No Trace messaging?*
  - Do you feel the Leave No Trace messaging was influential to your behaviors while recreating outdoors in Sedona?*
  - Which of the following Leave No Trace principles did you participate in while exploring Sedona's natural environment?*

#### YTD UPDATE

- Questions were added to visitor surveys starting in July 2022 to gauge action taken towards the 7 LNT principles. First report reflecting July – December surveying will be produced April 2023.

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## GOAL: MAINTAIN FUTURE ECONOMIC HEALTH

- ✓ GROUP/MEETING SALES
- ✓ TRAVEL TRADE INDUSTRY

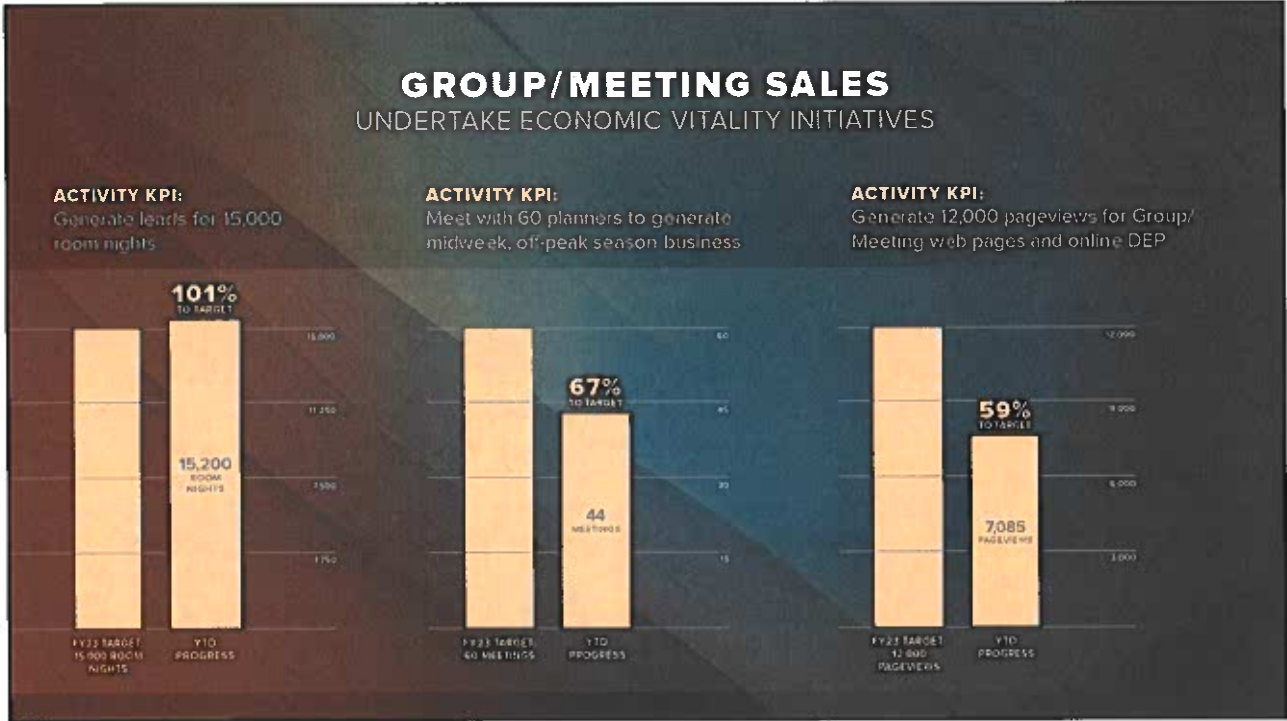
65

## GROUP/MEETING SALES UNDERTAKE ECONOMIC VITALITY INITIATIVES

### ✓ YTD ACCOMPLISHMENTS

- Attended two tradeshow and two industry networking events in Phoenix
  - Meetings Today Live West tradeshow: Met 24 qualified meeting planners on Sedona at pre-scheduled appointments
  - Destination West in Arizona: Met 20 qualified meeting planners on Sedona at pre-scheduled appointments
- MPI AZ Fall Education Program
- AZSAE November Education Luncheon/Annual Meeting
- Group/Meeting e-Newsletter
  - Total circulation: 5,845
  - Open rate: 31.5%

66



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## TRAVEL TRADE INDUSTRY SALES

UNDERTAKE ECONOMIC VITALITY INITIATIVES

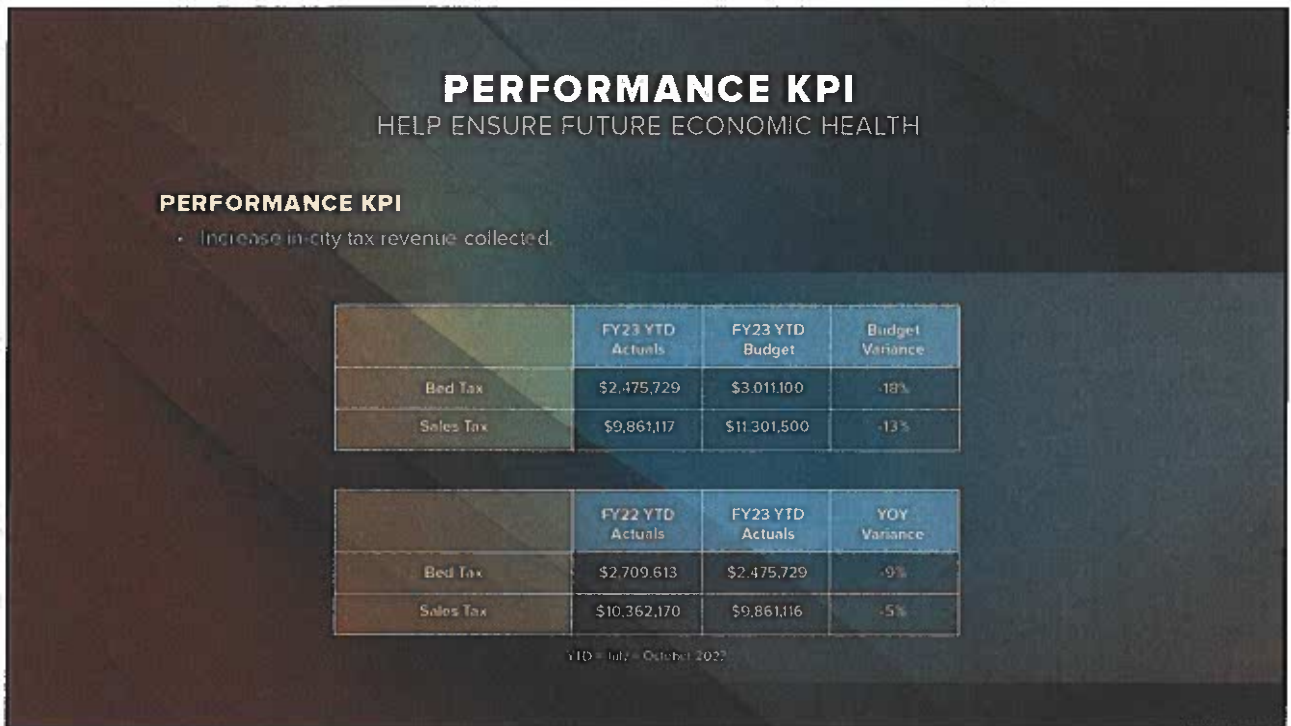
### ✔ YTD ACCOMPLISHMENTS

- **Brand USA Travel Week U.K. & Europe:** Completed follow-up communications for the show
- **Visit USA Belgium Arizona Webinar:** Three Arizona destinations (Scottsdale, Flagstaff and Sedona) conducted a destination training webinar to 44 Belgian travel trade professionals
- **Leads/Partner Referrals:** Three hotels leads, two service request leads were sent to tourism partners and 142 partner referrals were made during the months of October and November
- **FAM Tours/Site Visits:**
  - AOT's French Travel Trade FAM, which was participated by seven Sedona tourism partners
  - Attended Brand USA MegaFAM and AOT dinner event in Phoenix
    - MegaFam brought 60 top-selling agents from the UK, Ireland, Germany, France, Italy, Switzerland, Austria, Belgium and the Netherlands across the U.S. on six itineraries
    - Arizona received two representatives from Brand USA and 10 tour operators in sales from the Netherlands and Belgium
    - CTour Holiday, a Chinese tour operator, brought their six U.S. representatives to Sedona to learn about the destination

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# GOAL: EASE NEIGHBORHOOD BURDENS AND SUPPORT WORKFORCE

- ✓ SEDONASHUTTLE.COM
- ✓ VERDESHUTTLE.COM

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## TRANSIT MARKETING PLAN

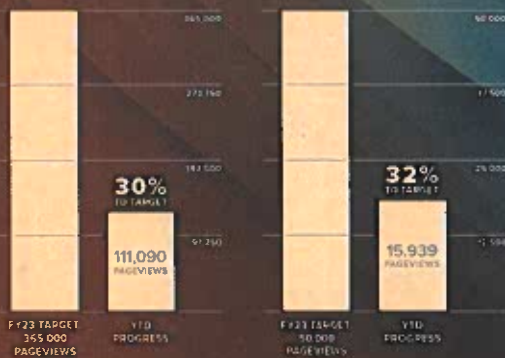
BUILD SUPPORT FOR TRANSIT UTILIZATION - SEDONA SHUTTLE AND VERDE SHUTTLE

**ACTIVITY KPI:**  
SedonaShuttle.com  
pageviews: 365,000

**ACTIVITY KPI:**  
VerdeShuttle.com  
pageviews: 50,000

### YTD ACCOMPLISHMENTS

- Continue to educate the public on Sedona Shuttle service
- Transit Marketing Digital Collateral
- Multiple e-Newsletter mentions
- Updated VisitSedona.com & SedonaChamber.com landing pages
- Added both toolkits to Respect Red Rock Country landing page
- Identified and corrected schedule information and updates



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74

## SHORT-TERM RENTALS

ENGAGE SHORT-TERM RENTAL PROPERTY MANAGERS AND OWNERS

### ✔ YTD ACCOMPLISHMENTS



- Leveraging Frontliner Program
- Working with the City of Sedona to get emergency plan information into the units

**Upcoming:** Good Neighbor program

75

## PERFORMANCE KPI

DEEPEN ENGAGEMENT WITH SHORT-TERM RENTAL SECTOR

### PERFORMANCE KPI

- Survey findings about STR level of integration with the SCC&TB

### ANNUAL TARGET

- TBD. FY23 is baseline

### YTD UPDATE

- Increased in connectivity with this market segment in order to re-build trust
- Successful engagement has resulted in 400+ units now receiving frontliner collateral
- 11 Chamber member STR management companies and 2 non-member companies received link to City of Sedona's emergency plan
- Exploring options for further engagement in partnership with the city through a Good Neighbor program

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## FOUNDATIONAL ASSETS

- ✓ GENERATE UNIQUE VISITORS/SESSIONS TO VISITSEDONA.COM
- ✓ ENSURE POSITIVE OPEN RATE ON MONTHLY CONSUMER E-NEWSLETTER
- ✓ INCREASE TOTAL NUMBER OF SOCIAL MEDIA FOLLOWERS

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## FOUNDATIONAL ASSETS

VISITSEDONA.COM

**ACTIVITY KPI:**  
Generate 1,200,000 unique visitors/sessions to VisitSedona.com

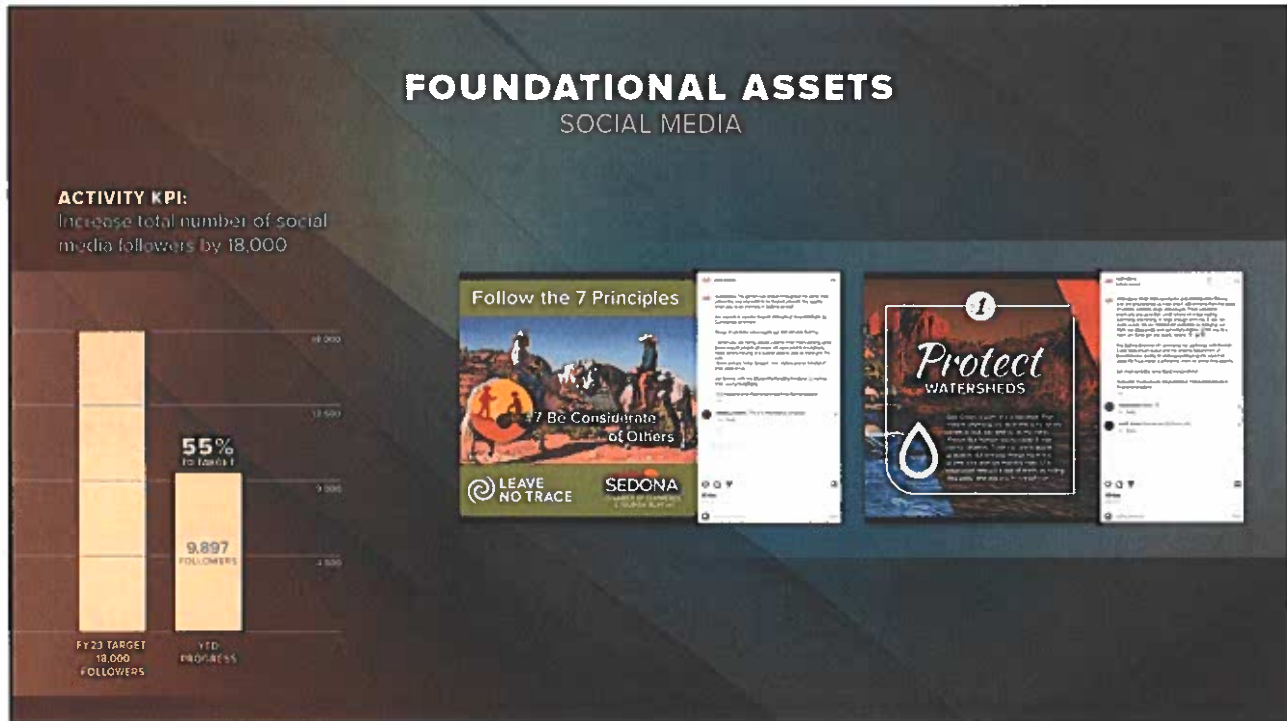
Category	Value
FY23 TARGET	1,200,000 UNIQUE SESSIONS
YTD PROGRESS	1.3M SESSIONS

**108%**  
TO TARGET

78



79



80



## FY24: PRIORITIES AND PROGRAMS

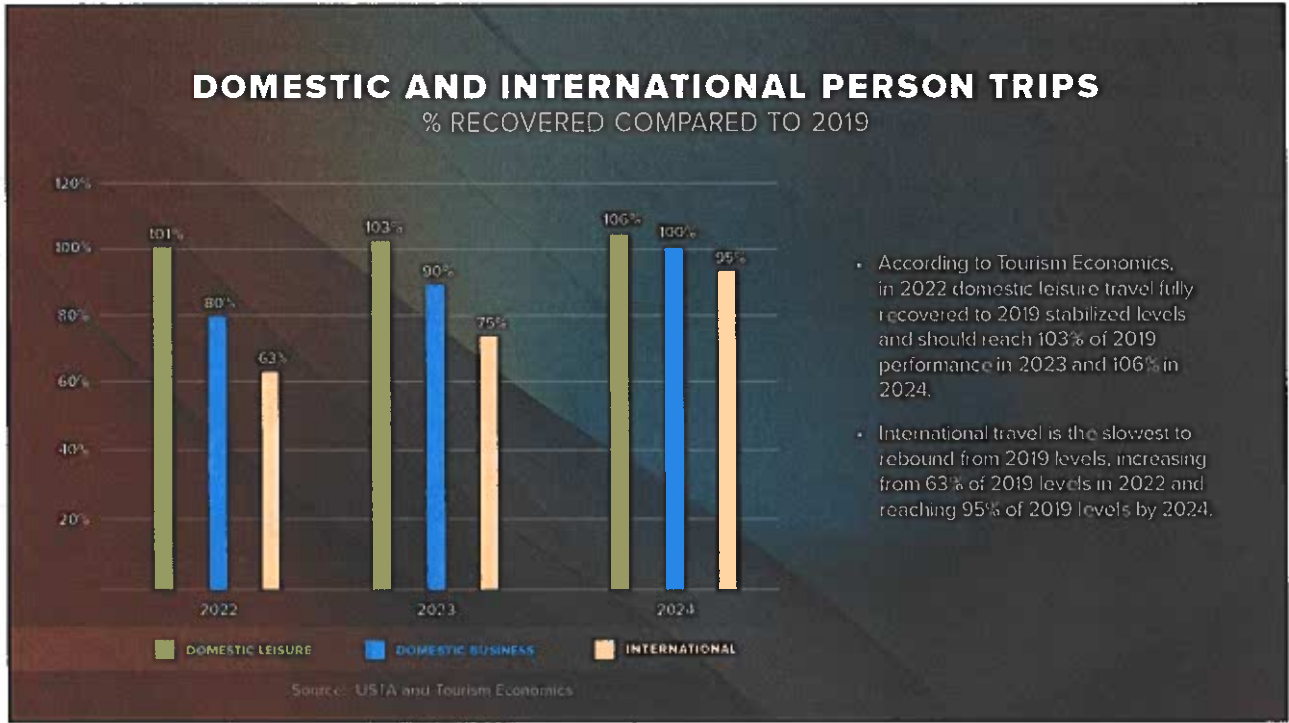
- Current state of economy
- Community priorities that the SCC&TB can impact
- Programs to Continue, Discontinue, Start

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## CURRENT STATE OF ECONOMY

82

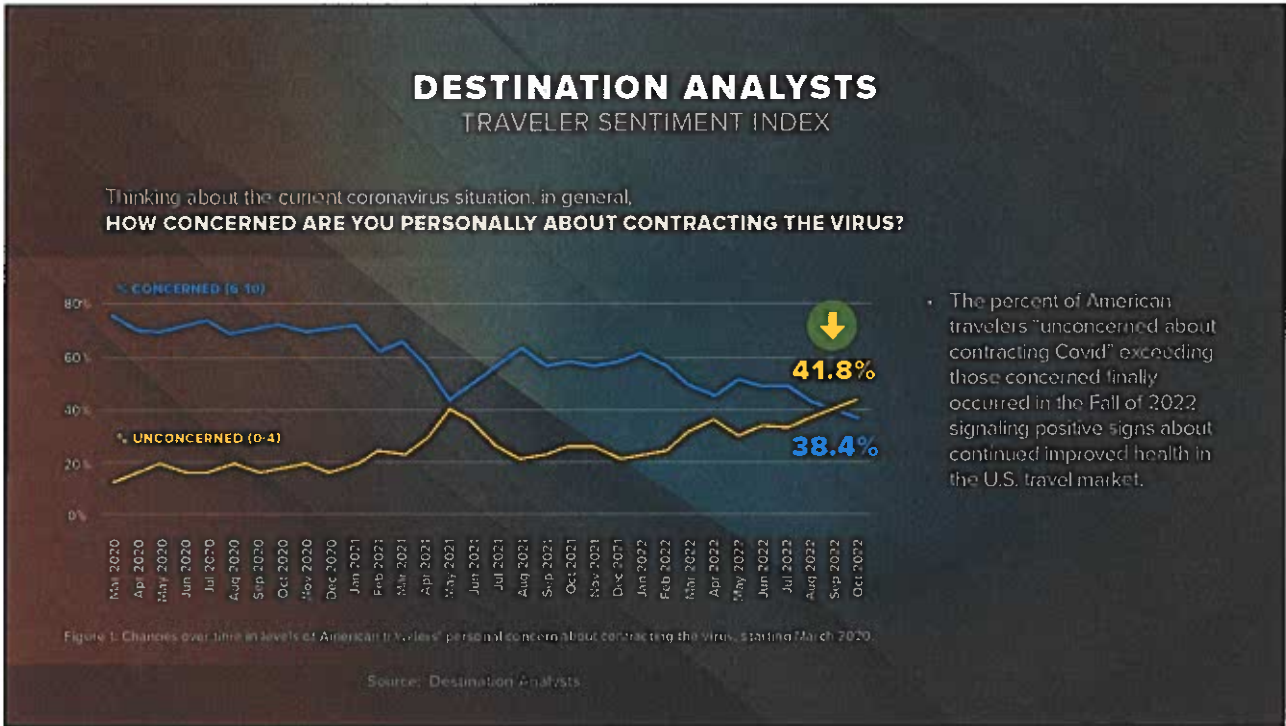




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While moderated Covid concerns is good news, American travelers expect that the U.S. will enter a recession soon, with two-thirds now believing this economic outcome to be imminent (interestingly, this belief spans generations, geographic regions and income levels). As such, **68% of American travelers say they are being careful with their money as a result of recessionary fears. Of this group tightening their wallets, 79% said this includes reducing expenditures on travel**

- Destination Analysts

The top deterrents to travel Americans report continue to center around financial and cost issues, with gas being too expensive, travel in general being too expensive, personal financial reasons and airfare being too expensive topping the list as reasons that have kept Americans from traveling more than they would have preferred. **This is concerning, particularly for higher cost destinations like Sedona.**

- Destination Analysts

**Strong Dollars opens more International Interest** - The U.S. dollar is stronger than it has been in a long time, making international travel look especially attractive. As of early December 2022, the dollar and euro are almost 1-to-1 and currency exchange rates to many other popular destinations are also favorable. Travelers have been heading to lower-cost countries for years as a way to get more for their money. **This will likely negatively impact Sedona who had benefited from high-end travelers putting off international travel in 2021 and 2022 opting for high quality domestic destinations**

- Forbes Advisor

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**Travelers will continue to prefer short-term rentals over big chain hotels** - More people are renting out their private spaces and buying second homes to turn into vacation rentals to supplement their income, according to The Wall Street Journal. Airbnb also released data indicating 2022 saw a significant increase in new listings, and new hosts in the US earned over \$18 billion, up 34% from the previous year.

- *Travel Daily Media, 2023 Trends*

**"Work from roam" is the new "work from home."** - Remote work gave people the possibility to "work from roam." as of the second quarter of 2022, Airbnb saw long-term stays (28 days or more) increase nearly 25 percent from 2021 and nearly 90 percent from 2019.

- *Travel Daily Media, 2023 Trends*

**Increased Demand Whole Home Stays** - Demand for Vrbo's whole, completely private vacation homes in US western destinations is up by more than 30%. US travelers are drawn to scenes in outdoorsy destinations with mind-blowing landscapes.

- *Vrbo*

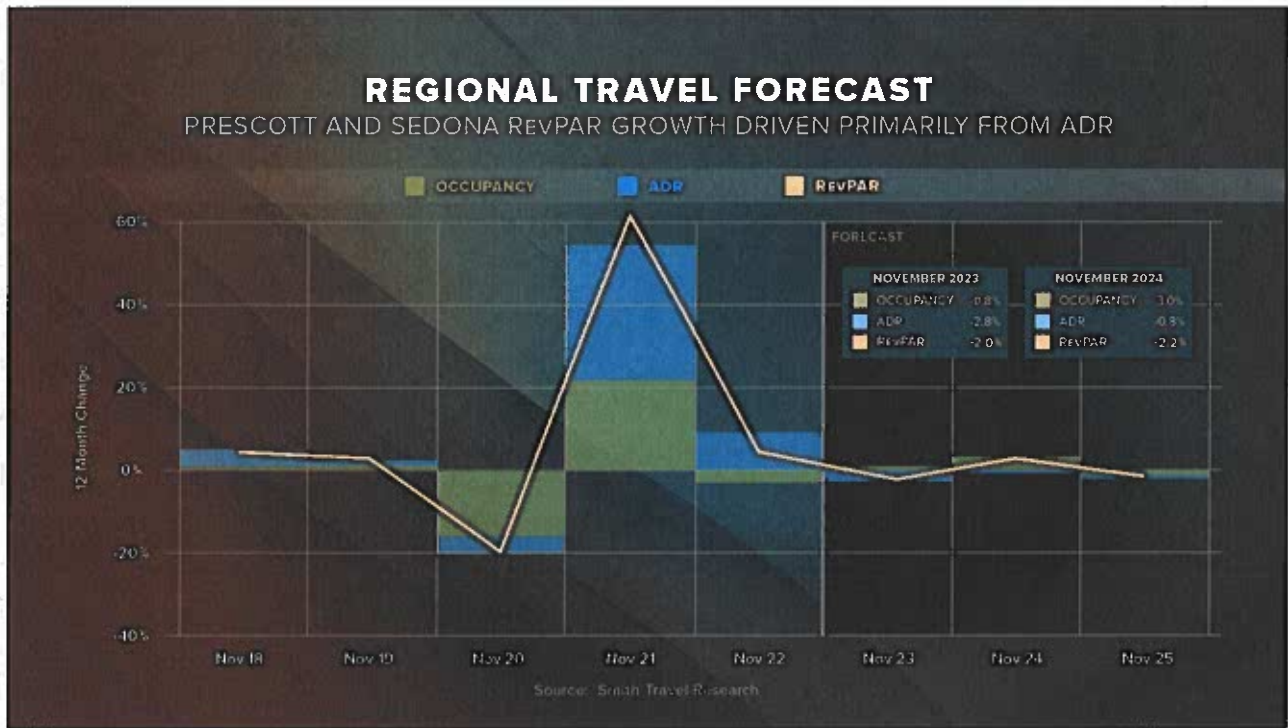
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#### **NATIONAL FACTORS THAT COULD NEGATIVELY IMPACT SEDONA:**

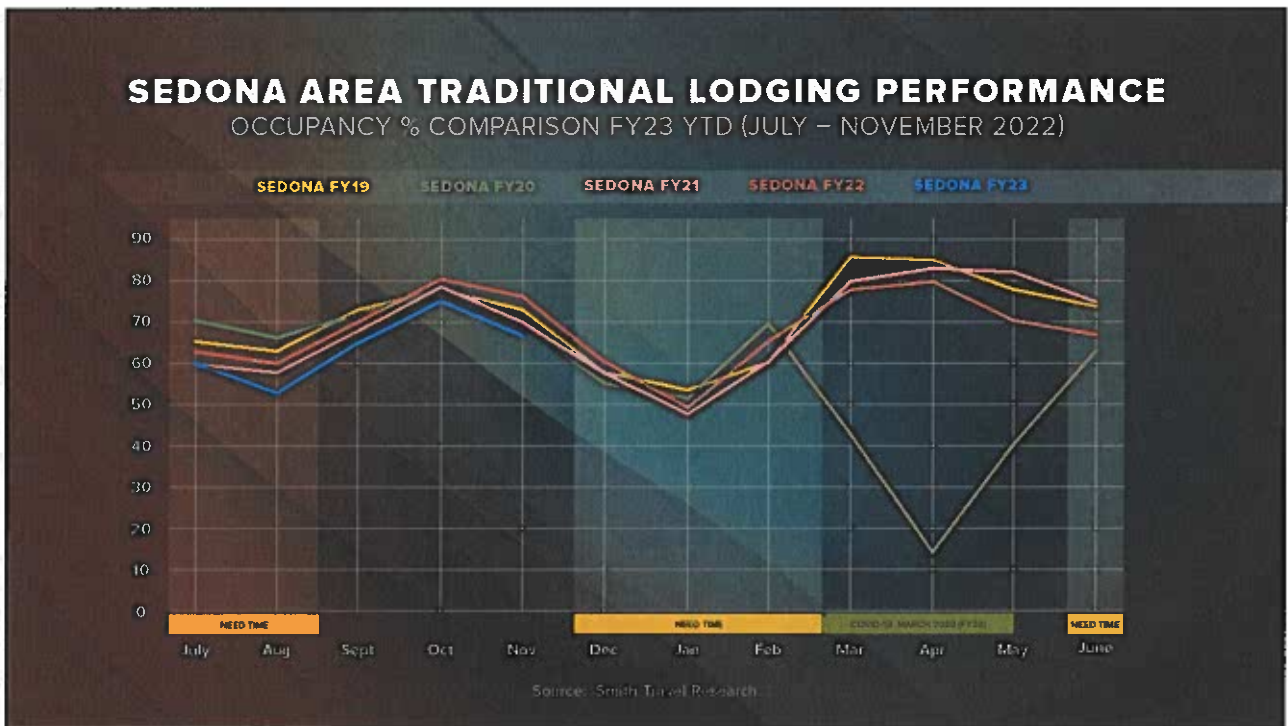
- Recessionary concerns damping travel activity – potential for overall slowing.
- Return to Urban Destinations – lack of high-end urban interest benefited Sedona over the last couple of years
- Strong Dollars opens more International Interest – more high-end travelers choosing international options – again the lack of international travel in 2021 and 2022 benefited Sedona
- "Work from roam" and continuing Short-Term Rental usage increasing whole house demand by leisure travelers - only becoming more of an issue for Sedona

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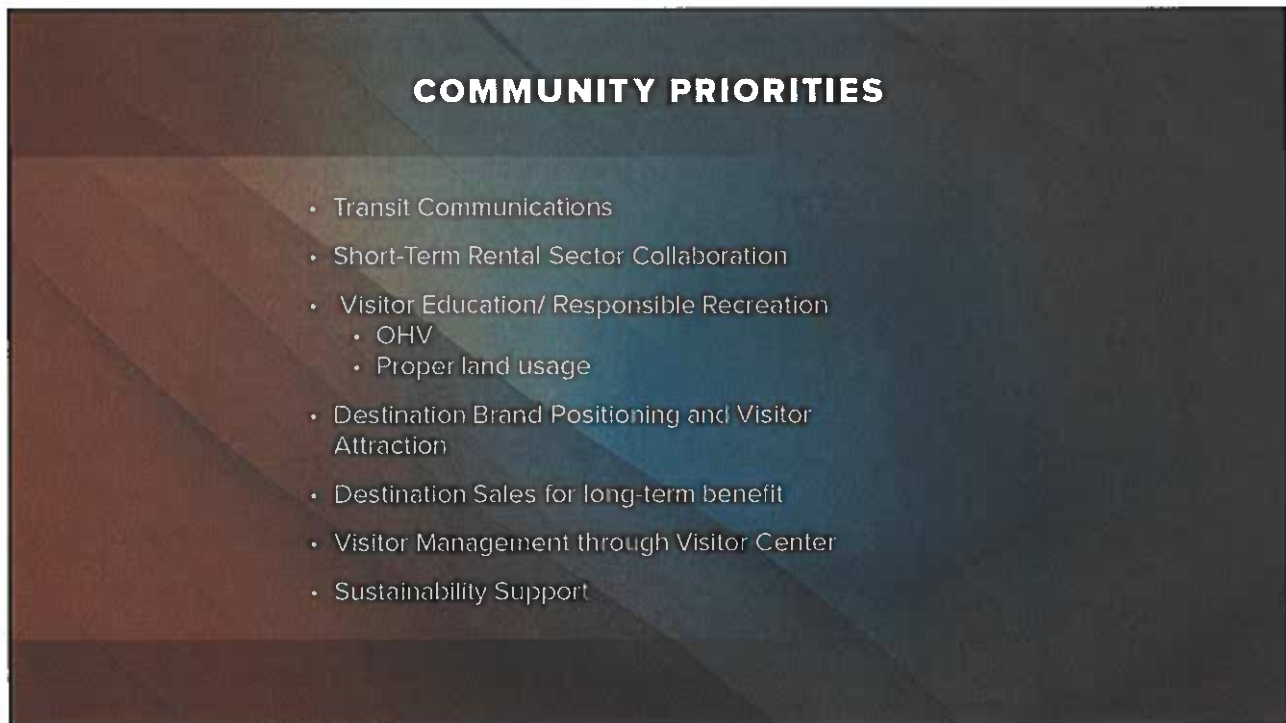
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# PROGRAMS TO CONTINUE, DISCONTINUE, START

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PROGRAMS TO CONTINUE	PROGRAMS TO DISCONTINUE	PROGRAMS TO START
Transit Marketing	Online Toolkits - Transit	Destination Branding and Marketing
Visitor Education - Geofencing	Sedona Cares Pledge	City-wide Business - Leave No Trace
In-Room Videos	VVREO Business Sustainability Certification	
Frontliner (formerly: Concierge Connection)		
ADT Rural Co-Op		
OHV/ Tread Lightly!		
Sedona's Secret 7		
LNT - Voluntourism and Proud Supporter		
Short Term Rental		
Sedona Trail Keepers		
Fly Friendly		
Sales - Group/Meeting and Travel Trade		
Media Communications and Relations		
Research		
Foundational - VisitSedona.com, Consumer e-Newsletter, Social Media, etc.		

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## SHORT-TERM RENTAL PROGRAM

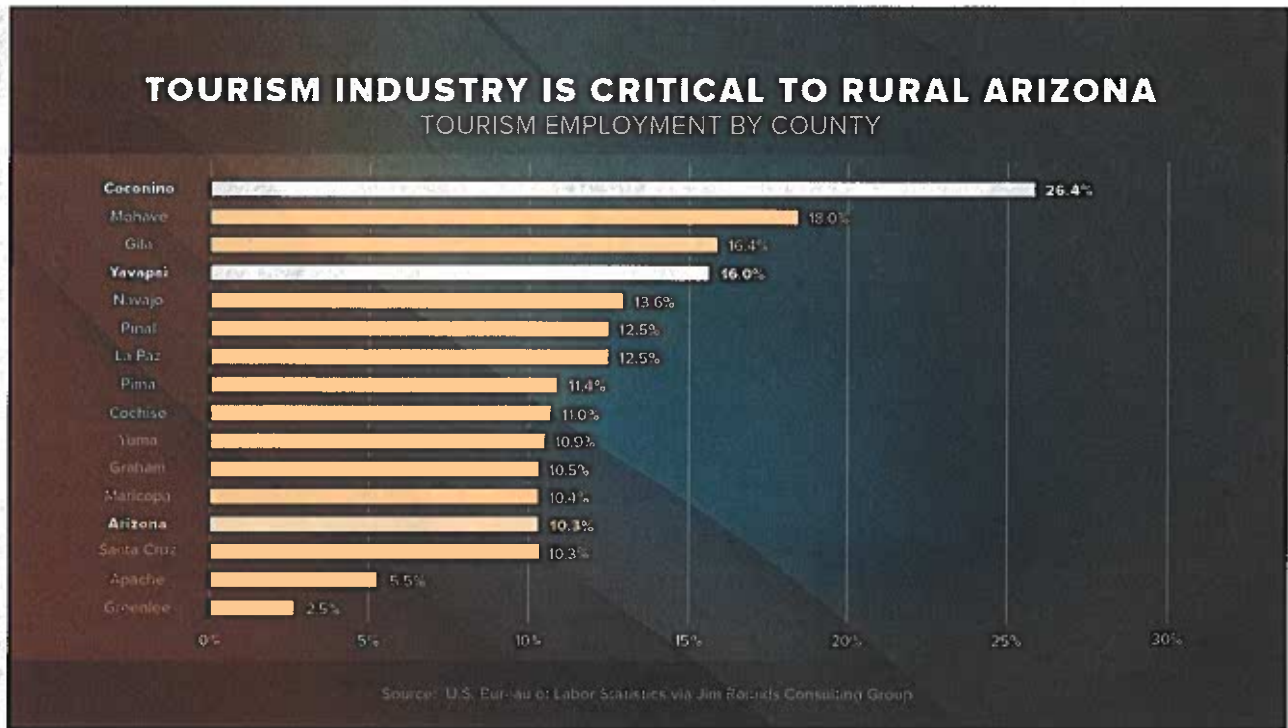
- We've added 411 STR units to the Frontliners program. Currently we are providing Sedona/Verde Shuttle info, Experience Sedona Guides, Secret 7 Hiking information to these property managers.
- Would like to provide these companies with access to a toolkit.
  - Toolkit would include electronic information that could be included in communications with guests
    - Secret 7
    - RespectRedRockCountry.com link
    - Emergency Plan link
    - Link to the Good Neighbor Brochure
- Would like to build a Good Neighbor program with the City.
  - We could create a certification program where owners/managers become certified Good Neighbors by completing some information, performing a few tasks...
  - Looking forward to producing an electronic file that could be used in confirmation communications to add to a STR Toolkit

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## FRONTLINER PROGRAM

- Super excited to start the Frontliners After Hours quarterly events!
- Name change to Frontliners Program.
- Would like to add a submission process for the Frontliners e-Newsletter to give the concierge a way to suggest information they want in the newsletter.
- Would like to CXL concierge connector and instead hire a delivery service to deliver the materials.
- Concierge Connection Network monthly meetings will be attended by a SCC&TB staff member as frequently as is allowed by the association leader, Pate Sanders.

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# SCC&TB BOARD OF DIRECTORS

Business Professionals, Industry Sector Leaders (Tourism, Healthcare, Arts/Culture), Nonprofit Organizations, Retired Executive, Finance/Banking, Educator, City Staff, Economic Development Professional, Environmental Steward, Resident

#5  
#6

## PRESIDENT/CEO

## STAFF

### CHAMBER OF COMMERCE

**Purpose:** To Support Individual Businesses with Management Tools, Marketing, Networking, Best Practices, and Educational Opportunities

#### 501C3 / FOUNDATION

##### Function

Provide funds for new Chamber of Commerce program development or expansion of existing programs.

##### Funding

Grants  
Donations

#### BUSINESS SUPPORT

##### Function

Advocacy, Training, Expert Assistance, Resources, Education, Marketing Exposure, Being Connected and Informed, and Leveraging the Strength of a Collaborative Community

##### Funding

Membership Dues  
Sponsorships

#4

#### Dual Tools

VisitSedona.com

Experience Sedona  
Visitor Guide

Visit Sedona  
Social Media

Consumer  
e-Newsletter

### TOURISM BUREAU | OFFICIAL DMO

Membership Agnostic

**Purpose:** To Market and Manage the Destination with Consideration of the Economy, Visitors, Residents, and Environment

#2

#### DESTINATION MARKETING

##### Function

Branding, Marketing,  
PR/Communications and Sales

##### Funding

City of Sedona: Fee for Service  
Private Sector  
Tourism Marketing Authority

#### DESTINATION MANAGEMENT

##### Function

Visitor Center Exposure:  
Open to all Businesses

Destination Management Programs  
(i.e. Sedona Trail Keepers, Secret 7)

##### Funding

City of Sedona: Fee for Service

#1

#3