

# FY23 CDBG Reallocation

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August 14, 2024  
City Council Meeting

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Jeanne Frieder  
Housing

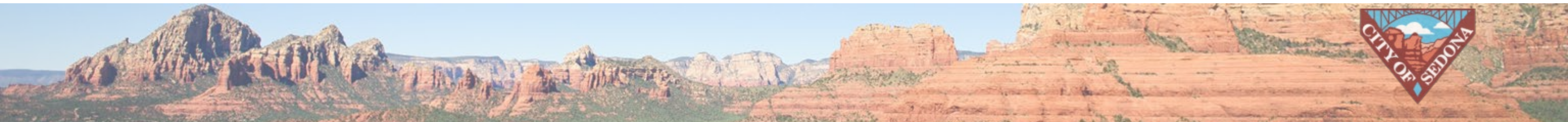


CDBG Overview

FY23 CDBG Sedona History/Timeline

Reallocation Project Overview

Next Steps



# CDBG Overview

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- Federal Program – US Dept of Housing & Urban Development
- AZ Dept of Housing (ADOH)
- Northern AZ Council on Governments (NACOG)
- 4-year cycle
- Sedona's total allocation – FY23 - **\$402,110**
- National Objectives:
  - 51% of persons must be low-to-moderate income,
  - reduce or eliminate slums/blighting conditions,
  - address an urgency (i.e., natural disaster or health threat)



# FY23 CDBG – Sedona History / Timeline

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- **JANUARY 24, 2023** City Council meeting:
- 4 Projects reviewed:
  - **Verde Valley Habitat for Humanity.** Critical home repair program for low –to-moderate income homeowners, including seniors & disabled
  - **Shelter / Day Use Facility** proposed by Housing staff. Property acquisition to serve Sedona area unsheltered residents, to be operated by a non-profit partner.
  - **Strategic Plan to Address Homelessness** proposed by Housing staff. \$10K for consultant to identify needs and guide City activities related to homelessness.
  - **Steps to Recovery Housing.** Transitional Housing. Building purchase for individuals impacted by substance abuse. City Council selected this project.



# FY23 CDBG – Sedona History / Timeline

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- **May 2023** ADOH determines property must be located within Sedona
- **July 2023** Deficiency Response letter from ADOH
  - Indicating need for additional funding to make acquisition and overall project feasible
  - City must ensure ERR is complete and includes acquisition and rehabilitation.
- **December 12, 2023** City Council meeting:
  - **Status Update.** Steps to Recovery Housing / City housing staff.
  - No suitable property had been identified.
  - A plan for filling the funding gap required to purchase real estate had not been determined.

## **Spring 2024**

- ADOH HTF grant application for additional funding was denied.
- ADOH and NACOG discussions to clarify program details.



# FY23 CDBG – Sedona History / Timeline

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## May 2024

- Definitive clarification with STRH. Property must be located in Sedona.
- Property must be identified and in contract by June 30 to meet Environmental Review requirement
- Program must be under contract with ADOH by September 30 to meet October 1 start date.



# Reallocation Plan

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- **Verde Valley Habitat for Humanity Critical Home Repair Program**

	#owner occupied housing units	% households annual income <\$50K
Sedona	3600	35%

- To benefit low-to-moderate income households (at or below 80% AMI)
- Managed by Verde Valley Habitat for Humanity
- Must be owner-occupied primary residence and current with mortgage, insurance and property taxes
- Maximum assistance per household: \$30,000



# Next Steps for Sedona CDBG

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- Public Hearing at City Council, **September 10, 2024**

Approvals for:

- Resolution to submit new application to ADOH
- Resolution to approve Housing Repair Guidelines
- Resolution to approve a contract with ADOH authorizing City Manager to execute, subject to approval by City Attorney
- If approvals are granted:
- Application and all documentation will be submitted to ADOH for contract to be executed by all parties by a September 30, 2024 deadline.
- Program start date: October 1, 2024







# CITY OF SEDONA

## **TOURISM PROGRAM**

City Council

August 14, 2024 Meeting

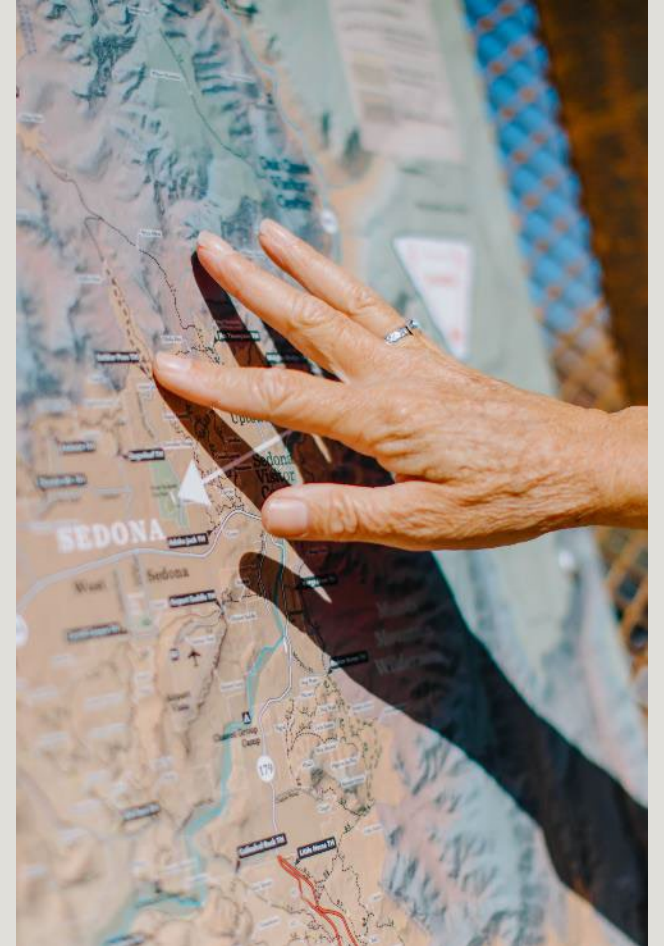
# Purpose

- This is intended to serve as an 18-month work plan (July 1, 2024 – December 31, 2025) that guides the investments made by the City's Tourism Program
- This is not intended to be a plan for the Sedona tourism industry
- We are here to present the new City of Sedona Tourism Strategic Plan for comments



# Research Context

- Work began with the Coraggio Group in fall 2023
- Community listening activities included:
  - 19 interviews with stakeholders representing City Council, the arts, environmental groups, transportation, recreation, and hospitality
  - 3 in-person listening sessions with the Tourism Advisory Board, Sedona Lodging Council, and Sedona residents
  - 3 surveys (resident sentiment, visitor intercept, and traveler awareness & perception)



# Research Key Findings

- Address vehicle congestion and advance car-free transportation
- Stabilize peaks in visitation and drive demand during the valleys in visitation
- Prioritize investments in research and data to make informed decisions
- Conduct continued outreach to advance partnerships
- Leverage the power of destination marketing to manage the Sedona brand externally and target visitors that are aligned with our values as a community
- Regularly report on the tourism industry and the City's investments in tourism
- Recognition that the City of Sedona is in the best position to holistically manage the destination and coordinate with other City departments and external agencies



# Draft Sedona Tourism Strategic Plan



# Plan Structure

- The plan is broken into imperatives, initiatives, actions, and measures
- There is a one-page placemat that includes mission & vision, imperatives, and initiatives
- There is also a spreadsheet that details the actions and measures for each initiative within each imperative



# SEDONA TOURISM STRATEGIC PLAN 2024 – 2025

## MISSION

Sedona inspires its visitors and residents to discover the wonder of the destination and protect it for generations to come

## VISION

The City of Sedona Tourism Program bolsters the local economy while championing environmental stewardship and supporting a strong community for all

## POSITION

The City of Sedona Tourism Program is the only entity poised to lead and manage Sedona as a world-renowned destination and tourism economy, balancing the needs of residents, businesses, and visitors by:

- Owning and championing the brand that shapes Sedona's tourism economy
- Utilizing the City's willingness and expertise to holistically manage the destination from marketing to infrastructure
- Leveraging critical data and research to manage the destination, empower businesses, and inform the community
- Being responsive to residents, businesses, partners, and visitors
- Executing targeted destination marketing and communications
- Leading collaboration and regional/peer agency cooperation that makes tangible progress possible

## IMPERATIVES AND INITIATIVES

### Manage And Steward The Destination

Increase awareness and education of ways to reduce vehicle congestion

Prioritize marketing investments during off-peak times of the week and year

Encourage responsible and respectful use of Sedona throughout the year

Partner with City departments to advance projects that better manage visitation throughout the year

### Optimize Economic Impact

Integrate the new Sedona tourism brand throughout the City's tourism activities, materials, and marketing campaigns

Bolster digital marketing content to increase website traffic and social engagement

Leverage earned media and travel trade to enhance Sedona's reputation as a leading national destination

Build up an asset inventory and offer local marketing co-ops

Be a supportive partner to tourism-related businesses in Sedona

### Enhance Community Engagement With Tourism

Advance partnerships with tourism-related economic development, government organizations, and non-profits

Create and execute a communications plan that builds awareness of the value of the City's investments in tourism and the City's commitment to quality of life

Create a "State of Sedona Tourism" transparency hub on the City's website that tracks the progress of this plan

Regularly monitor community perceptions of timely tourism challenges and opportunities

### Strengthen The Organization

Enhance the City's tourism-related data portfolio to make more informed decisions and measure results

Increase the City's capacity to develop, manage, and promote tourism

Participate in national, state, and local tourism conferences and events



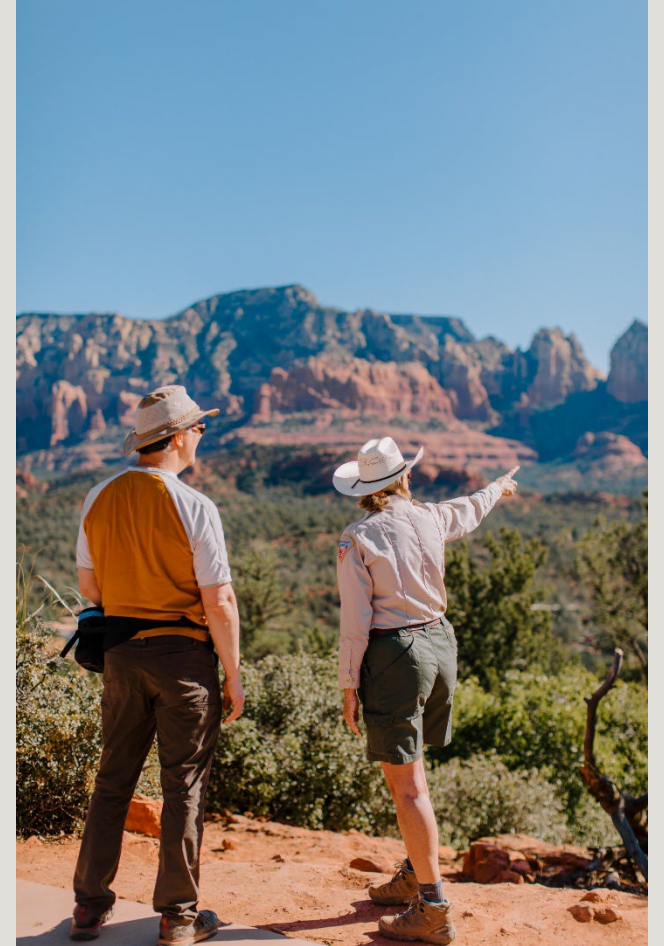
# Vision & Mission

## Vision

Sedona inspires its visitors and residents to discover the wonder of the destination and protect it for generations to come

## Mission

The City of Sedona Tourism Program bolsters the local economy while championing environmental stewardship and supporting a strong community for all



# TOURISM PROGRAM



# Position

The City of Sedona Tourism Program is the only entity poised to lead and manage Sedona as a world-renowned destination and tourism economy, balancing the needs of residents, businesses, and visitors by:

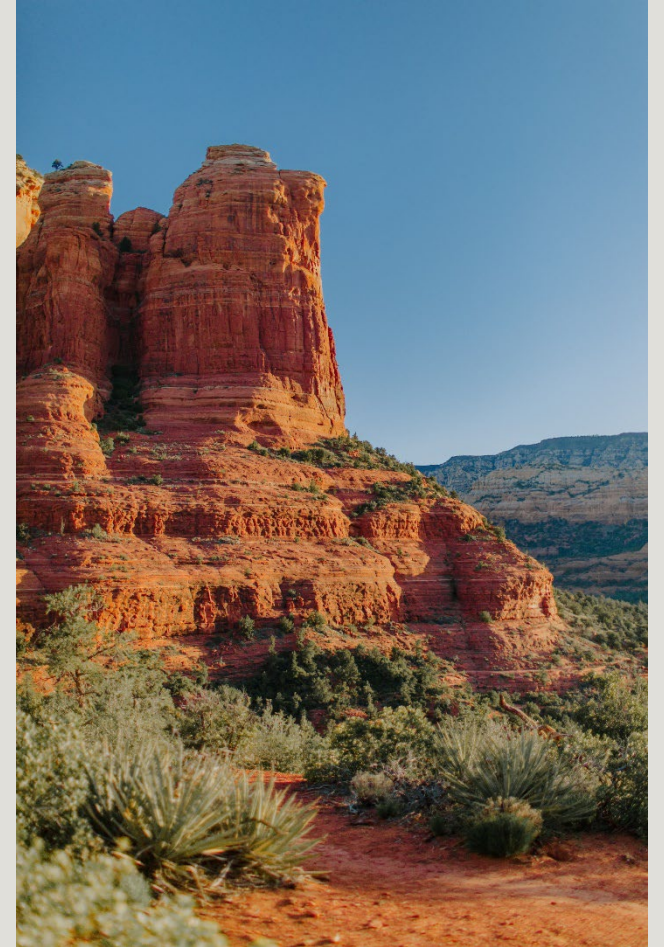
- Owning and championing the brand that shapes Sedona's tourism economy
- Utilizing the City's willingness and expertise to holistically manage the destination from marketing to infrastructure
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- Being responsive to residents, businesses, partners and visitors
- Executing targeted destination marketing and communications
- Leading collaborations and regional/peer agency cooperation that makes tangible progress possible



**TOURISM PROGRAM**

# Imperatives

- Manage & Steward the Destination
- Optimize Economic Impact
- Enhance Community Engagement with Tourism
- Strengthen the Organization



# Manage & Steward The Destination

- Increase awareness and education of ways to reduce vehicle congestion
- Prioritize marketing investments during off-peak times of the week and year
- Encourage responsible & respectful use of Sedona throughout the year
- Partner with City departments to advance projects that better manage visitation throughout the year



## *Example Initiative*

# Encourage Responsible & Respectful Use of Sedona Throughout the Year

- Host a focus group with local leaders to validate the priority behaviors we want to influence at different types of sites and different times of year
- Develop strategic messages related to the priority behaviors that can be targeted to different audiences before and during trips to Sedona
- Compile a list of local non-profit entities that visitors can donate their time or money to projects that benefit visitor experience in Sedona
- Conduct an "Always On Educational Marketing Campaign" that invites visitors to Sedona to engage in responsible and respectful use behaviors
- Develop and distribute an educational messaging toolkit that sets expectations for responsible and respectful use throughout the year, and that is shared with industry partners
- Explore opportunities to leverage volunteers that can disseminate priority messages at key visitor locations during need times



# Optimize Economic Impact

- Integrate the new Sedona tourism brand throughout the City's tourism activities, materials, and marketing campaigns
- Bolster digital marketing content to increase website traffic and social engagement
- Leverage earned media and travel trade to enhance Sedona's reputation as a leading national destination
- Build up an asset inventory and offer local marketing co-ops
- Be a supportive partner to tourism-related businesses in Sedona



## *Example Initiative*

# **Integrate the new Sedona tourism brand throughout the City's tourism activities, materials, and marketing campaigns**

- Successfully complete the branding initiative to validate the name, logo, and brand guidance for the City of Sedona Tourism Program
- Audit current brand execution and update utilization to the new brand
- Integrate the new brand and related guidelines into all tourism activities



**TOURISM PROGRAM**

# Enhance Community Engagement With Tourism

- Advance partnerships with tourism-related economic development, government organizations, and non-profits
- Create and execute a communications plan that builds awareness of the value of the City's investments in tourism and the City's commitment to quality of life
- Create a "State of Sedona Tourism" transparency hub on the City's website that tracks the progress of this plan
- Regularly monitor community perceptions of timely tourism challenges and opportunities



## *Example Initiative*

# **Create a "State of Sedona Tourism" transparency hub on the city's website that tracks the progress of this plan**

- Develop the wireframe for presenting the transparency hub on the City website and define the information architecture for presenting updates on the City's efforts to adopt the Tourism Strategic Plan
- Regularly compile relevant data and information that can be used to update the transparency hub on a monthly basis
- Publish and promote the transparency hub within the local community





# Strengthen The Organization

- Enhance the City's tourism-related data portfolio to make more informed decisions and measure results
- Increase the City's capacity to develop, manage, and promote tourism
- Participate in national, state, and local tourism conferences and events



## *Example Initiative*

# **Increase the City's capacity to develop, manage, and promote tourism**

- Onboard the new Tourism Manager for the City of Sedona
- Assess staff capacity gaps within the City of Sedona Tourism Program, develop an appropriate job description for a Tourism Coordinator, and hire an appropriate candidate for the position
- Define the structure for the next Tourism Strategic Plan and assess whether an updated Sustainable Tourism Plan is also needed
- Encourage teambuilding and a positive internal culture with monthly team meetings and outings



# GROUP DISCUSSION



**THANK YOU**



**City of Sedona**

# Visitor Study

City Council Work Session  
August 14, 2024

**Kimley»»Horn**



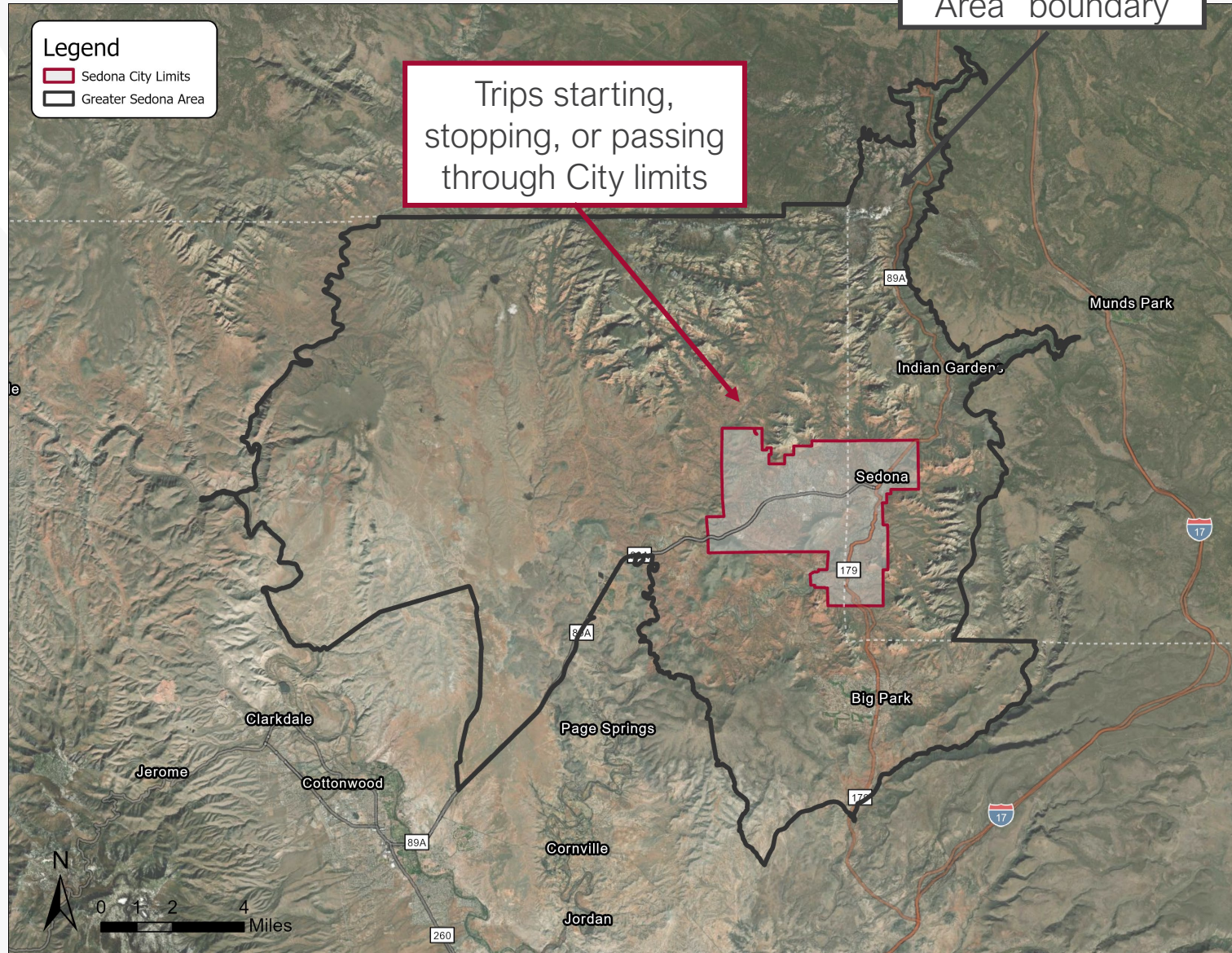
# Overview

1. “Visitor” and “Locals” Definition
2. Data Sources
3. Total Visits per Year / Season
4. Visitor Length of Stays

# “Visitor” Definition

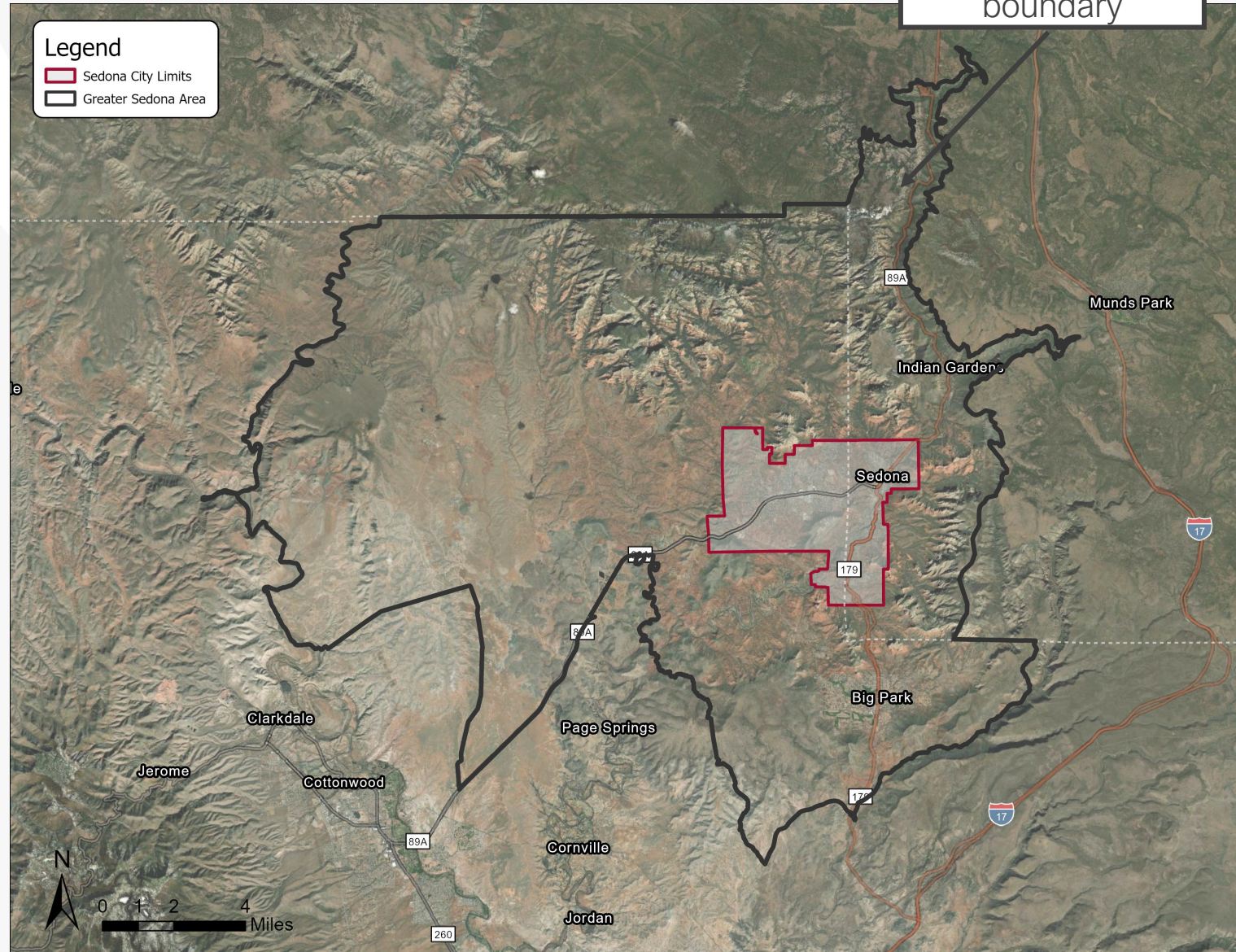
- Live + work outside “Greater Sedona Area”
- Starting / stopping / passing through City Limits
- Unique “visits” – examples:
  - Visitor who comes to Sedona 20 times/year on 20 different days and does not stay overnight
  - Visitor who comes to Sedona 1 time/year and stays for 6 days

Must neither live nor work within “Greater Sedona Area” boundary



# “Local” Definition

- Live or work inside “Greater Sedona Area”
  - Live + work inside region
  - Live outside, commute in
  - Live inside, commute out





# Data Sources

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## “Big Data” Providers



**REPLICA**



**STREETLIGHT DATA**  
Big Data for Mobility

## Reported / Field Data

ADOT Continuous Traffic Counts

City Sales / Bed Tax Revenue

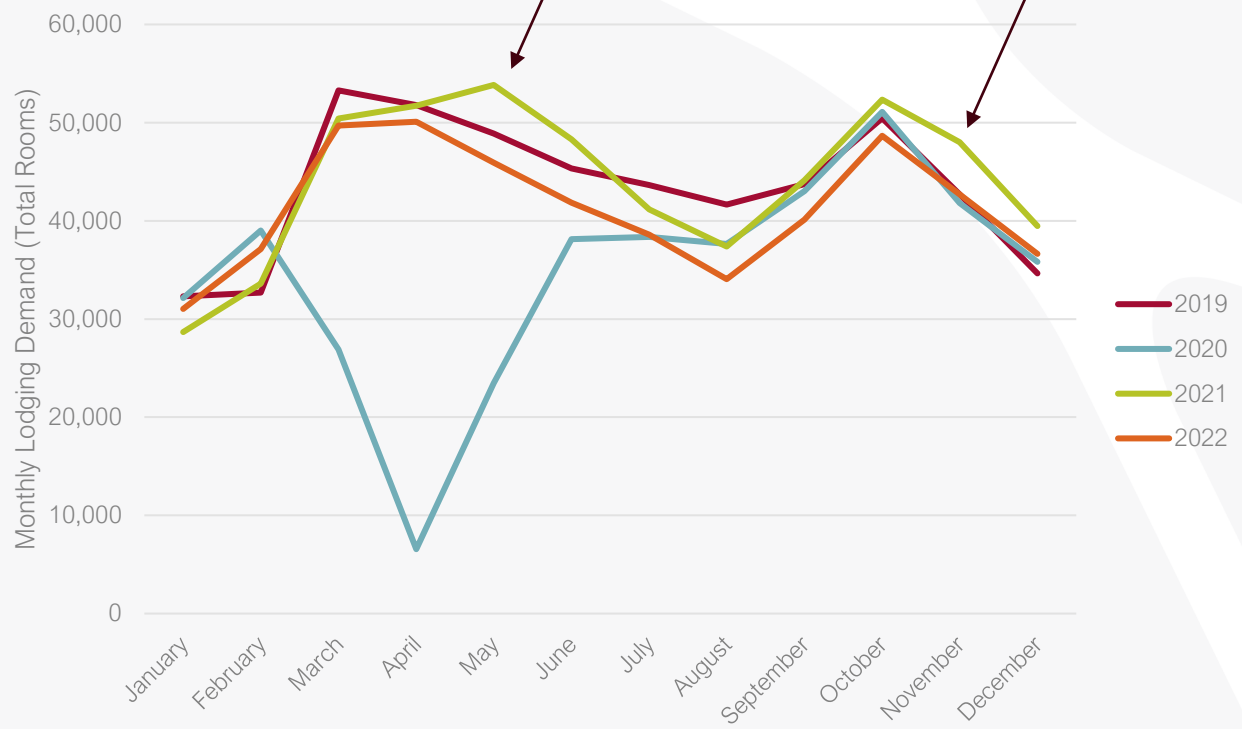
Monthly Lodging Demand

City Wastewater Flow

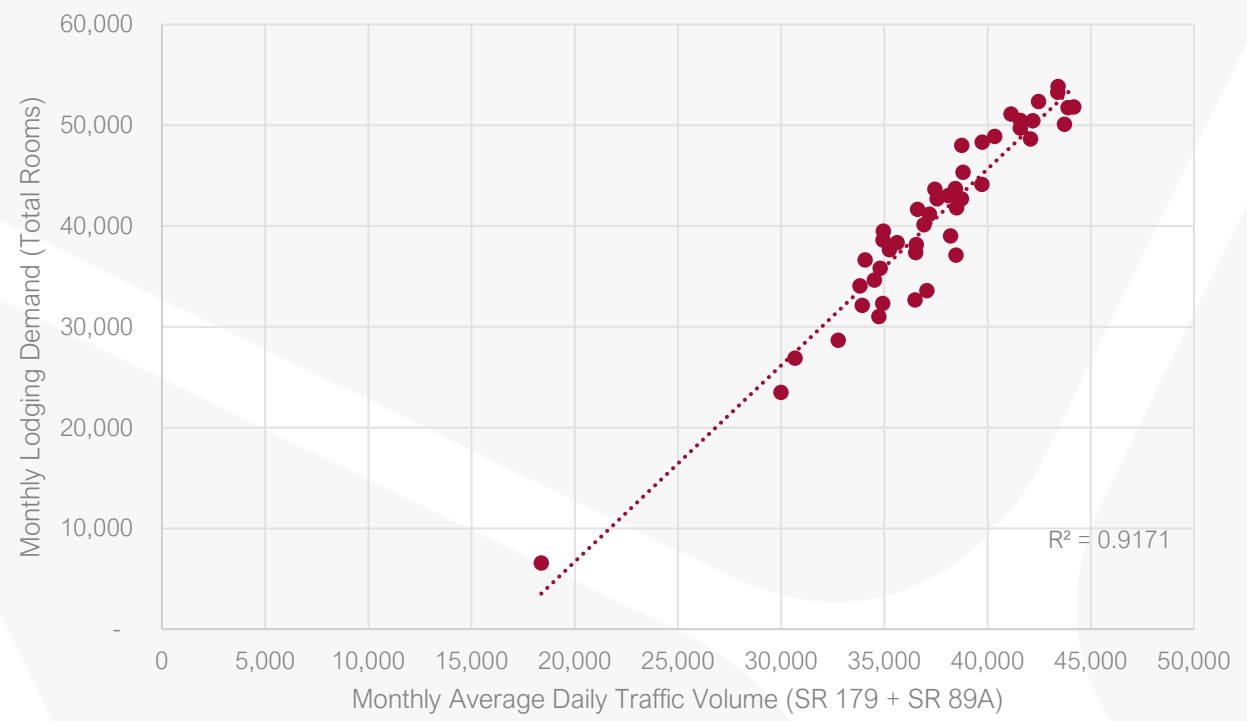
Public Parking Data

Shuttle Ridership

## Monthly Lodging Demand

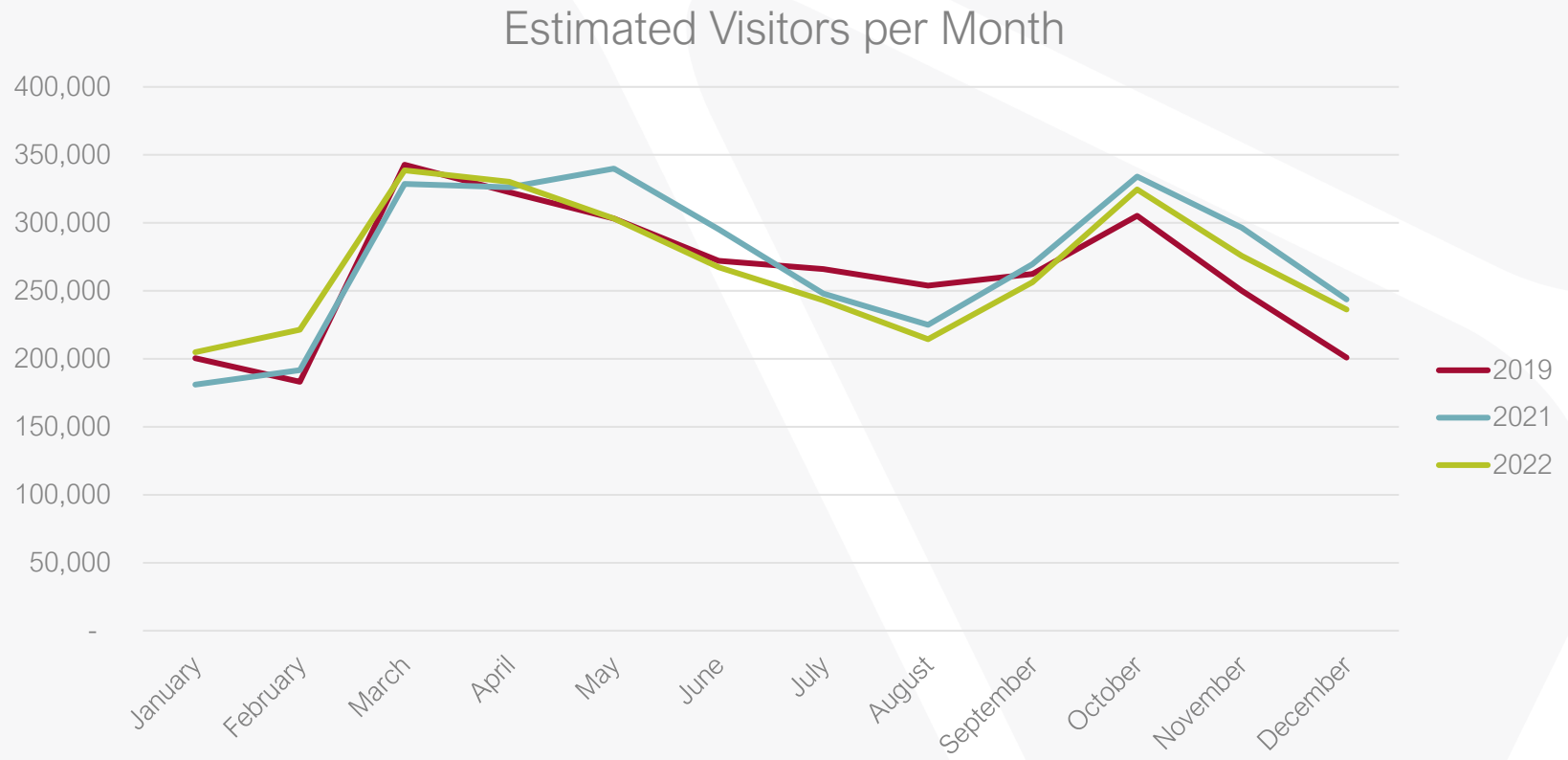


## Monthly Lodging Demand vs. Traffic Volume

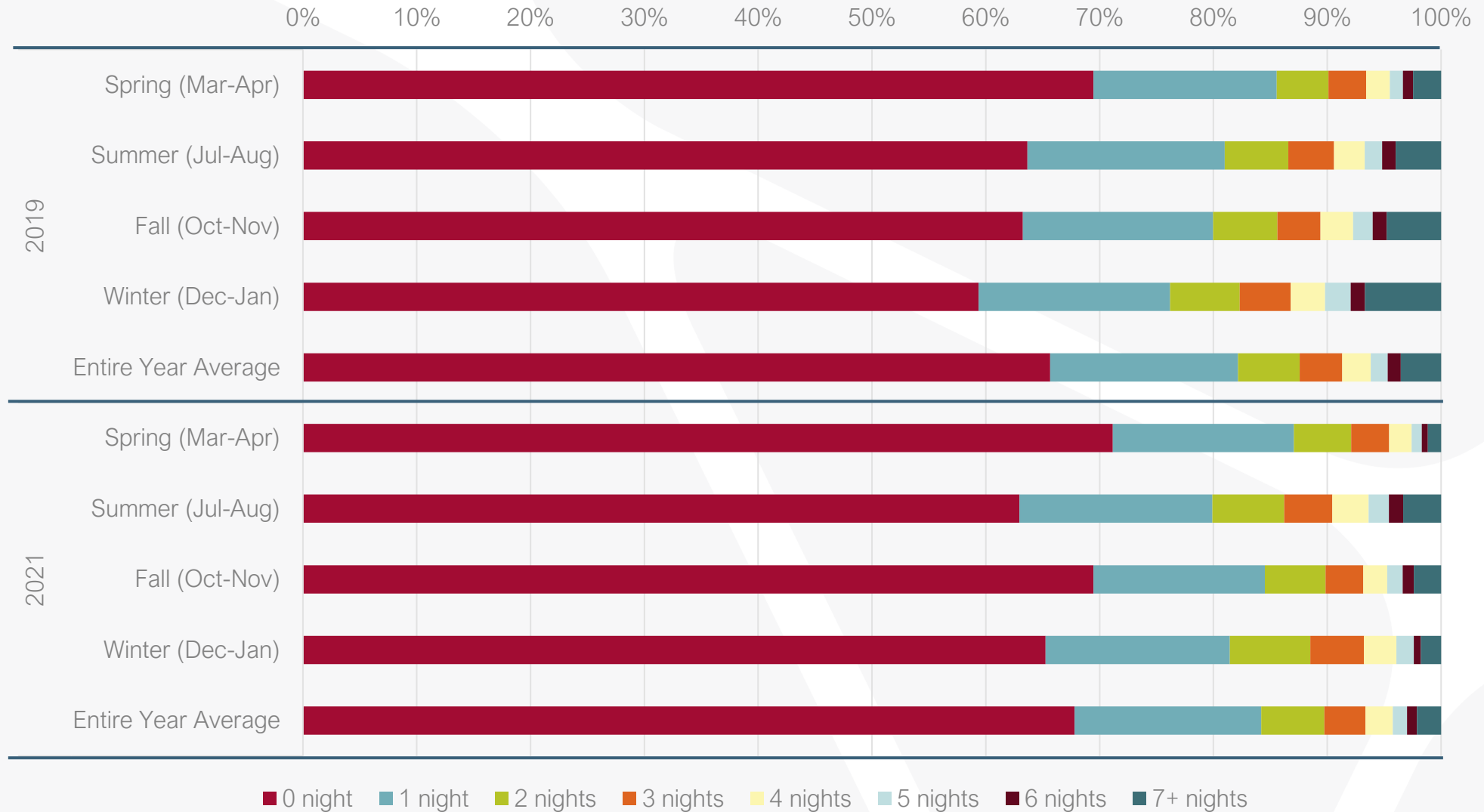


# Total Visitor Estimates

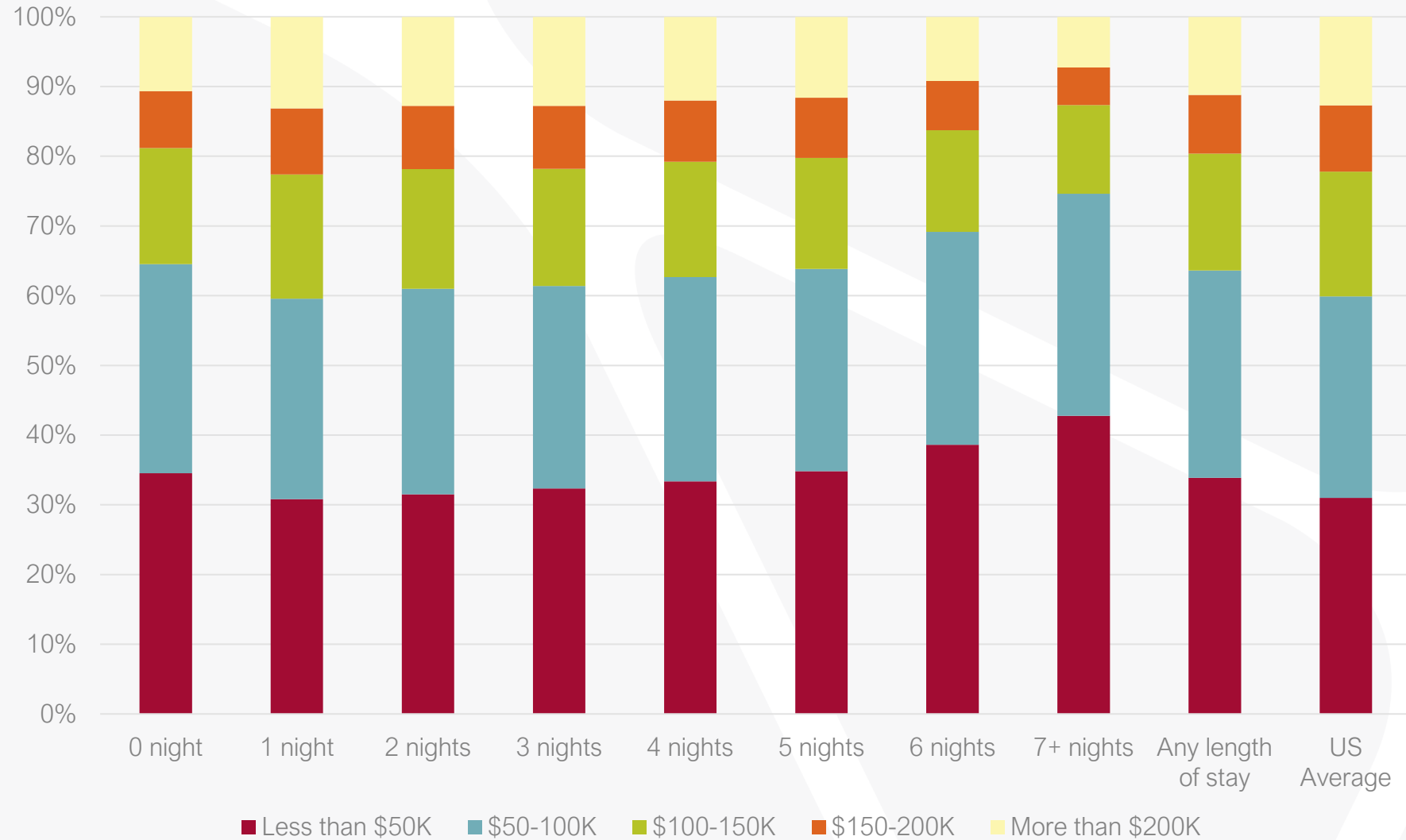
	2019	2021	2022
<b>Estimate</b>	3.16 million	3.28 million	3.22 million
<b>Range</b>	2.5 – 3.5 million	2.5 – 3.7 million	2.5 – 3.6 million
<i>Unique Visitors*</i>	<i>1.36 million</i>	<i>1.42 million</i>	<i>1.39 million</i>



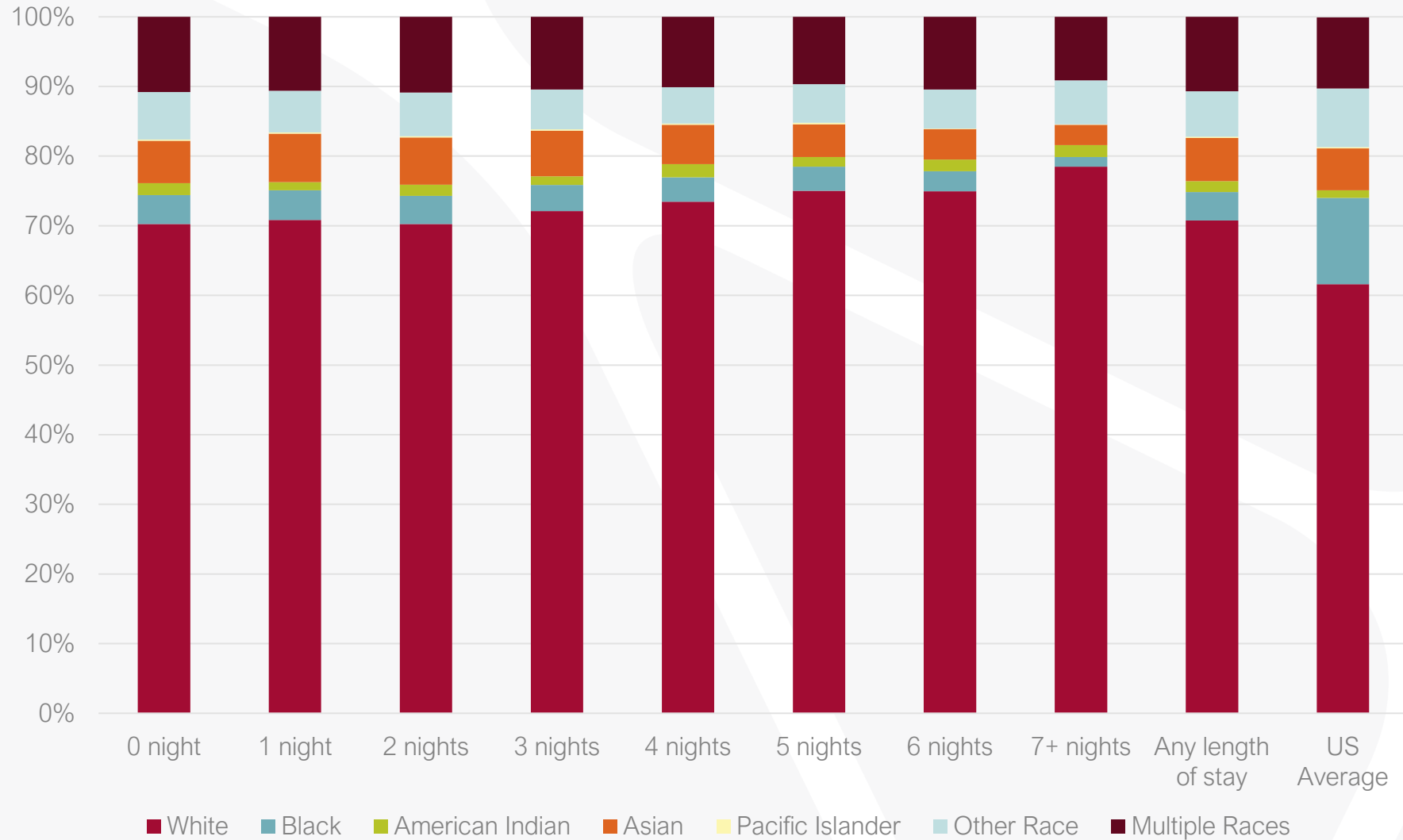
# Visitor Length of Stays – Time of Year



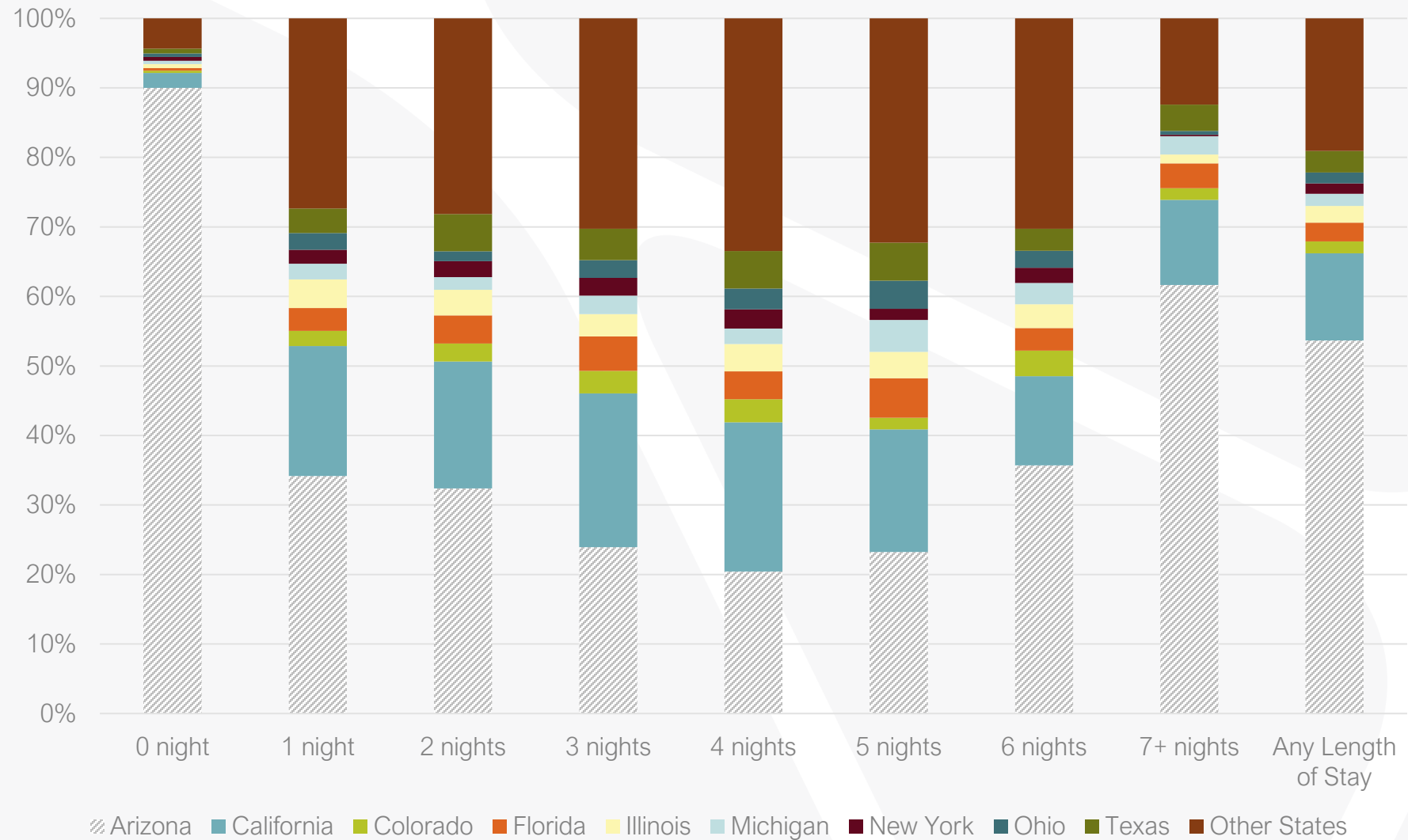
# Visitor Length of Stays vs. Income



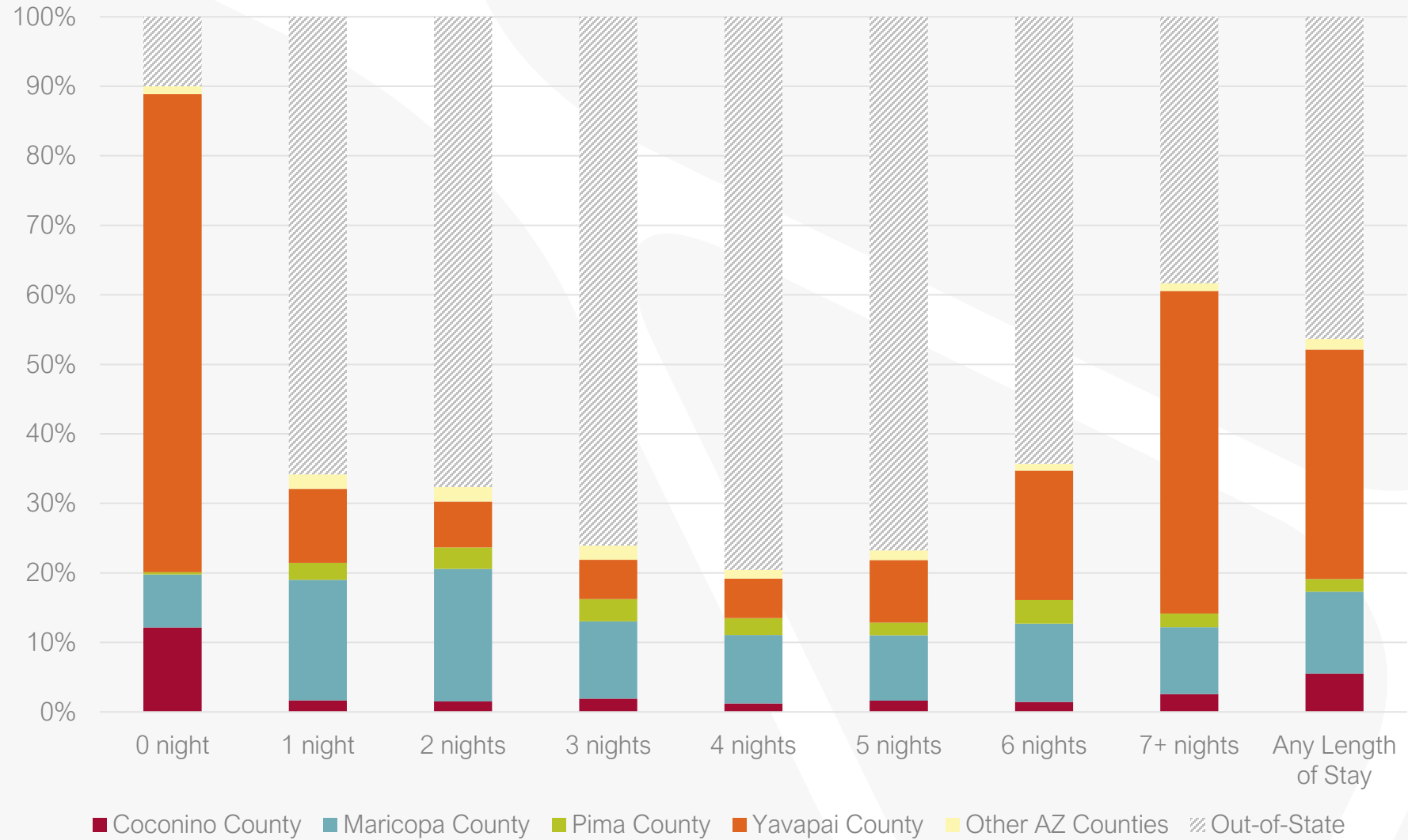
# Visitor Length of Stays vs. Race



# Visitor Length of Stays vs. Home Geography (States)



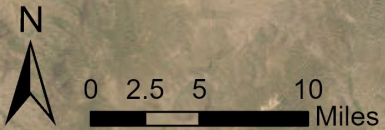
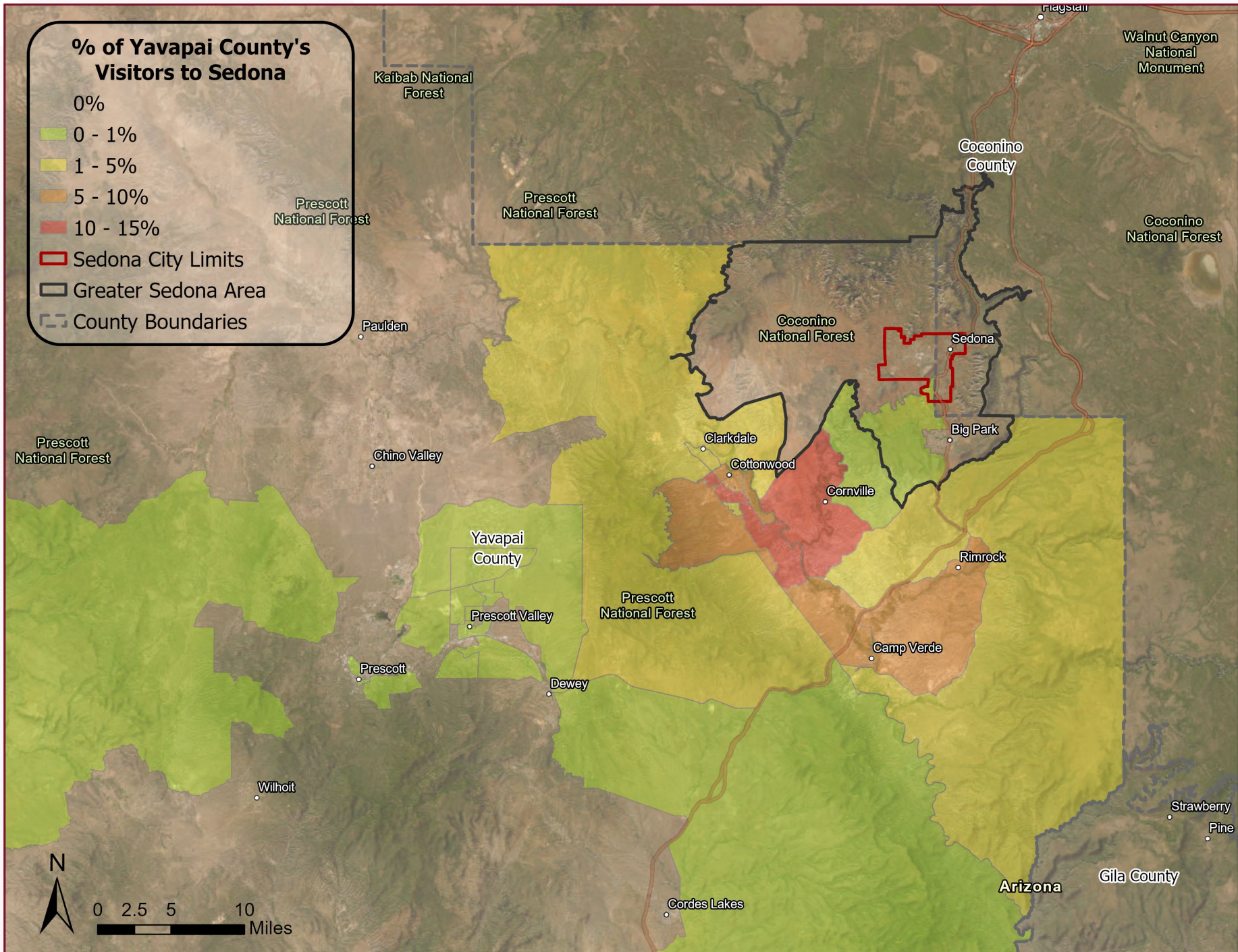
# Visitor Length of Stays vs. Home Geography (Counties)





**% of Yavapai County's Visitors to Sedona**

- 0%
- 0 - 1%
- 1 - 5%
- 5 - 10%
- 10 - 15%
- Sedona City Limits
- Greater Sedona Area
- County Boundaries



# Conclusions / Recommendations

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## Key findings:

- Overall increase in visitation from 2019 → 2021, concentrated in spring/fall
- Notable peaks on individual days / specific months that add strain
- Variations in length of stay by time of year, demographics
- Single-day (0-night) visitors heavily skewed by Yavapai

## Additional conclusions / recommendations:

- Robust reported/field data available to understand seasonal / monthly / daily trends in addition to “big data” providers
- Changing “big data” landscape (privacy, underlying sources)
- Methodology provided to replicate estimates annually into future
- This helps inform marketing efforts in the future

The logo for Kimley»»Horn is displayed in white text on a dark red background. The word 'Kimley' is followed by three right-pointing chevrons (»») and the word 'Horn'. Below the logo, the tagline 'Expect More. Experience Better.' is written in a smaller white font. The background of the slide features abstract, overlapping shapes in orange, red, green, and blue.

Expect More. Experience Better.

Questions?