



Meeting Date: July 3, 2024
Board: Tourism Advisory Board
Project Summary: Review of the draft Tourism Program Strategic Plan
Action Requested: Provide feedback on materials listed above.
Staff Recommendation: n/a
Report Prepared By: Lauren Browne, Communications Director

Attachments:	Page
1. Exhibit A: Draft Strategic Plan	Attachment 1
2. Exhibit B: Draft Initiatives Tracking and Gantt Chart.....	Attachment 2



PROJECT DESCRIPTION

Review, discussion and recommendations to city staff and the City Council on the draft Tourism Program Strategic Plan.

BACKGROUND AND EXPLANATION

The City created an in-house Tourism Program in the summer of 2023, and as part of that effort, hired the Coraggio Group to create a strategic plan that outlines the direction and action steps the program will take in the next 18 months to 2 years, beginning in July of 2024.

This plan is unique in that it does not contain narrative around how we got to this point, or the decisions made in the draft of the plan. Instead, it is meant to be a digestible, one-page document that outlines the Tourism Program's:

- Vision
- Mission
- Position
- Imperatives
- Initiatives

Then, in an accompanying spreadsheet document, it outlines the actions and measures of success that will occur to meet the imperatives. In this spreadsheet, it also details who is the staff lead on each initiative and there is a gantt chart that will identify when all of these actions will be accomplished. While the gantt chart has not been filled out yet, this will be the next step in the coming month. Staff did not feel it was worth holding up taking the draft to the Tourism Advisory Board because the gantt chart has not yet been filled in.

The amount of stakeholder engagement was significant during this process and included: the Lodging Council; the president and CEO of the Sedona Chamber of Commerce and Tourism Bureau; the Mayor, Vice Mayor and City Councilors; interviews with stakeholders representing the arts, environmental groups, transportation, recreation and businesses; the Tourism Advisory Board; the community at large; and three surveys done in conjunction with the Tourism Program's marketing firm: the resident sentiment survey, the visitor intercept survey and the awareness and perception survey.

Once the research portion of this project was completed, over the course of several months in the first half of 2024, the City's tourism team met many times to iron out the items listed in the plan, and with a new Tourism Manager starting July 1st, this is an optimal time to bring the draft plan to the Tourism Advisory Board.

Ties to the Sustainable Tourism Plan

The tourism team specifically went through the pillars, objectives and tactics of the Sustainable Tourism Plan, and tried to carry over intentions from that plan into the Strategic Plan. The team also recognized that while the Sustainable Tourism Plan is admirable, it also seemed difficult to implement because of the reliance on outside organizations to bring the plan to life and meet the goals. Rather with the Strategic Plan, the tourism team focused on things in the City's control, at least in these first 18 months – 2 years.

There is overlap in the strategies in each plan in that many listed in the Sustainable Tourism Plan carry over into the Strategic Plan including strategies that focus on:

- Waste prevention and diversion
- Initiatives that lessen impacts to lands
- Multi-modal solutions to facilitate visitor traffic flows
- Monitoring and adjusting tourism marketing to achieve balance between quality of life and a healthy economy

Additionally, take note that one of the Strategic Plan's action steps under the initiative to increase the capacity for developing, managing and promoting tourism is to assess in 18 months if a rewrite of the Sustainable Tourism Plan is needed going forward. The alternative would be to create another Strategic Plan and memorialize the Sustainable Tourism Plan.

NEXT STEPS

The City Council will be presented with the Strategic Plan at a meeting in the future still to be determined. The input and recommendations from the Tourism Advisory Board will be given to City Council at that time.