Imperative	Initiative	Initiative Lead	Measures	Action Steps	Task Owner	March	April	May	June	July	August	September	October	November	December
Steward the Destination	**Encourage Responsible And Respectful Use of Sedona**	**Andrew**	Deliver one "always on" campaign	Develop a series of key messages related to each behavior that can be targeted to different audiences before and during trips to Sedona ("Know Before You Go" vs "Think While You Are Here")	Rob										
			Deliver one social media toolkit per marketing campaign	Develop a social media toolkit that can be shared with tourism-related businesses, and partner with local organizations to distribute messages throughout the visitor lifecycle	Kegn										
				Define key behaviors and messages to address throughout the year (e.g. shuttle services, sunscreen, heat times, etc)	Rob										
				Consider working with Parks and Rec's volunteer rangers to disseminate key messages during key times of year. This trailhead ambassador program would provide local residents with a positive outlet to affect change in behaviors	Andrew										
				Assess an "always on" educational campaign on social media, leveraging influencer and paid ads, execute	Kegn										
	Leverage Local Partnerships To Advance Projects That Preserve Sedona	**Andrew**	Attend at least 1 Oak Creek Watershed Council clean up per year	Work with Oak Creek Watershed Council to amplify their messages on Oak Creek clean up efforts	Andrew										
				Work with Leave No Trace to integrate their principles into marketing campaigns and the website	Rob										
				Identify any other relationships the the Tourism Program should have close contact with and explore ways to partner	Andrew										
	Work with city departments to explore opportunities for visitors to support our sustainability initiatives	**Lauren**	Attend bi-monthly SIM meetings	Tout traffic alleviation, poo collection, transit ridership wins through social media posts and	Kegn/Rob										
			Attend bi-monthly transit marketing meetings	Support Public Works in moving forward SIM projects and communication strategies on SIM projects	Lauren										
			Grow social media engagement on transit posts by 10 percent	Support the Sustainability Department with their goals to reduce greenhouse gas emissions city-Develop and promote car-free itineraries	Lauren James										
				Determine going forward if other department's goals are the Tourism Program's goals or if we just play a supportive role in their goals	Andrew										
					Andrew										
Champion the Sedona Brand	**Integrate the new Sedona brand throughout the City's tourism activities, materials and marketing campaigns**	**Andrew**	TAB and City Council approve Build out brand on website, collateral materials, marketing campains, etc.	Complete brand. Infiltrate brand into everything we do.	Lauren Rob and James										
	Bolster digital marketing content to increase website traffic and social engagement	**Kegn and Rob**	Increase website engagement by Grow followers/fans by 20 percent.	Establish cadence and implement blog and newletter. Establish cadence of organic posts and post engaging content on all platforms.	Kegn/Rob Kegn										
	Prioritize marketing investments during off-peak times of the week and year and educational marketing investments year-round	**Lauren and Andrew**	Increase visitation year over year Increase average spend per	Create on-brand destination marketing campaigns during the summer and winter. Create marketings campaigns that weigh visitors from locations who historically spend more per	Lauren and Rob Rob										
	Provide economic vitality support to private sector Sedona businesses	**Lauren and Andrew**	See an increase of sales and bed tax collections during off peak, indicating healthier businesses	Network with tourism businesses and offer to meet on site to understand their business needs and build those relationships	Andrew										
				Continue to foster relationships with the Lodging Council and Chamber of Commerce and look for additional ways to partner	Andrew										
				Stabalize the peaks and valleys of visitation, allowing businesses to stabalize their workforce needs	Andrew										
	Leverage earned media and travel trade to enhance Sedona's reputation as a leading national destination	**Andrew**	increase earned media coverage by 10 percent	Compile list of earned media within the last 3-5 years and compile the strongest stories/results	Heather										
			increase lead time for booking travel	Create a media plan and outreach strategy, including compiling a list of targeted media outlets/journalists to prioritize investments in. Implement.	Heather										
			Decrease group sales lags in the Booking Pace Trend Report	Implement Book Direct	Rob										
			Meet with 40 amount of travel trade professionals at tradeshows Host 40 travel trade professionals in Sedona	Define what a group is and come up with a group sales strategy.	James/Andrew										
				Establish DMMO and reconnect relationships with travel professionals.	James/Andrew/Heather										
				Launch press releases around strategic times of year/project completion, attend industry trade shows, and work with AOT	Lauren										
	Build up an asset inventory, toolkits, and offer local marketing co-ops	**Andrew**	Complete 2 photo shoots per year	Hire photographer to build asset library Collect UGC and stock imagery.	Lauren or Andrew										
			Initiate 2 sharing reminder emails per year	Provide asset library to businesses for free	James or Andrew										
				Ask Andrew for his co-op ideas											
Enhance Community Engagement with Tourism	**Create and execute a communications plan that builds awareness of the value of the City's investments in tourism and commitment to quality of life**	**Rob**	Get approval from TAB	Review previous efforts by the Chamber of Commerce	Rob										
				Research the taxes that visitors pay into, and understand how those taxes are invested to advance community values	Andrew										
			Present the messages to the Gauge resident sentiment towards tourism year-over-year through a resident survey	Assess where residents and business interests overlap and have common goals Develop a series of key messages that are segmented by local audiences (residents, tourism-related businesses, and local government) and that includes value propositions for each segment	Rob Rob										
			Distribute a quarterly newsletter that includes timely updates on tourism performance and tourism-related research	Consider PR strategies to communicate the message. In this, consider a "Faces of Tourism" campaign that highlights local community members that directly or indirectly benefit from Sedona's tourism industry	Rob										
				Take the plan to TAB.	Rob										
				Distribute messages to appropriate channels and audience	Rob										
	Strengthen the partnership between the City and local tourism leadership organizations (e.g. TAB, Lodging Council, Chamber, Land Managers, etc.)	**Andrew**	Attend all 10 Lodging Council Provide City Council with at least 2 updates a year Attend all TAB meetings Initiate regular messaging email reminders to coincide with marketing campaign launches	Regularly meet with the TAB and Lodging Council to provide updates on tourism and gather input/feedback on ways to enhance tourism locally	Andrew										
				Utilize the City Council, TAB and Lodging Council to champion the brand and the Tourism	Andrew										
	Create a transparency hub on the City's website where data can be viewed	**Rob**	Grow website HUB landing page	Identify content in HUB	Rob										
				Design HUB	Rob										
			Update monthly	Publish HUB	Rob										
				Promote HUB	Kegn and Rob										
	Regularly monitor community perceptions of timely tourism challenges and opportunities	**Andrew**	Host two of these	Create and develop tourism town hall events that are open to the general public	Andrew										
			Gauge resident sentiment towards	Include resident sentiment questions in city surveys.	Kegn										
Strengthen the Organization	**Advance partnerships with state, regional, and local, tourism and economic development organizations**	**Andrew**	Successful relationships are built with 10 state, regional, or local tourism-related or economic development organizations	Assess the inventory of tourism businesses to define gaps and encourage economic diversity	Andrew										
	Increase the city's capacity for developing, managing, and promoting tourism	**Andrew**	Onboard Tourism Manager Hire FY25 Coordinator Tour all Sedona hotel properties	Encourage teambuilding and positive internal culture with monthly team meetings and outings	Andrew										
				Assess in 18 months if a Sustainable Tourism Plan or another strategic plan is needed going forward	Andrew										
	Bolster the City's tourism-related research and data portfolio to enhance local understanding of the tourism economy	**Andrew**	Report monthly to TAB, Lodging Council, City Council and general public on tourism data	Take inventory of all data, assess redundancies and gaps	Andrew										
				Identify highest value reports	Andrew										
				Determine method of communicating reports											
				Deliver reports to target markets											
	Participate in national, state, and local tourism conferences and events	**Andrew**	Attend GCOT Attend 3 travel trade conferences in FY25	Assess which conferences in all tourism sectors are worth considering going to	Andrew										