

**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**DESTINATION MARKETING PLAN**

**FY18**



The SCC&TB is an accredited organization with the Destination Marketing Association International. This positions Sedona Chamber of Commerce & Tourism Bureau in the top 10% of elite DMOs to achieve this highest honor in best practices.

**SEDONA CHAMBER OF COMMERCE & TOURISM BUREAU**

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## FY17 BOARD OF DIRECTORS

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Lonnie Lillie, Chairman, Best Western PLUS Arroyo Roble Hotel  
Stephanie Giesbrecht, Vice Chairman, Northern Arizona Healthcare  
Marc Sterling, Treasurer, Sterling Financial Services  
Jeremy Hayman, Secretary, Sedona Golf Resort  
Linda Goldenstein, Immediate Past Chairman, Goldenstein Gallery  
Desiree Brackin, Brackin Benefits  
Al Comello, Comello Media Services  
Whitney Cunningham, Aspey, Watkins & Diesel Attorneys at Law  
Darla DeVille, APS  
Greg Hanss, L'Auberge de Sedona  
Mike Hermen, Pink Jeep Tours  
Joel Gilgoff, SCORE  
Kyle Larson, Sedona Red Rock News  
Ralph Woellmer, Matterhorn Inn & Shoppes

## STAFF

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Jennifer Wesselhoff, President and CEO  
Michelle Conway, Director of Marketing  
Dorie Cowan, Director of Finance  
Donna Retegan, Director of Visitor Services  
Teri Ruiz, Director of Partner Services  
Sachiko Sado, Director of Tourism Development  
Brenda Andrusyszyn, Visitor Center Manager  
Debi Brumbaugh, Office Manager  
Sheryl Curtis, Digital Marketing Manager  
Kegn Moorcroft, Public Relations Manager  
Joanne Pineau, Sales Manager

## EXECUTIVE SUMMARY

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The Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) takes great pride in our role as the official Destination Marketing & Management Organization (DMMO) leading the worldwide efforts of branding and marketing the greater Sedona area as a tourism and small meetings destination. The SCC&TB is also charged with ensuring the economic vibrancy of Sedona and therefore positions Sedona as a premiere destination to live, work, play and start a business.

As a non-profit agency, we differ from other agencies by generating revenue for other public agencies and the destination as a whole. The SCC&TB operates distinctive business units, including the Sedona Chamber of Commerce, the Tourism Bureau, the Film Office and the Sedona Marathon Event.

In Fiscal Year 2017 (July 2016 – June 2017), our destination services focus was to continue to communicate a dynamic brand strategy for Sedona. With our award-winning photography and videos, Sedona was represented overall in a sophisticated way that mirrored its depth, majesty and extraordinary scenic beauty.

Sedona continued to improve in all key tourism indicators, as illustrated below, which represents lodging metrics FY17 YTD (July 2016 - April 2017). Our programs impact lodging metrics which are key in evaluating the performance of Sedona's tourism industry. These lodging metrics are important because we know that, on average, for every \$1 spent on lodging, \$4 is spent in the community.

- 3.3% increase in Occupancy YTD over FY14 (Benchmark Year)\*
- 25.2% increase in Average Daily Rate YTD over FY14 (Benchmark Year)\*
- 24% increase in bed tax revenues \*\*
- \$770,000 more collected in sales tax compared to the previous fiscal year \*\*

*\* FY14 is considered the Benchmark Year before the commencement of the increase in total bed tax (3% to 3.5%) and the contractual agreement to allocate 55% bed tax to the SCC&TB.*

*\*\* Data provided by City of Sedona Finance Department and based on most recent June 2016 monthly report.*

Research continues to be the foundation for the SCC&TB's strategies. Recent research efforts indicated the following, which appropriately mirrors our marketing strategies:

- Sedona continues to be the primary destination for out-of-state visitors.
- Trip spending by overnight visitors has increased from \$500 (in 2015) to \$552 (in 2016) indicating that we are successfully attracting a more affluent audience.
- 98% of visitors believe that Sedona is an excellent (68%) or good (30%) place to visit compared to other options.
- The average annual household income and education level for our visitors has increased over the last year.

Armed with this research and learnings from FY17, in Fiscal Year 2018 (July 2017 – June 2018), the SCC&TB will:

- Continue to market Sedona only during need seasons (summer and winter).
- Focus on quality over quantity, by promoting Sedona to new markets (Tucson and Chicago who will be inclined to overnight) and targeted demographics (higher income households).
- Increase sales efforts to bring in mid-week and need-season business.

Most importantly, we continue to refine the destination management strategy, as we add even more product development initiatives to our program of work. Once again, we are allocating approximately 25% of the total bed tax funds to tourism product development. With this allocation, we will be poised to reach the critical balance of maintaining the economic vibrancy of our core industry (through marketing/communications/sales) while mitigating this same industry’s impacts on our community (through product development).

This plan details the Destination Services strategies for the next fiscal year (FY18), and provides a springboard to prosperity for years to come.

## THE SEDONA CHAMBER OF COMMERCE & TOURISM BUREAU

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The SCC&TB is a non-profit organization that is made up of businesses who wish to directly benefit from the products and services available to partners. The City of Sedona and the Sedona lodging industry are critical funding partners. Based on a city ordinance implemented in January 2014, 55% of the bed tax (3.5%) collected is allocated to the contracted destination marketing and management organization.

The SCC&TB's mission centers on creating and maintaining economic vibrancy through business retention, attraction and diversification, while attracting leisure and business visitors to fill nearly 4,000 rooms that exist in the Sedona area (including timeshares).

The SCC&TB acts as a catalyst in the development of tourism promotional programs designed to increase positive awareness of Sedona, increase the number of visitors who overnight, increase their average length of stay, and increase their spending, thereby increasing revenues.

In addition, the SCC&TB plays an important role in advocacy, business retention and development. The programs offered by the SCC&TB focus on the needs of our partners, and range from local, statewide and regional advocacy, business exposure and education.

### VISION

Sedona, with its legendary red rock beauty, is a world-class, year-round destination providing inspiring arts and culture, exhilarating outdoor adventure and wellness in a friendly and sustainable environment.

### MISSION

To serve the community by enhancing economic vitality and to stimulate economic growth by promoting Sedona and providing an exceptional visitor experience.

### CORE VALUES

- Professionalism
- Partnership-oriented
- Effectiveness
- Accountability
- Innovation
- Exceptional customer service
- Community-minded
- Dedication
- Sustainability

### STAKEHOLDER PROMISE

We promise to provide our stakeholders opportunities to build and grow their business.

### COMMUNITY PROMISE

We promise to be good stewards of Sedona and to sustain a reasonable balance between economic interests and quality of life.

### VISITOR PROMISE

We commit to providing memorable visitor experiences.

### BRAND PROMISE

Sedona will change you.

## DESTINATION MANAGEMENT

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Destination Marketing & Management Organizations (DMMOs) today are involved in more than just destination marketing, sales and communications. Destination management involves coordinated and integrated management of the destination mix (attractions and events, facilities, transportation, infrastructure, and hospitality resources).

Destination management marks a new era for DMMOs in which they perform a more holistic set of roles in all parts of tourism in the destination. They are not merely “promotion or sales agencies” but leaders and coordinators in every aspect of tourism.

Effective destination management requires a long-term approach based upon a platform of destination visioning and tourism planning. The planning should be guided by goals, objectives, and specific projects that promote the sustainability of tourism and align with residential concerns and desires.

## TOP TRAVEL TRENDS

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The goal of any destination in today’s travel climate should be to focus on differentiating themselves by adapting to the most popular trends in travel. Following are a few trends that provided insight to the plan.

### FOOD TOURISM

There is a growing sector of travelers known as “food tourists.” When deciding where to go for their next trip, travelers are increasingly factoring in a potential destination’s food and drink scene — whether it’s the local restaurants, food trucks and bars, or the nearby farms and markets, food

artisans, vineyards, breweries and distilleries. Hard-core food and vino lovers are often more interested in exploring a city or region’s gastronomic offerings than they are in the area’s natural or non-food-based cultural attractions. According to the Ontario Culinary Tourism Alliance (OCTA) and Skift, a travel news site, “it is estimated that tourism expenditures on food services in the U.S. topped \$201 billion, nearly a quarter of all travel income.”

*Oyster.com*



### WELLNESS TRAVEL REMAINS TOP TREND

Wellness tourism is a nearly \$500-billion-a-year industry, and it’s estimated to grow to \$680 billion next year. “Wellness travel is one of the fastest growing — if not the fastest growing — tourism categories today,” says Beth McGroarty, research director at the Global Wellness Institute. GWI defines wellness tourism as “all travel associated with the pursuit of maintaining or enhancing one’s personal well-being, whether physical, mental, environmental or spiritual.” It’s a definition that McGroarty says is “willfully broad, because it spans many kinds of travel: destination spas, health and wellness resorts, fitness- or adventure-focused travel (like hiking, water sports and cycling), hot springs and

wellness cruises. Even mainstream hotels — almost all the big brands— are adding more health and fitness programming.” *Oyster.com*

### “BLEISURE BOOM” TREND

“Bleisure” Boom: Mixing business with pleasure is a definite travel trend, with a number of companies including incentive trips into employee benefit packages. More employees than ever have the freedom to extend stays for personal trips or bring family members along for business trips to immerse themselves in the local culture with a loved one when not on the job. The popularity of Airbnb has helped this trend along. *Forbes.com*

### LOCAL TRAVEL TREND

Millennials seem to value experiences over things, but often don’t have the means to book extravagant vacations at world-class locations. Young people will enthusiastically travel to destinations within their own budget. Some will take advantage of a strong dollar and travel abroad, but whether it’s within their country, state or even their own backyards, enriching experiences in local culture is highly valued. *Forbes.com*

### SOLO TRAVEL

With a surge in women-only retreats and women-only travel companies, we’re seeing an uptick in solo travel, especially with women. This emerging trend falls in step with independent travel booking as travelers continue to look for more personal, enriching experiences. *Forbes.com*



### AMERICA’S VACATION DEFICIT DISORDER

**America’s  
Vacation  
Deficit Disorder**  
Who Stole Your Vacation?

Workers are starting to comprehend the strong relationship between wellness and taking time off with enlightened employers leading the charge. Vacation shaming is so 2015. Wellness travel is growing 50% faster than regular travel, with travelers recognizing that recharging, refreshing and rejuvenating themselves regularly is part of a healthy work-life balance. Smart value-minded employers are investing in their employees’ time-off knowing

that a happy, creative and fresh employee—is a motivated and profitable employee. *Huffingtonpost.com*



## IMPACT OF SEDONA TOURISM

Today, much of the Verde Valley economy is heavily dependent on the hotel, tourism and small meetings industry. The area's economic vitality depends upon a robust volume of visitation and quality visitors to the region. Because of the importance tourism plays in the overall economic health of the region, the SCC&TB provides a vital public service. Tourism is the primary economic generator in Sedona. In fact:



\* BRC Sedona Visitor Survey 2016. Additional statistics provided by the City of Sedona 2017.

### SEDONA TOURISM INDUSTRY MEASUREMENTS



Smith Travel Research

## DESTINATION SERVICES

Positioning Sedona as a premiere destination is a balancing act, distinguished by built-in opportunities, challenges and the constant need for innovation. At the SCC&TB, we have a track record of working with our industry partners to build upon past successes, while simultaneously embracing change.

Marketing, sales, public relations efforts and product development are at the core of the SCC&TB's mission - "To serve the community by enhancing economic vitality and to stimulate economic growth by promoting Sedona and providing an exceptional visitor experience."



We seek to ensure that the sales and marketing platform strikes the right balance between communications that engage, inspire and educate. We will continue to strive for breakthrough communications, and utilize all available resources to enhance and energize messages about Sedona, especially through videos and images.

With our future in mind, we will strategically balance between maintaining Sedona's brand awareness which has taken years to build, while also developing the products that will assist in managing tourism impacts on our community.

## LONG-TERM GOALS

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1. To attract, manage and monitor tourism for the benefit of residents, industry and visitors.
2. To make visiting Sedona a positive and seamless process.
3. To sustain a reasonable balance between tourism and the quality of life in Sedona.

## SHORT-TERM GOALS

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### **Marketing and Public Relations**

1. Increase visitor spending in Sedona with a focus on mid-week, off-peak seasons.
2. Reinforce Sedona's Unique Selling Propositions: Arts/Culture, Wellness, and Outdoor Adventure.
3. Utilize audience and industry research to inform decision-making.
4. Continue to investigate new and emerging markets and strategies.
5. Actively engage in product development efforts to link, enhance and create amenities that enrich the tourism experience, mitigate visitor impacts and contribute to quality of life for residents.

### **Group/Meeting and Travel Trade Industry Sales**

1. Position Sedona as the premiere destination for small meetings in Arizona.
2. Position Sedona as one of the world's top leisure destinations for national and international travelers through travel trade tour programs.

### **Visitor Services**

1. Provide the highest level of customer service at Visitor Center and Call Center.
2. Maintain trained, engaged and vibrant volunteer core.
3. Develop new training activities for volunteers and staff to be well informed.

## PERFORMANCE STANDARDS

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### Marketing

1. Generate no less than a total of 90,000 inquiries from targeted customers in domestic and international markets.
2. Generate a minimum of 1,300,000 unique visitors to VisitSedona.com.
3. Generate 70 million overall paid impressions for Sedona.
4. Generate \$200,000 in partnership cooperative revenue.

### Public Relations

1. Generate 3,000 travel articles about Sedona.
2. Reach a minimum of 300 million impressions through editorial placement and social media.
3. Generate publicity with an equivalent advertising value of at least \$10 million.
4. Assist 500 media professionals.
5. Grow overall social media fan base by 10%.

### Group/Meeting Sales

1. Generate leads for 20,000 room nights (generating potential for \$3.5 million in room bookings, \$14 million in total economic impact, and \$400,000 in taxes).
2. Conduct customized Familiarization (FAM) tours for 35 pre-qualified meeting planners.
3. Meet with a minimum of 300 professional meeting planners with a demonstrated propensity for mid-week, off-season business.
4. Generate 15,000 page views for Meetings and Sales web pages on VisitSedona.com.

### Travel Trade Industry Sales

1. Generate 50 domestic and international hotel and service request leads.
2. Produce 850 service request referrals for Sedona tourism partners.
3. Conduct 20 customized Familiarization (FAM) tours for pre-qualified national and international travel trade industry professionals.
4. Meet with a minimum of 400 travel trade industry professionals at tradeshow and sales missions.
5. Generate 6,000 page views for Travel Trade web pages on VisitSedona.com.

### Visitor Services

1. Manage the Uptown Visitor Center seven days a week, 59.5 hours per week (excluding two holidays) with professional staff and trained volunteers.
2. Manage and assist 300,000 walk-in visitors annually.
3. Manage and assist 9,400 visitor inquiries via phone and electronically.
4. Produce and distribute 275,000 Experience Sedona Visitor Guides.

## MARKETING PLAN DEVELOPMENT

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The SCC&TB goes through a very extensive development process as it relates to our annual marketing and strategic planning process.

1. Review immediate and past programs and results – what worked, what didn't, and what was the cost effectiveness as it relates to measurement goals and outcomes.
2. Evaluate overall marketing trends, and trends specific in the travel and tourism industry. Meet and speak with peers from other DMOs and marketing vendors and learn best practices.
3. Meet with affinity groups who represent Sedona's leading tourism sectors to see how they're promoting themselves, what they view as opportunities, and what they see as areas for improvement. Brainstorm ways to work together and promote Sedona in a way that's relevant.
4. Meet with the SCC&TB's Tourism Product Development Committee to review, assess and prioritize the coming year's products. New product ideas must meet the criteria set forth to be deemed viable (refer to page 20).
5. Analyze travel industry research including but not limited to Smith Travel Reports (STR), Sedona Visitor Surveys, AOT research, statewide research and trend reports, PRIZM studies and the Long-Range Tourism Development Plan.
6. Meet with representatives from the Arizona Office of Tourism and other Arizona DMOs to investigate partnership opportunities.
7. The plan development moves on to the Situation Analysis, which looks at the definition of our tourism product; a SWOT analysis which requires us to identify our Strengths, Weaknesses, Opportunities and Threats; and, critical factors for success as it relates to Sedona tourism.
8. With the long-range goals in mind (from the SCC&TB's long range strategic plan), assess and refine annual goals. Define the Performance Standards which assist in gauging progress throughout the year.
9. The plan continues with an analysis and definition of the SCC&TB's Brand Strategy, and moves onto identifying its target audience demographics and psychographics.
10. Develop strategies and specific tactics of execution to reach annual goals.

## SITUATION ANALYSIS

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### Tourism Product

Sedona's overarching "reason to visit" is its stunning scenic beauty, which draws travelers from around the world. Additional attractions fall under the following three Unique Selling Propositions (USPs):

### Arts & Culture

- City's vision is to be a City Animated by The Arts
- Galleries: 80+ galleries and shops
- Artistic Community: Resident and visiting artists
- Events: Large variety of weekly, monthly and ongoing annual events
- Culinary: Variety of dining options and unique regional fare
- Area Wineries: Wine tastings and tours
- Native American culture and heritage
- Live entertainment
- Performing Arts
- Film and Western history
- Art in Public Places
- Nearby heritage sites and national monuments

### Wellness

- Volume of quality resorts, spas and luxury offerings
- Metaphysical & Spiritual: World-renowned offerings including products, services, treatments and education
- Personal Enrichment: Exploration and education
- Yoga Classes
- Meditation Retreats
- Eco-Tourism
- Vortexes
- A feeling of connectedness

### Outdoor Adventure

- Hiking: A system of more than 300 miles of accessible, interconnecting trails
- Biking: 200 miles of single track available; Sedona and surrounding areas are very bicycle-friendly for road bikes
- Air Tours: Hot air balloons, helicopters
- Land Activities: Jeep, ATV, Segway, Hummer, OHVs
- Water: River tours, fishing, swimming
- Golf: Public courses
- Birding: Opportunity to deepen engagement
- State Parks and nearby National Parks
- Scenic Drives: Oak Creek Canyon, Red Rock Scenic Byway, Dry Creek Scenic Rd
- Stargazing

## SWOT ANALYSIS

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### Strengths

- Renowned haven for outdoor adventure lovers
- Recognition as an esteemed art destination
- Recognition as health, wellness, alternative medicine destination
- Diversity (geographic, businesses)
- Great weather, four mild seasons
- Red rocks, scenery, photo opportunities
- Sedona name recognition
- Location (geographic proximity)
- Friendly community
- Small town feel
- Knowledgeable staff and volunteers at the Visitor Center
- Above average lodging performance (occupancy and ADRs) and growth
- Increased market share of Northern Arizona overnight visitation
- Strong attraction to high income visitors
- High level of repeat visitation to destination – 40%
- Strong SCC&TB generation of private sector revenues for tourism-related purposes
- Very strong visitor center connection – almost 300,000 visitors serviced annually
- Significant additional commitment from City to build/expand visitor industry
- Variety of tourism products
- Love for the destination by residents and visitors (“Red Rock Fever”)

## SWOT ANALYSIS

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### Weaknesses

- High labor demand with limited workforce supply
- Access and proximity to major airports
- Lack of public transportation (including access to USFS trailheads)
- Relationship with USFS – recreational use versus land stewardship
- Limited regional integration of products and experiences
- City bed tax rate at upper end of competitive destinations
- Limited locations and parking for motor coach and commercial tour groups that are allowed to visit
- Distinct high/low seasons for year-round tour series to book Sedona
- 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”
- Limited air services in and out of Flagstaff
- Minimal meeting space
- Tax discrepancy with lodging outside of city limits and timeshares
- High cost of living due to home prices
- Infrastructure capacity



## SWOT ANALYSIS

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### Opportunities

- Expand range of events, focusing on those that can be enhanced or have extended duration
- Development of a festival/event venue
- Capitalize on Phoenix convention market – pre/post event connection and meeting planners in Phoenix
- Exchange rates/world economy
- Population growth in Southwest/AZ
- Sustainable tourism and connection to Sedona
- Sedona’s product correlation with National/International trends in travel
- Expanded range of public transportation
- Deepen attraction of meetings niche segments
- Product development in newer areas of tourism – arts, wellness, culinary
- Create or establish visitor/motorcoach-friendly parking areas
- Expanding visitor origin markets into emerging markets
- Maintenance of trails and trail amenities
- Multi-modal/walkability
- Enhanced parking availability
- Legislative changes to short-term rentals

## SWOT ANALYSIS

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### Threats

- Reductions in Arizona Office of Tourism funding, limiting international representation in mature markets
- Traffic congestion negatively impacting visitor/resident experience
- Competition from other destinations – significant expansion in their destination marketing budgets
- Arizona destinations positioning Sedona as a day trip destination
- Immigration reform – negative perceptions directed to Arizona
- Traffic, ADOT road changes (i.e. – closing of 89A)
- Internet: Managing user-generated content
- USFS: Permitting process and minimal commercial permits
- USFS: Potential closures of recreational sites due to fire/flooding
- Perceptions of the U.S. and Arizona as a destination by foreign markets
- Air Services (cancelations/changes) to gateway cities
- Legislative changes to short-term rentals

## RESEARCH

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Cutting-edge research programs enable Sedona to remain ahead of current and future market conditions. Through surveys of stakeholders, travel consumers, and visitor intercepts to Sedona and the region, the SCC&TB will continue to monitor various trends and changes, in Yavapai and Coconino Counties, and within the state travel industry.

### FY18 Studies

1. Smith Travel Research – Monthly hospitality trend reports
2. Smith Travel Research – Annual hospitality daily trend reports
3. Sedona Visitor Survey - Monthly online surveys; bi-annual reports
4. Conversion & ROI Study – Visitor guide conversion study
5. Travel Pro Tour Tracker– Annual Tour and Travel Product Inventory
6. RKMA Travel & Tourism Market Research

## TOURISM PRODUCT DEVELOPMENT

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Tourism product development has become a stronger focus for the SCC&TB over recent years. The shift towards product development has allowed us to move from the traditional approach of: This is our product. How do we sell it? To a more strategic approach of: This is our target customer. What product do they want?

As we complete another successful year of Sedona tourism, we continue to see the need for product solutions that mitigate the impacts on our community. Therefore, in FY18 we will allocate nearly 25% of all contracted public funds (or 34% of tourism allocated funds) solely to product development.

The Sedona Tourism Product Development Committee (TPDC) will continue to investigate a range of potential initiatives that could help enhance and expand the destination's appeal. They can be categorized into one of three broad approaches:

**Create:** This is typically the first approach that destinations look to when thinking of proactive product development and can be very powerful. Whether new attractions, museums, central convening areas or compelling events, these efforts can introduce a whole new experience for the destination. The challenge with the "create" approach is that it can be quite expensive. An example includes new events like Sedona's VegFest.

**Link:** In many instances this is an approach that holds the greatest potential as it focuses on existing products and typically requires limited resources to implement. Too often existing products operate in silos, not linking and integrating experiences that could resonate with visitors. Concepts that can build greater integration among heritage, outdoor recreation, culinary and other powerful segments will likely evolve. Examples of this include the Public Art Brochure, the Walk Sedona/Gallery Art Walk program, and Holiday Central Sedona.

**Enhance:** When destinations think about product development they often overlook existing products that could play a greater role but have been allowed to lose much of their appeal through lack of reinvention and enhancements that speak to today's visitors. This approach would look for ways to enhance existing products, allowing them to be synergistic with targeted Sedona customer segments. Examples include the Sedona Trail Keepers program.

The TPDC will consider Sedona's current product mix, as well as future targeted customer segments, and consider how these Create, Link and Enhance approaches can be utilized within Sedona and the broader region.

Interest in Tourism Product Development continues to grow, and subsequently, new initiatives must be able to address each of the following four pillars of criteria in order to be executed upon:



Secondarily, initiatives must be able to address our current Focus Areas of Sustainability, Transportation, the Arts, and Wellness. While sustainability is its' own category, it's also threaded through everything we do, as we recognize the importance of preserving our single most prized possession – our land and scenic beauty – while also sustaining Sedona's #1 industry – tourism. Since our small city of only 10,000 residents is visited by nearly 3 million people a year, it's no wonder that transportation is a "hot button" issue and continues to stay at the top of our focus. We will also look to elevate the Sedona art community and our wellness niche – two significant reasons why people visit our great destination.



In the coming year, the TPDC will continue to review, evaluate and assist prospective product concepts being pursued by other development entities. The committee will seek to collaborate further with the City of Sedona as an initiating point for future product development and work to help complement the Community Plan.

Following are the product development initiatives that are currently in-the-works and that will continue into FY18 as long-range programs. The TPDC typically assists new product development in one of four ways:

1. **Development** - They serve as the lead developer of the program.
2. **Advocacy** - They can be a voice of advocacy for projects that address the committee’s mission and pillars, speaking with Sedona political and business leaders, as well as area residents. Often this type of support can be critical in moving a project forward.
3. **Technical Assistance** - Technical assistance (may or may not be funded) can be provided for products looking to more extensively evaluate market or financial feasibility, or to better evaluate potential alignments with other products and services already positioned in Sedona. Technical expertise is provided by the members of the committee.
4. **Funding Assistance** - Projects could receive funding assistance through the TPDC.

FY18 Tourism Product Development Initiatives					
Transportation					
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status
401 Jordan Road Acquisition & Parking Improvements	X	X	X	X	In progress
Pedestrian ADA Walkway at Forest Road		X		X	In progress
Roundabout 101 Video	X	X	X	X	Concept
Wayfinding Plan			X		In progress
Saturday Hike Bus		X	X	X	In progress
Walk Sedona Program	X	X	X	X	Launched/ Ongoing
Sustainability					
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status
USFS Trail Funding: Sedona Trail Keepers	X	X		X	Launched/ Ongoing
Long Range Destination Management Plan		X		X	In progress
Sedona’s Secret 7	X	X	X	X	Launched/ Ongoing
SVV Geotourism & Nat Geo Mapguide	X	X	X	X	Launched/ Ongoing
Elevate the Arts					
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status
Red Rock Fantasy (art projection)	X	X	X	X	Concept
Art History Video	X	X	X	X	Concept
Art Collector Story	X	X	X	X	Concept
Arts Events Quarterly Brochure				X	In progress
Art + Dine in the Evenings Program	X	X	X	X	In progress
Elevate Wellness					
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status
Sedona Wellness Story	X	X	X	X	Concept

## TOURISM PRODUCT FY18

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### TRANSPORTATION:

#### 401 JORDAN ROAD ACQUISITION

The SCC&TB is in the process of purchasing the property located at 401 Jordan Road. This solution will immediately provide free parking spaces with good ADA accessibility, in addition to more motorcoach parking in the congested area of Uptown Sedona. This solution also responds to concerns regarding the transition to 100+ paid parking spaces being implemented along SR 89A. Potential ideas for future use of the property include:

1. **Transit Hub & Staging Area:** As a Transit Hub, this site could deflect a portion of visitor traffic off the main SR 89A corridor. The Hub could serve as the central location for the trailhead transit service and a site for potential future public transit services. This new staging facility could provide a central location for pick-up and drop-off station for local tour operators. This location allows for a central access point off the main street, but nearby enough for convenience and accessibility. This location could offer public restrooms and picnic areas for visitors waiting for transit/tour pick up and serve to revitalize the Jordan Road business district.
2. **Employee Parking and/or Bus Parking:** With a maximum of up to 93 spaces available, the property could provide parking for Uptown employees. As a potential revenue generator, the private sector could rent spaces for their employees. The site could also be used as additional parking for motorcoach tours.
3. **Geo Tourism Center:** As both a parking and staging location, the center has the opportunity to reach and educate visitors on how they can be “Responsible Sedona Adventurers.” The Center will bring the fragile nature of Sedona and easy applications of sustainable practices to the top of visitors’ minds with informative exhibits, sustainability stories, and ideas that could be applied to visitors’ time in the area, as well as back home.
4. **Business Incubator:** The building’s 5,200 square feet could include spaces for small, new businesses to rent as start-up office space. Another concept would be to have a co-op working space for area start-ups and entrepreneurs.
5. **Demolition of the building for Additional Parking and/or Parking Structure:** The building could be demolished to accommodate additional parking and/or parking structure.
6. **City Land Trade for another property TBD:** The property could be traded for another property of equal or greater value to the City at a later date.

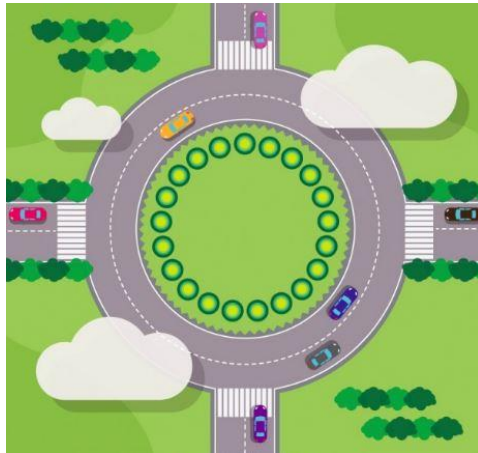
The City of Sedona’s Community Focus Area (CFA) process will assist in determining the best utilization of the property.

## PEDESTRIAN ADA WALKWAY AT FOREST ROAD & VISITOR CENTER

A private/public partnership between the City of Sedona, the SCC&TB and Forest Plaza is being considered to help fund the development of a Handicapped Accessible Walkway from the corner of Forest Road and through the Sedona Chamber of Commerce Official Visitor Center property. This ADA Walkway will assist in creating a pleasant destination environment by enhancing the pedestrian experience.



## ROUNDABOUT 101



Traffic in the roundabouts throughout the Sedona area is often a source of concern for the visiting population and the local residents. The SCC&TB continually educates and communicates how to navigate the roundabouts through its 275,000 printed annual Experience Sedona Visitor Guides, but more can be done. The use of video will assist in describing the simple steps needed to successfully maneuver through Sedona's traffic roundabouts. The Roundabout 101 video will air in all hotel rooms, on visitor websites, and shared with the lodging partners to include in pre-planning communications.

## WAYFINDING PLAN

The City of Sedona is undergoing an exercise in developing a wayfinding plan that will enhance the visitor experience and will assist with traffic congestion particularly in the Uptown Sedona region.

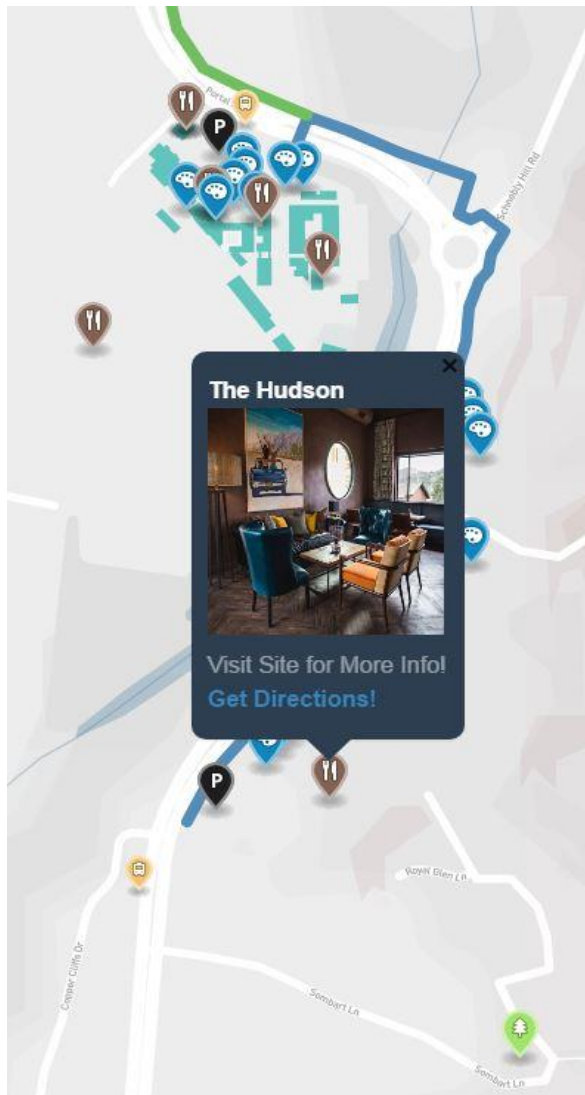
Wayfinding is the science and art of moving people through an environment to a desired location through use of visual clues such as guide signage, place identification and visual landmarks.

Branded wayfinding programs help build destination brands. They connect the physical environment with the emotions and needs of visitors and residents who want to be educated, stimulated and entertained. A branded wayfinding system helps people recall communications that they were previously exposed to. This four-step process includes assessment and research, concept generation and design development, documentation, and production oversight. It will be completed in early FY18.

## SATURDAY HIKE BUS

The Sedona Saturday Hike Bus concept is intended to provide a unique, eco-friendly attraction for visitors and locals, and most importantly would provide a transportation option that would lessen the city traffic and trailhead parking issues. During a specified peak season, a transportation system would run at several designated times on every Saturday. Pick up locations are strategically chosen to address key areas of town and specified trailheads.

## WALK SEDONA PROGRAM



The Walk Sedona program focuses on positioning Sedona as a walk-friendly destination in effort to mitigate the effects of vehicle traffic. By gallery and lodging stakeholder recommendation, the SCC&TB focused the first phase of this program on luring those visitors already in-market into the galleries via a “Sedona Gallery Art Walk” program intended to drive business through the doors of the numerous galleries in Sedona. This program is promoted via hotel lobby map signage and postcards, in-room TV spots, the Experience Sedona Visitor Guide, public relations, and social media.

Plus, the map is mobile at [WalkSedona.com](http://WalkSedona.com)! This GPS-enabled web map has several filters including restaurants, recycling drop-off locations, bus stops, public art locations, and most recently, parks and trailheads. The map is becoming more and more robust, and allows the user to navigate Sedona via their smart phone.

Additional “Walk Sedona” applications will surely be developed, as this program is anticipated to have a long life and significant relevancy to visitors and locals alike.



## SUSTAINABILITY:

### USFS TRAIL FUNDING: SEDONA TRAIL KEEPERS



This program launched in FY17 and will continue for several years to come. The program is managed by the SCC&TB in partnership with the United States Forest Service and the private sector. The program will aid in maintaining existing trails as well as assisting in the development of new trails in the USFS Red Rock Ranger District.

The program allows the private sector to sponsor a trail and financially commit \$1,000 per year with a 5-year commitment per sponsor. The SCC&TB matches the private sector investment (up to \$25,000 per year). The goal of this program was met with 25 private sponsors at \$1,000 each for a total private sector investment of \$25,000/year, plus a match from the SCC&TB, generating \$250,000 for the USFS Red Rock Ranger District over the next 5 years.

### LONG RANGE SUSTAINABLE DESTINATION PLAN



The SCC&TB underwent a comprehensive assessment of its tourism sector to inform strategic initiatives for its sustainable destination management. To conduct the assessment, 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.

The GSTC is sponsored by the United Nations World Tourism Organization. Central to the GSTC’s work are the two current sets of GSTC Criteria—the global standards for (1) sustainability of destinations (GSTC Criteria for Destinations) and (2) sustainability of tourism businesses (GSTC Criteria for Hotels & Tour Operators). These global standards are the world’s authoritative guiding principles and the minimum requirements that any tourism business or destination should aspire to reach in order to protect and sustain the world’s natural and cultural resources, while ensuring that tourism meets its potential as a tool for conservation and economic development.

The GSTC Assessor conducted an onsite evaluation of Sedona in June 2016. Sedona is only the second destination in the country to have conducted this evaluation. The SCC&TB coordinated the GSTC assessment and identified stakeholders for consultation, arranged stakeholder meetings and site visits, and collected policy documents in the areas covered by the GSTC Criteria for analysis. The GSTC then produced a report outlining the final results of the assessment and recommendations for improvements to bring Sedona tourism development into

**2nd City  
in  
USA**

compliance with best international practice as set forth in the GSTC Criteria and Indicators. See Appendix C for the executive summary.

Based on this assessment, it is recommended that the SCC&TB focus on the following four criteria in order to enhance the sustainable destination management of their tourism sector going forward:

**Long Range Sustainable Destination Plan** — The destination establishes and implements a multi-year destination strategy that is publicly available, is suited to its scale, that considers environmental, economic, social, cultural, quality, health, and safety, and aesthetic issues, and is developed with public participation.

**Sustainability Standards** — The destination has a system to promote sustainability standards for enterprises consistent with the GSTC Criteria. The destination makes publicly available a list of sustainability certified or verified enterprises.

**Local Community Opinion** — Local communities' aspirations, concerns, and satisfaction with destination management are regularly monitored, recorded and publicly reported in a timely manner.

**Low Impact Transportation** — The destination has a system to increase the use of low-impact transportation, including public transportation and active transportation (e.g., walking and cycling).

With the above recommendations in mind, the SCC&TB will develop the Long Range Sustainable Destination Plan, which will include a residential survey to address community and resident sentiments.

## SEDONA'S SECRET 7



Sedona's Secret 7 is a marketing program that will help to disperse visitor traffic to certain areas by creating a guide to "secret" gems. But don't worry dear Sedona residents: We are not divulging your super-secret favorite spots. The Secret 7 sites are areas that are well developed and have always been intended for our visitors. They're just not as well known to them at this point in time.

The program will consist of seven categories of attractions: Hiking trails, biking trails, vistas, picnics, spiritual, arts and culture, and stargazing.

Working closely with the Forest Service, the aim is to:

1. Redirect visitors to lesser known areas for land preservation.
2. Expand the number of visitor experiences which will encourage repeat visitation to Sedona.
3. Engage local residents with the intent to embrace tourism.

Tactics:

**Web:** The Sedona Secret 7 website will act as the content hub for the campaign. The website will have the following main functions:

1. To provide visitors with information regarding Secret 7 sites, like directions, trail difficulty, best time to visit, etc.
2. To act as a hub for user-generated content. This portion of the site will be a curated collection of social media content from Sedona visitors using the hashtag #sedonasecret7, pulling from Instagram, Facebook, Twitter, etc.

**Video:** The Sedona Secret 7 website will feature short video overviews of each list category, as well as a 2-3 minute video overview highlighting the breadth.

**Social Media:** Visitors will be encouraged to share their photos and videos showcasing their visits to Sedona Secret 7 sites under the hashtag #SedonaSecret7.

## SEDONA VERDE VALLEY GEOTOURISM & NATIONAL GEOGRAPHIC MAPGUIDE

One of most exciting product development initiatives continues to be the joint venture



with National Geographic. National Geographic has undertaken this type of assignment in only a limited number of locations around the U.S. and the world.

Sedona and the broader Verde Valley benefit significantly as this cooperative project brings increased attention to unique regional visitor products, and helps shape future development efforts in ways that will help ensure the long-term sustainability of the visitor industry.



The Sedona Verde Valley Geotourism Program seeks to capture and promote the culture, heritage and ecological diversity of the people and places within Sedona and the Verde Valley through the voices and stories of the people that live in the area. The ongoing Geotourism program helps local people express, in their own words, what's unique about their place through a National Geographic Society co-branded online interactive website.

The annual "Toast to Tourism" event will take place again in FY18 with tourism industry partners, city dignitaries and National Geographic representatives. Nominations from locals continue to expand the site's content, and further FY18 initiatives will be taken to further promote the site and commemorate geotourism:

- Sidebar inclusion in the annual Experience Sedona Guide (275,000 quantity).
- National Geographic logo on participants' sites driving to the Geotourism site.
- Finalization of the Destination Marketing and Branding Strategy – Centered on sustainable tourism, river and land conservation, and the unique culture and nature of the region, in close collaboration with the Sedona Verde Valley Tourism Council (SVVTC).
- Develop and help implement an SVVTC Organizational Strategy, Business Plan, and Funding Strategy for ongoing marketing and promotion.
- National Geographic geotourism site content embedded on VisitSedona.com.

## ELEVATE THE ARTS:

### RED ROCK FANTASY ART PROJECTION



Winter is a historically slow tourism season in Sedona. In an effort to mitigate this slump, an extraordinary art show will be projected onto the red rocks December 14-17, 2017. SCC&TB will work with the City of Sedona and the Sedona Arts Center to create a spectacular art show sure to elevate the arts using Sedona's natural landscape as the canvas. The community will have a chance to participate by submitting their children's artwork, projected for all to see.

### ART HISTORY VIDEO

The history of Sedona's art community is fascinating. In the mid-1950s, Sedona inspired surrealist icons Max Ernst and Dorothea Tanning (*at right*), along with famed Egyptian sculptor Nassan Gobran. The 1960s saw the formation of the Cowboy Artists of America over beers at the old Oak Creek Tavern. Today's art scene in Sedona is complete with every possible genre and chock full of internationally renowned, established and emerging artists. The SCC&TB sees an opportunity in telling this story through today's most popular medium: video.



### ART COLLECTOR STORY



There is a certain cachet in being an art collector. They see things differently. And they certainly view art differently. Art is sometimes an investment, and sometimes a connection to the heart. Each person's reason for collecting art is different. The SCC&TB would like to tell that story through photography, that will then be utilized to illustrate Sedona's illustrious art scene.

### ARTS EVENT QUARTERLY BROCHURE

A rack card will promote signature arts and culture-related events, starting with fall 2017: Fall Open Studios, Wine Festival, Oktoberfest, Hummingbird Festival, Sedona Arts Festival and Plein Air Festival.

The brochures will be placed at Sedona hotels, the Official Sedona Chamber of Commerce Visitor Center, the Sedona Arts Center Sedona and in relevant Phoenix locations. The brochures will also be inserted into the Experience Sedona Guide, and a digital version of the brochure will be created and distributed via email.

## ART + DINE IN THE EVENINGS PROGRAM

With the Walk Sedona program garnering much success, a version of the printed map is being developed to provide visitors with ideas for how to spend their evenings. This map showcases Sedona galleries and restaurants, highlighting select galleries that are staying open until 8pm on Thursdays, Fridays and Saturdays during peak seasons. These galleries will be highlighted on WalkSedona.com. Art + Dine will be promoted to local concierge, through social media, PR and VisitSedona.com.



## ELEVATE WELLNESS:

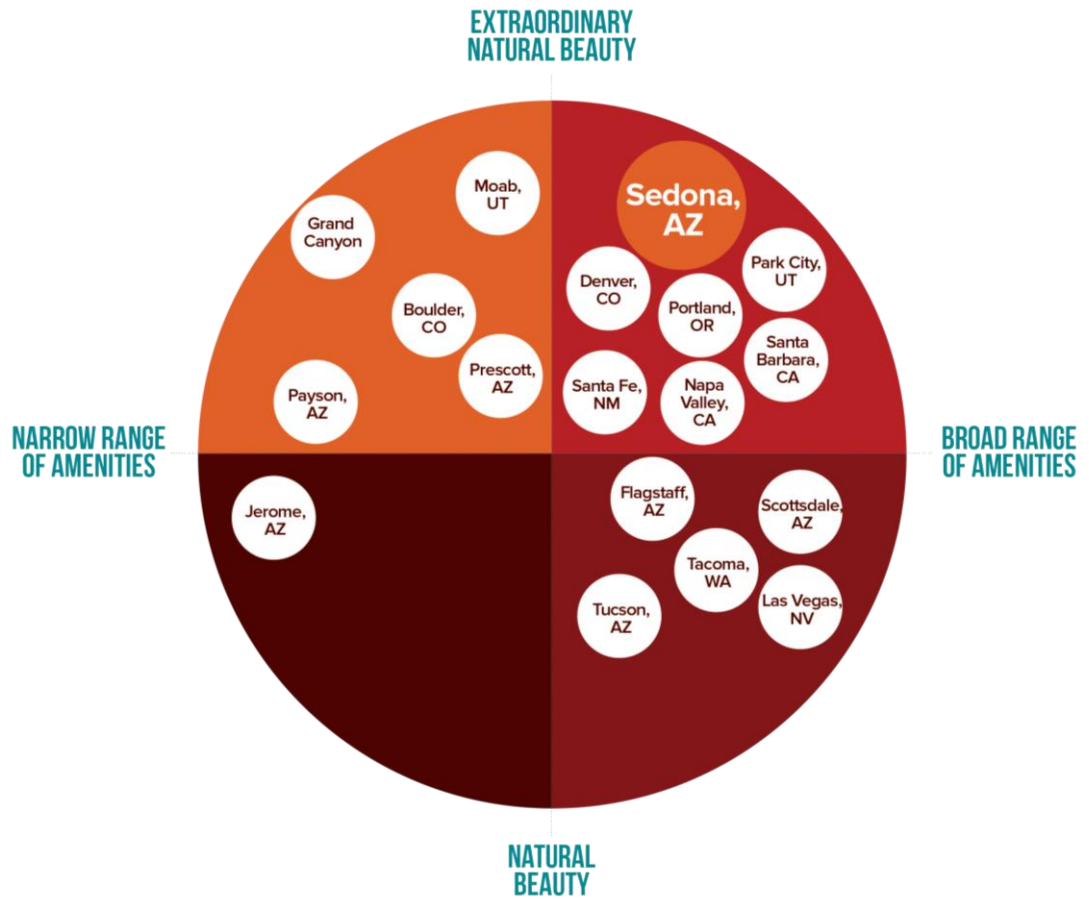
### SEDONA WELLNESS STORY

Wellness travel is hotter than ever, and Sedona has owned this position since ancient Native American rituals first took place here. Wellness is one of our brand pillars, and is embraced also by our state office of tourism as illustrated below. With video, we will further tell the story of the Wellness mecca that is Sedona.



## COMPETITIVE SET

To determine Sedona’s position, it is important to first identify its uniqueness and differentiation from the competition and its value to the customer. In doing this, Sedona is set apart from other destinations that are vying for the business of the same traveler/target audience. The perceptual map below ranks competitors by “Unique Natural Beauty” and “Broad Range of Amenities.” Following is a visual representation of each destination’s offerings as established by their reputation and public knowledge.



The Competitive Destinations noted above fall into two categories:

- Those destinations that have unique natural beauty that appeals to the outdoor enthusiast, such as Moab and the Grand Canyon.
- Those destinations that have a broad range of amenities and activities, from luxury to rustic, such as Napa Valley/Sonoma and Santa Barbara.

## TARGET AUDIENCES

### GEOGRAPHIC

Traditionally, most of the SCC&TB's marketing dollars have been allocated to Phoenix, which is the largest feeder market for Sedona. Tucson and Pima County have a population of over one million residents. Given the size of this population base, the alignment with our target visitor profiles, and the distance between Tucson and Sedona, Tucson is also a prime target. New to Sedona in FY18 is the addition of Chicago as a designated geo-market which will ensure more overnight business.

#### Geo Targets for Marketing

1. Residents of:
  - a. Phoenix/Maricopa county, AZ
  - b. Tucson, AZ
  - c. Chicago, IL
2. Visitors to Arizona
3. Visitors to the Grand Canyon



#### Geo Targets for Sales and Public Relations

Domestic – Arizona, California, Texas, New York, Illinois, Florida

International – Canada, United Kingdom, Japan, Germany, and other markets identified by the Arizona Office of Tourism

### DEMOGRAPHIC

Age 35-54 (Generation X) as primary;  
Age 55+ (Baby Boomers) as secondary

Annual Household Incomes \$150,000+

Families, couples, and groups of friends

College-educated



**INCOME:** Upscale  
(FULL LEAD SET: UPPER-MIDDLE CLASS)



**EDUCATION:** College Graduate +



**EMPLOYMENT:** Management  
(FULL LEAD SET: WHITE COLLAR MIX)

PRIZM Database Analysis 2016

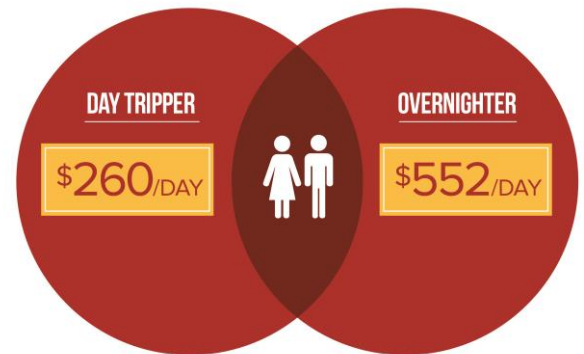
## PSYCHOGRAPHIC

Psychographics is defined as the study of consumer personalities, values, opinions, attitudes, interests and lifestyles. The SCC&TB will target consumers with the following psychographic traits:


- Inclination to take 3+ overnight leisure trips per year
- Values arts and enjoys cultural activities - art collecting, shopping, dining
- Wellness interests – growth in personal, cultural, creativity
- Nature lovers – appreciation of scenic and outdoor destinations
- Active – hikers, bikers, runners
- Travelers looking for unique experiences and “down-time”

## VISITOR SPENDING BEHAVIOR

Research indicates that overnight guest spending has increased - from \$500/day in 2015 to \$552/day in 2016 - indicating that the SCC&TB’s intent to attract a more affluent audience is working. We will continue to concentrate our attention on inviting those consumers who are more prone to overnight stays while also encouraging day-trippers to stay longer. *2016 Sedona Online Visitor Survey, BRC*



## VISITOR PERCEPTION

**98% of visitors** believe that Sedona is an excellent (68%) or good (30%) place to visit compared to other options 

*2016 Sedona Intercept Study, BRC*



## THE BRAND

It is important to call upon the beauty of Sedona to act as the leading star of the brand. The brand aesthetic, feel, and voice will have a consistent application across all touch points. We will also continue to promote our three brand pillars – arts & culture, wellness and outdoor adventure – where we have the opportunity to elaborate on those offerings (VisitSedona.com, eNewsletters, the Experience Sedona Visitor Guide) and where we have chosen to use hyper-targeted advertising channels.



We will continue to live, breathe and communicate the brand across all departments. All assets the SCC&TB uses will continue to align under our unique position, along with the Sedona essence, promise and tagline as noted below.

**Position:** Sedona offers unique beauty combined with broad amenities that cannot be found anywhere else in the world.

**Brand Essence:** Peace, Love, Life

**Brand Promise:** Sedona will change you.

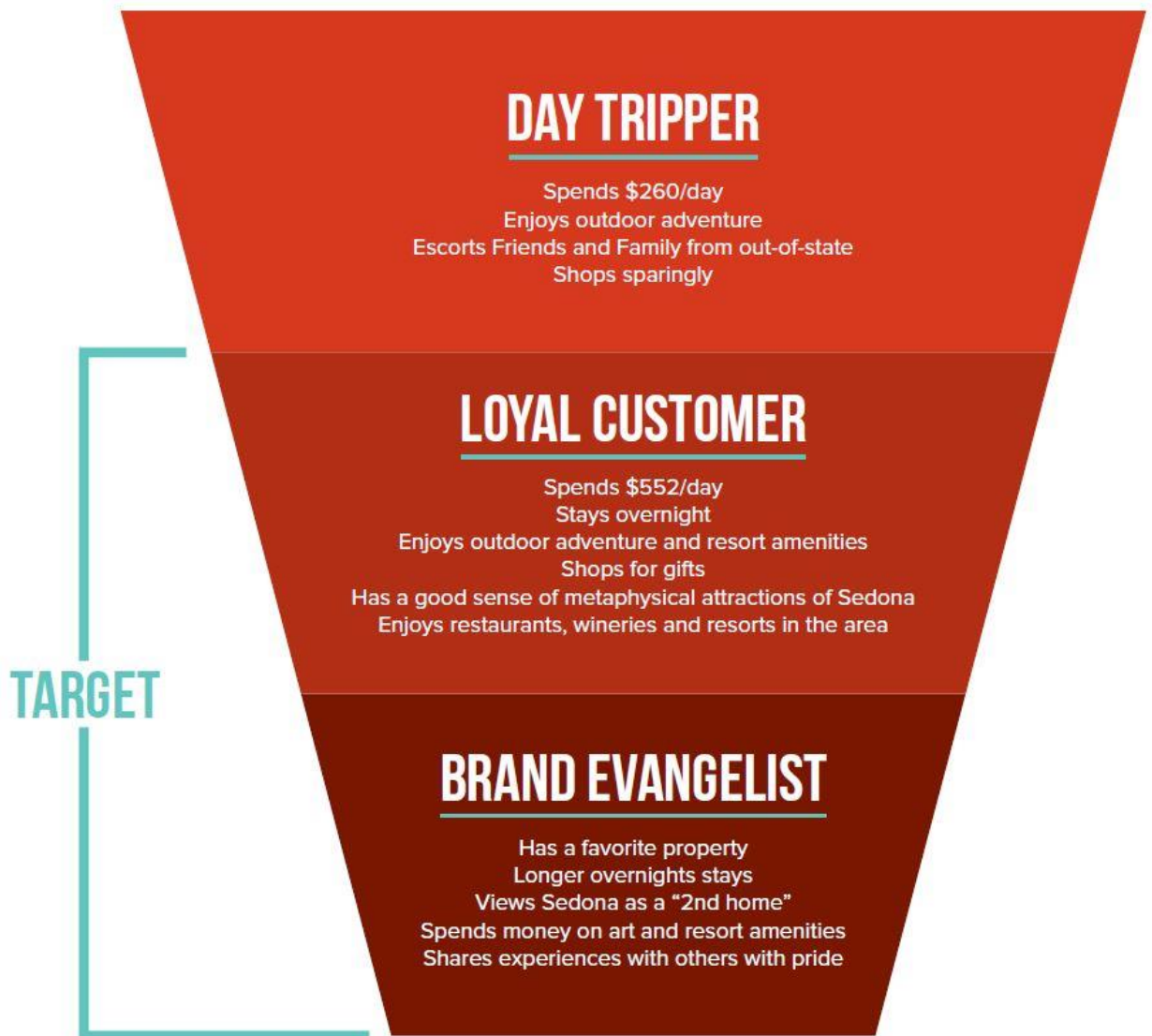
**Tagline:** “The Most Beautiful Place on Earth”

## CREATING BRAND EVANGELISTS

Consumers want to buy products from businesses they can trust, and often turn to their friends for recommendations. When someone recommends a product they like, they are acting as a “brand evangelist”.

Loyal Customers and Brand Evangelists create word-of-mouth referrals, and it is the SCC&TB’s job to be a catalyst for that conversation by way of marketing, sales and communications.

We aim to move visitors through the consumer loyalty journey - from Day Tripper, to Loyal Customer, to Brand Evangelist - in order to increase our repeat visitation rate (currently 40%) and to attract a quality visitor who will endorse Sedona and act as another extension of our marketing efforts.



## MARKETING

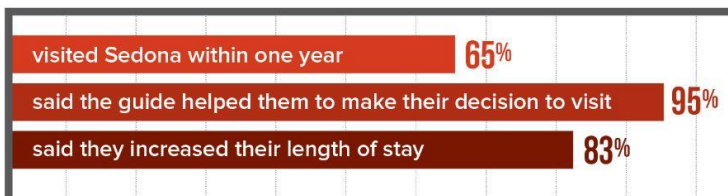
### ONLINE CHANNELS

We will continue to focus on digital platforms over the next year, particularly given the significant website enhancements currently being made to VisitSedona.com, which plays a key role in consumer education and acquisition. We regularly strive to drive highly qualified referrals to hotel partners and to work closely with properties to understand conversion and optimization.

To most effectively engage, educate, inspire and elevate customers, online channels will be aligned to seamlessly move customers through the travel decision-making process. The goal is to increase engagement levels and create measurable interaction by providing an energizing experience. This will reinforce the attributes of the Sedona brand and build long-term relationships with our customers.

### VISITOR INQUIRIES

#### VISITORS WHO RECEIVED AN EXPERIENCE SEDONA VISITOR GUIDE



All marketing and promotion drives to our official tourism website – VisitSedona.com. On this site, we heavily promote our annual Experience Sedona Visitor Guide, which we produce 275,000 of each year.

This is a 25,000 increase in quantity from the previous year due to popular demand. Research indicates that the annual guide positively impacts travelers.

*WACVB Conversion Study 2014, Destination Analysts*

This valuable visitor guide can be ordered on VisitSedona.com or by phone. It is distributed throughout the state of Arizona to visitor centers, concierge desks, and the Phoenix, Mesa and Tucson airports. The guide is downloadable online and is also utilized by tour

operators, the media and travel agents. A new conversion study is in progress. This study will inform us of the effectiveness of the guide in bringing visitors to Sedona (conversion) and in increasing length of stay. *Virtual Paper 2016, Madden Media*

### ONLINE VISITOR GUIDE

NEARLY **3.1 million** page views

## FY18 MARKETING FOCUS AREAS

### ELEVATING THE ARTS & WELLNESS

The SCC&TB regularly promotes Arts & Culture and Wellness as two of the three Sedona brand pillars. Our renowned arts community and wellness destination is celebrated and regularly marketed via:

- Monthly eNewsletters to 80,000+ opted-in active subscribers
- Feature-length articles in the Experience Sedona Visitors Guide (275,000 printed and over 3 million page views of online version per year)
- Targeted content on the VisitSedona.com website (over 1.3 million users/year)
- Arts-branded signage throughout the official Visitor Center in Uptown (over 300,000 walk-in visitors per year)
- Arizona Office of Tourism eNewsletters
- Targeted content marketing
- Dedicated arts and wellness digital advertising campaigns *\*new in FY18\**
- In-room TV commercial for the Sedona Gallery Association *\*new in FY18\**
- Wellness-specific integrated advertising campaign in January and February
- Support of Illuminate Film Festival, Yoga Festival, VegFest
- Weekly arts-related social media posts
- Public relations, which helps build Sedona's reputation and encourages word-of-mouth referrals to the destination
- Tourism product development efforts, such as the Walk Sedona/Gallery Art Walk Program; Red Rock Fantasy Art Projection; Art History Video; the Art Collector Story photoshoot; the Arts Events Quarterly Brochure; the Art + Dine in the Evenings Program; and, the Sedona Wellness Story photoshoot (see Tourism Product Development section, pages 28 - 29). *\*new in FY18\**



## SEASONAL MARKETING

### SUMMER CAMPAIGN: JUNE - AUGUST

**Objective:** Increase visitation during the summer need season by targeting households from Sedona's primary geographic markets.

**Strategy:** Drive summer business by implementing a campaign that communicates Sedona's stunning natural attributes and cool climate in markets that need to escape the heat (Phoenix and Tucson). Supporting content will convey all there is to do during a Sedona summer excursion, thus encouraging the need to stay multiple days.

**Tactics:**

1. Utilize the following types of mediums to develop fully-integrated campaigns that provide multiple touchpoints, ensuring top-of-mind brand awareness: Digital, print, TV, Out of Home, content marketing, and social media (video and static creative) including a social media influencer component.
2. Target Phoenix metro area residents, with an additional focus on staying overnight. Retargeted display ads will connect the consumer to the newly-launched Sedona's Secret 7 campaign. Unique URL: [CoolSedona.com](http://CoolSedona.com)
3. Create greater brand presence in Tucson, where residents will stay longer and spend more (due to distance). Unique URL: [CoolOffInSedona.com](http://CoolOffInSedona.com)
4. A distinction of target market demos will assist in impacting August business when schools are back in session. Mid-June - July 31: Ages 35-54, Family Travel.  
August 1 - August 31: Ages 35-54 couples only; Ages 55+ couples only.



## GRAND CANYON CAMPAIGN: JUNE - AUGUST

**Objective:** Increase visitation during summer need season by garnering share of Grand Canyon visitors.

**Strategy:** Enhance summer business by employing a “Basecamp” approach for Grand Canyon visitors - Stay in Sedona, and day-trip to the Grand Canyon.

**Tactics:** Target visitors (and potential visitors) to the Grand Canyon via digital display advertising, email blasts, targeted Grand Canyon/National parks publications, public relations and social media, and a pay-per-click campaign which allows us to serve Sedona ads to those who are searching for Grand Canyon terms online.



## WINTER CAMPAIGN: NOVEMBER – FEBRUARY

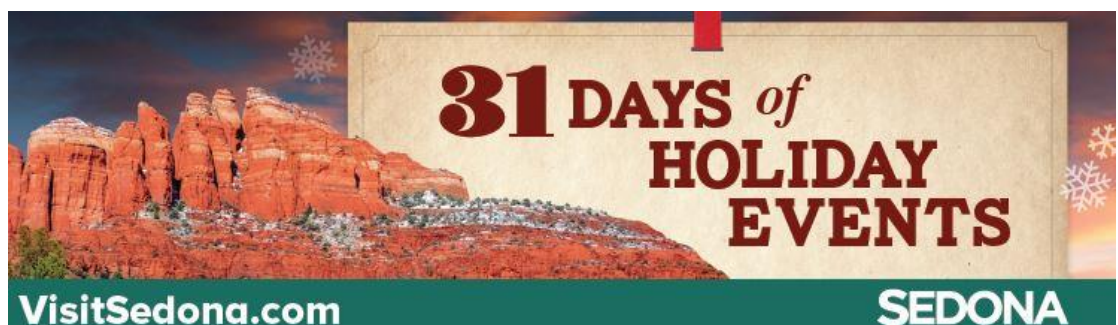
**Objective:** Enhance visitation during the winter need season by targeting households from Sedona’s primary geographic markets. Through this seasonal marketing, we will also reach attendees of major events in the Phoenix area such as the Fiesta Bowl, Barrett Jackson and the Scottsdale Arabian Horse Show.

**Strategy:** Enhance winter business by marketing Sedona as a getaway that features

1. Extraordinary seasonal events and activities in November and December that will create memories to last a lifetime.
2. Unique, world-renowned wellness offerings (art as healing/inspiration, personal enrichment, spiritual and metaphysical) in January and February that will inspire visitors for the New Year.

**Tactics:**

1. Utilize the following types of mediums to develop fully-integrated campaigns that provide multiple touchpoints, ensuring top-of-mind brand awareness: Digital, print, TV, Out of Home, content marketing, and social media (video and static creative) including a social media influencer component.
2. Target Phoenix metro area residents, with an additional focus on staying overnight. Unique URL: TBD
3. Introduce Sedona to Chicago residents with the Most Beautiful Place on Earth brand message, leveraging advertising tactics and messaging that will piggy-back on AOT’s efforts in this market.



## FY18 PERFORMANCE STANDARDS: MARKETING

Generate no less than a total of  
 **90,000**  
**inquiries**  
from targeted customers

Generate **\$200,000**  
 in partnership  
cooperative  
revenue

Generate  
**70 million**  
**paid impressions**  
  for Sedona  

Generate a minimum of  
**1,300,000**  
unique visitors to





## PUBLIC RELATIONS

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### SOCIAL MEDIA

The growing form of digital communication plays an increasingly important role in communicating to the local market and for marketing a destination. The SCC&TB has made great strides in incorporating social media into our communications efforts. We recognize room for further growth over the next three years in the areas of extending social channel awareness and increasing customer engagement. Social media allows us to engage in order to create more brand evangelists.

We will utilize messaging to support campaign efforts and will continue to measure and optimize through best practices. We are prepared to meet the challenges of this medium through our work with key outlets such as Facebook, TripAdvisor, Twitter and Instagram with strategies developed by medium to address each unique audience of that medium.

Destination partners also play an enormous role in our overall ability to engage and deliver value to our consumers. For this reason, emphasis will be to further integrate social media efforts with our partners. Additionally, posts that are relevant to Sedona's various industries will be continue to be scheduled on a regular basis:

Monday:	Arts/Culture
Tuesday:	Call to action / Live streaming
Wednesday:	Wellness
Thursday:	Events / Live streaming
Friday:	Adventure

The SCC&TB will aggressively utilize social media and video to enhance brand awareness and integrate into all communications efforts. Following are our primary outlets and their fan base to date:



\*As of April 2017

## COMMUNICATIONS

Compelling media reports build Sedona’s reputation as a lively destination. That allows us to provide more in-depth information to educate our audiences, which, in turn, helps to convert interest into action, inspiring them to live, work and travel to the destination. This important work is overseen by a fully integrated public relations program, which targets regional, national and international markets. The SCC&TB then works closely with its partners and to highlight Sedona amenities and attractions.

Through local publicity efforts, experiential event marketing and in-market activity, public relations efforts garner immediate attention, illustrating and supporting Sedona as the world’s most desirable destination for leisure and business travel. Making customers aware of a special promotions and events drives them to the Sedona website for more information.

Public relations initiatives also rely on the tourism community, special event producers and strategic partners in order to generate additional content, product and interest.

### **Monthly Press Releases**

Using our Public Relations Program of Work, we use monthly themes to create an informational press release full of unique story ideas. We distribute the press release at the first of the month using Meltwater, a software that allows us to find influencers, build awareness, share brand news through press releases, and track coverage through traditional and social media outlets. We distribute the press release to an average of 500 targeted, hand-selected media professionals.

### **Monthly Media Round-Up**

Using our Public Relations Program of Work, we use monthly themes to create an informational e-newsletter, promoting our key niches, events, story ideas, “new news”, story ideas and important newsworthy items. We distribute the e-newsletter through Constant Contact the first week of every month to a growing email list of over 3,000 domestic and international media in which a relationship has been established, either by a press or FAM trip, a media event or through on-going communications. The average open rate is 23%.

### **Monthly Individual Pitches**

Using a layered approach that includes the monthly news releases and media round-ups, we will also begin to initiate specific one-on-one story outreach by pitching targeted high-value media.

## MEDIA MARKETPLACES

The SCC&TB will continue to pitch Sedona to highly targeted publications and travel outlets. The themed approach is identified in the FY18 Public Relations Program of Work (See Appendix F).

We will continue to develop our media relations efforts through one-on-one direct sales efforts to qualified travel journalists, editors, guidebook authors, influencers, and radio and TV producers by participating in the following Arizona Office of Tourism and Phoenix media marketplaces:

- Arizona Media Marketplace Tucson (November with Travel Classics West)
- Chicago Media Events (December with Phoenix CVB)
- New York City Media Marketplace (January with AOT)
- U.S. Travel Association’s IPW, Media Marketplace (June)

## EVENT PROMOTION

Sedona is home to many world-class special events and festivals and they will continue to play a significant role in the marketing of our destination over the next year. These events drive incremental visitors to the destination and help brand Sedona as a unique and premier destination.



The SCC&TB and the Sedona Event Alliance (SEA) have teamed together to identify the needs of the event community and to identify opportunities to promote and facilitate events in Sedona. These entities work closely together to identify and support events that enhance the brand, generate significant economic impact, drive incremental room nights and garner millions of dollars in earned media directed at our target consumers. The SCC&TB will also utilize sponsorship elements such as additional marketing, social media promotion, public relations, and business-to-business sales tools to assist these event promoters.

## Event Sponsorships

The SCC&TB will offer annual or “signature” events additional exposure and coverage before their event date on our websites, social media, e-newsletters, visitor center signage and more. In return, the SCC&TB will be an event sponsor coming in the form of in-kind products and services offered. We plan to sponsor a minimum of 12 annual events annually, garnering a better partnership with event producers and the Sedona Events Alliance. One of the many benefits of a sponsorship is a calendar listing on TripAdvisor.

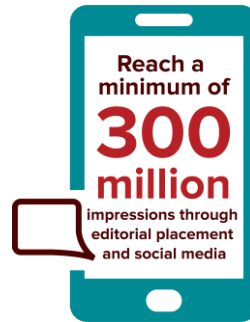
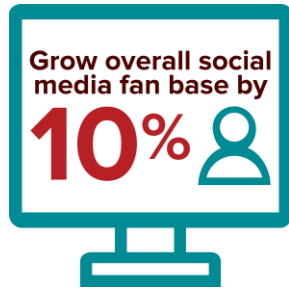
FY18 Sponsorships will go to well-established annual events such as:

- The Great Sedona Chili Cook-off
- 1<sup>st</sup> Fridays in the Galleries
- Sedona Mountain Bike Festival
- Sedona Yoga Festival
- International Film Festival
- Red Rocks Oktoberfest
- Sedona WineFest
- Illuminate Film Festival
- PALET Plein Air Legacy Event
- 12x12 Project
- Winter Music Festival
- Sedona Stumble 5 Mile Run
- A Taste of Provence Voila Tour
- Community Campout
- Dogs Day Out
- Celebration of Spring
- 4<sup>th</sup> of July at the Pool
- Sedona Arts Festival
- Fiesta del Tlaquepaque
- Dia de los Muertos
- Cinco de Mayo
- Sedona Open Studios Tour
- Red Rocks Music Festival
- VegFest
- Sedona Marathon Event
- Food Truck Festival
- Hummingbird Festival

## Event Calendar

The SCC&TB will continue to provide a robust, one-stop Sedona Event portal that is used by residents and visitors alike. We will maintain and assist event producers in submitting to the online calendar to provide state-of-the-art responsive calendar technology that allows users to sort and find events easily. This calendar will continue to captivate users with photos and videos.

## FY 18 PERFORMANCE STANDARDS: PUBLIC RELATIONS



## GROUP/MEETING SALES

The economic impact of group events, such as incentive programs, business meetings, retreats, non-business conferences and the weddings market are extremely important for Sedona. The SCC&TB has built a strong foundation to proactively promote Sedona and to position it as a premier destination for small meetings.

The SCC&TB Sales Department is the one-stop destination expert that connects meeting & event planners with Sedona businesses. It provides professional local expertise to meeting industry professionals and assists them in finding the right fit for any size meeting.

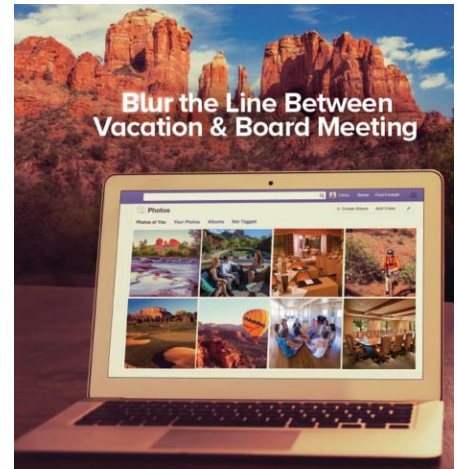
According to the 2017 American Express Meetings & Events Forecast, meeting planners are increasingly looking beyond the traditional property choices in large cities to more unique hotels that can offer a new experience to attendees. A growing trend towards properties in smaller cities will continue to increase due to the rise in adding activities. Unique location and property choices are part of achieving meeting goals. Healthy lifestyle and wellness are hot trends in the hospitality industry. Business travelers are increasingly concerned with staying healthy and fit while traveling. The luxury meetings market is another great source of growth for incentive programs. Many of these forecasted trends are parallel with Sedona's Unique Selling Propositions (page 14), which indicate that Sedona has strong potential in growth of market share in the meetings and events market.

Growth during Sedona's need periods is critical for future meeting, incentive and group sales activities. This includes: lead generation growth, conversion growth, groups' attendance growth and an increase in occupancy for Sedona's lodging partners. The SCC&TB will pursue markets that have yielded consistent results along with new opportunities to increase group bookings with a specific focus on increasing business in the summer and winter months and mid-week.

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 businesses need business. There will be an emphasis in key geographical markets such as Phoenix and Southern California.

In an increasingly competitive market to attract group business, the-SCC&TB will introduce new and creative programs to motivate meeting industry professionals to book their events in Sedona.

SCC&TB's meeting sales efforts will focus on the following markets:



## **CORPORATE MEETINGS**

Corporate Meeting Planners working at large organizations and plan meetings, training seminars, sales events, executive board meetings, teambuilding activities and incentive trips for their employees. From start to finish, they manage every aspect of the meeting. 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, they often plan 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 at 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.

## **DIRECT SALES: TRADE SHOWS & SALES MISSIONS**

Industry trade shows give the SCC&TB the opportunity to make new connections, maintain relationships with existing clients, and promote Sedona in either an appointment setting or trade show setting.

The Sales Department staff plans to attend the following trade shows and conduct sales missions.

- IMEX America – Target international & domestic markets for corporate & incentive programs
- Destination Arizona – Target Arizona based meeting professionals
- Luxury Meetings Summit – Target Corporate, Independent or Association planners with a booking history and desire to bring group meeting business to luxury hotels
- Sales Missions to Phoenix and Southern California – Target meeting industry professionals, associations and corporate businesses

The SCC&TB will utilize the following meeting industry resources to effectively prospect and reach out to qualified meeting professionals.

- HelmsBriscoe Partner Program – HelmsBriscoe is one of the largest third party organizations that had its banner year in 2016 with \$1.2 billion in room revenue and 6 million room-night bookings. Associates and Senior Leaders are influencers for their clients and will be targeted through HelmsBriscoe’s marketing programs - on their website and newsletters, in-person presentations to regional teams, and at educational events
- empowerMINT database– Developed by Destination Marketing Association International, empowerMINT database acts as an essential online catalogue used by

DMOs to connect with quality planners by matching their past meeting locations, meeting preferences, etc with our destination. Access to this data allows the SCC&TB to identify meeting planners who might be interested in holding their future events in Sedona.

- Visit Phoenix Convention Calendar – The SCC&TB will reach out to meeting planners who booked meetings and events in the Greater Phoenix area including the Phoenix Convention Center to bring Sedona to the top of their minds for their future small meetings, or to include Sedona as part of a pre/post activity for their attendees.

## CLIENT SERVICES

Client services are an essential component of our sales efforts. As destination experts, we assist decision makers in making informed decisions when booking group business in Sedona, helping them to create the best itinerary to suit their client's and attendee's needs.

## FAMILIARIZATION (FAM) TOURS & SITE INSPECTIONS

One of the key programs for SCC&TB will be to conduct FAM tours and site visits for meeting industry professionals and clients. These tours are excellent ways to showcase Sedona as an exciting destination and to help increase the planner's destination knowledge. Because nothing sells the destination better than experiencing Sedona, SCC&TB will conduct invitation-only FAM tours to bring key clients to meet with our partners and to view Sedona's amenities.

## SEDONA DESTINATION EVENT PLANNER GUIDE

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, dining, transportation and event services. The online version is available on [MySedonaMeetings.com](http://MySedonaMeetings.com).

## COMMUNICATIONS

The sales team will produce and distribute a quarterly e-Newsletter to more than 2,500 meeting & event planners. Each issue covers updates on Sedona and features local businesses to help planners stay informed.

Ongoing enhancements will be made to pages that are specifically designed for meeting industry professionals on [MySedonaMeeting.com](http://MySedonaMeeting.com) located on SCC&TB's official website – [VisitSedona.com](http://VisitSedona.com).

## MEETING PROFESSIONAL INCENTIVE PROGRAM

To attract new group business, new incentive programs will be designed in the form of a rebate, providing financial assistance to off-set meeting/group costs, or value added services. In promoting this program and to meet eligibility requirements, clear and measurable guidelines will be defined such as group size and number of room nights.



## FY 18 PERFORMANCE STANDARDS: GROUP/MEETING SALES

**Generate leads for 20,000 Room Nights** = **\$3.5 million** in room bookings  
**\$14 million** in Total Economic Impact and  
**\$400,000** in Taxes



Identify & Meet with a Minimum of **300 Professional Meeting Planners** w/ demonstrated propensity for mid week, off-season business



Generate **15,000 page views** for Meetings & Sales web pages on VisitSedona.com

Conduct customized FAM Tours for

 **35** pre-qualified meeting planners

## TRAVEL TRADE INDUSTRY SALES

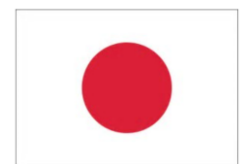
The SCC&TB travel trade industry sales efforts focus on a direct economic impact to the community through programs offered by national and international tour operators.

The SCC&TB Sales Department provides destination sales and marketing services to travel trade industry professionals. The department reaches out to travel trade professionals of various segments including wholesale tour operators, receptive tour operators, travel agents, and online travel agents in the travel distribution system to gain inclusion in their travel itineraries/programs. Working with partners and other travel industry stakeholders is critical for marketing the Sedona area as a premier leisure travel destination, both domestically and internationally.

The United States welcomed 77.5 million international visitors in 2015, a three percent increase over 2014. In 2015, the top inbound markets continued to be Canada (-10% vs 2014) and Mexico (+8%). The United Kingdom (+18%), Japan (+4%), and China (+18%) rounded out the top five in-bound markets. The international markets are important to Sedona's tourism industry as these visitors tend to travel during Sedona's slower tourism seasons (summer and winter). Exchange rates also affect international markets and favorable exchange rates can make traveling to the U.S. a bargain for foreigners during Sedona's need periods. It is with this in mind, that the SCC&TB targets international F.I.T. (foreign/free independent travelers), group tours, and incentive groups through travel trade sales and marketing efforts.

As SCC&TB's consumer marketing efforts are heavily focused on domestic markets, it is also important for SCC&TB to work with domestic tour operators and travel agents so that they can deliver tour products to those who are responding to SCC&TB's marketing efforts.

The SCC&TB travel trade outreach programs include trade shows, sales missions, familiarization tours, and other awareness programs for travel trade industry professionals to capture individual travel and group tour business to Sedona from its targeted markets. Through these programs, the SCC&TB is able to connect directly with international and domestic travel buyers and provide an in-depth look at Sedona experiences. At the same time, by providing destination education to tour operators, travel agents, and other travel buyers, they will continue to acquire the knowledge and information needed to better promote Sedona as a travel destination to their respective clients.



During FY18, the SCC&TB travel trade sales efforts will focus on the following markets:

### **EUROPEAN MARKET WITH FOCUS ON U.K. AND GERMAN SPEAKING EUROPE**

Since 2012, Germany has been the number one European market to bring overnight visits to Arizona with 4.9% growth in 2015 compared to 2014. Germany began to recover strongly in 2014 according to the number of passengers arriving from international markets and Visa data (number of unique VISA cards used by international visitors by market). Switzerland also posted growth of 6.4% in 2014 although there was a slight decline of -0.1% in 2015. The key traveling months from these markets are June through September.

The U.K. continues to be the number one overseas market to the U.S. Industry data of visitors to Arizona present a picture of a moderate recovery in 2015, increasing 0.9% over the prior year for the U.K. market. British Airways offers one daily year-round flight between Phoenix Sky Harbor International and London's Heathrow Airport. Although it is uncertain about 2018, the carrier has announced to offer a second flight three times a week in May and June 2017 to accommodate the summer travel rush, which indicates a stronger recovery.

### **MOTORCOACH INDUSTRY**

The motor coach industry is also an important segment of our tourism industry. According to the American Bus Association Economic Impact Study of 2015 by John Dunham and Associates, Inc., the direct economic impact of the motor coach industry was more than \$1.6 billion to the state of Arizona. It is important that Sedona capture a fair share of this business. United Motorcoach Association states that today's motorcoach has become both fuel efficient and environmentally-sound. On a per 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.



The sustainable aspect of motorcoach travel is especially important for destinations like Sedona and while Sedona tends to be a day trip destination for buses, it is a key component to sales generation for Uptown merchants. At the same time, as most of their passengers are first-time visitors to Sedona, it provides opportunities to funnel motorcoach tour participants through the consumer loyalty journey as described on page 34.

## ASIA WITH FOCUS ON JAPAN



### **Sedona Leads in Japanese Visitor Growth in AZ**

Japan has posted five consecutive years of growth in overnight visits to Arizona with a 6.2% increase in 2015. Sedona has been the leading force to bring Japanese visitors to Arizona. Japanese travelers tend to travel in Sedona's need months, July to August and December to January. The SCC&TB will focus on F.I.T. (Foreign/Free Independent/Individual Travelers) including Fly & Drive and package programs, group tour series and incentive programs.

## INDUSTRY TRADE SHOWS

Industry trade shows give the SCC&TB the opportunity to make new contacts, strengthen relationships with existing clients, and promote Sedona to a large number of people in one place at one time. At these industry trade shows, we have appointments with our targeted markets of Canada, United Kingdom, Japan, Germany, and other markets identified by the Arizona Office of Tourism.

The Travel Industry Sales Department plans to attend the following trade shows. It is important to note that this list may change as market conditions dictate.

- NTA Travel Exchange: Target - domestic motor coach operators
- Go West Summit: Target - international, receptive & domestic operators
- World Travel Market: Target - international operators
- ITB: Target - international operators
- U.S. Travel Association's IPW: Target - international, receptive & domestic operators

## SALES MISSIONS/PRODUCT TRAINING & SEMINARS

Sales missions allow the SCC&TB to directly contact travel trade industry professionals. Sales missions may include 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. The Travel Industry Sales Department plans to conduct following sales trips/missions. It is important to note that this list may change as market conditions dictate.

- Los Angeles: Target – receptive tour operators, travel agents
- Japan: Target – wholesale tour operators (in partnership with Regional DMOs)

## FAMILIARIZATION (FAM) TOURS

FAM tours are an excellent way to showcase products in the destination. The SCC&TB will coordinate site inspections for motor coach, travel agent and group tour clients, receptive operators and international tour operators. SCC&TB will also participate in cooperative FAM tours with statewide partners, as opportunities arise.

## COOPERATIVE SALES & MARKETING EFFORTS

SCC&TB travel trade sales may participate in cooperative sales and marketing opportunities provided by national and international tour operators. Opportunities will be evaluated with SCC&TB marketing department to maximize bookings during Sedona's need periods.

## 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 in order to best present the destination to their clients. This will also allow us to showcase Sedona's Unique Selling Propositions previously identified in the plan (page 14) and integrate branding and sales efforts. 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 which include recent Sedona accolades, new lodging properties and attractions, renovations, upcoming events, and promotions of interest to tour operators, travel agents and motor coach operators. The e-Newsletter is distributed to more than 3,000 travel trade professionals with an average open rate of 30%. The SCC&TB will also participate in quarterly Canadian Travel Trade e-Newsletter distribution opportunities provided by the Arizona Office of Tourism.

The sales team will continually enhance webpages that are specifically designed for travel trade industry professionals on SCC&TB's official website - [VisitSedona.com](http://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 the SCC&TB to reach its goals.

## FY18 PERFORMANCE STANDARDS: TRAVEL INDUSTRY SALES

**Generate 50**  
domestic and  
international  
hotel and service request leads



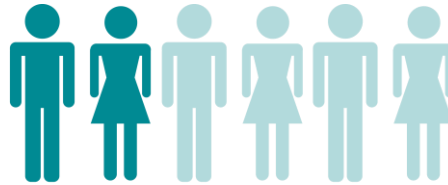
**Produce 850**  
service request  
referrals  
for Sedona tourism partners



**Conduct 20**  
customized  
FAM Tours  
for pre-qualified national & international  
travel trade industry professionals



**Generate 6,000**  
page views  
for travel trade web pages  
on VisitSedona.com



Meet with a minimum of  
**400** travel trade  
industry professionals  
at tradeshow and sales missions

## VISITOR SERVICES

The SCC&TB serves potential visitors, in-market visitors 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 2.8 million visitors per year, and strives to provide the best visitor experience to ensure that visitors spend more time and dollars in our destination while leaving minimal environmental impacts.

The strength of any product or service is only as strong as its brand. In the case of Sedona, we grow the Sedona brand through our marketing, sales and public relations efforts, live the brand through our people and partners, and house the brand at our Visitor Center. Step through the doors of our Visitor Center, and each person you encounter embraces the fact that Sedona is The Most Beautiful Place on Earth. In FY18, we will develop additional ways to bring the brand to life as illustrated by the following examples:



- New 3D multi-colored Sedona & Verde Valley visitor maps that will be utilized to assist visitors in the areas of Sedona & the Verde Valley.
- New digital memo board which will display weather forecasts; increase brand recognition with images and videos; and, promote partner businesses and services.
- New Sedona map signage to be installed on the side window at the Visitor Center.

### **Trained Volunteer Core**

The Visitor Center is successful in large part because of the volunteers who are continually trained and educated to best serve Sedona’s visitors. Our partners educate our volunteers and staff by conducting Familiarization (FAM) tours to help our team become more aware of the business services available in the area.

### **Volunteer Newsletters**

A volunteer newsletter is emailed weekly to inform the volunteers of information they need to properly assist visitors. Newsletter topics include road construction updates; prescribed burns being conducted in the area; local events; ribbon cuttings and volunteer FAM tours; chamber events; partner news; and, a list of new and dropped partners.

New this year, the SCC&TB will be implementing three Front-liner Tradeshows for all volunteers at the Visitor Center and all front-line associates in Sedona who interact with visitors. Each tradeshow will be themed according to one of our three brand pillars - Wellness, Outdoor Adventure and Arts & Culture. Businesses will be invited who fit into each one of those themes.

### **Sustainability**

The visitor center staff and volunteers will be 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, equestrians and motorized vehicles. We will utilize tools from the Sedona Secret 7 Campaign to disperse visitors to lesser known areas of Sedona in effort to lessen impacts on already highly trafficked trails. We'll 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.



### **WalkSedona.com**



The visitor center staff and volunteers will be trained to incorporate the self-guided walking stroll through art, history, geology and nature amongst many restaurants, shops and galleries. Brochures are currently available at the Visitor Center and are also accessible on cell phones. The new "Walk Sedona" program encourages visitors who are already in Sedona to experience the city by walking several easy, designated paths. The goal with this program is to help keep visitors

out of their cars in order to mitigate traffic levels and increase exposure to numerous businesses.

### **Sedona Events**

Sedona hosts numerous events year-round that are enjoyed by visitors and residents alike. The visitor center staff and volunteers are trained to utilize the Sedona Events Calendar. Visitors can go to [SedonaEvents.com](http://SedonaEvents.com) which is a calendar of events that lives on [VisitSedona.com](http://VisitSedona.com), or use the mobile version on their phone or iPad, or we can print off a copy of the calendar for the visitor. The calendar is updated daily with the most current information on upcoming events in the area. We also deliver monthly event flyers to the area concierge to ensure that they are aware of the upcoming activities. Submitting to the online calendar is free and open to all Sedona businesses, residents and organizations.



## FY 18 PERFORMANCE STANDARDS: VISITOR SERVICES

Manage the Uptown Visitor Center

**7** days &  **59.5** hours

**PER WEEK**

with professional staff and trained volunteers

Manage and assist  **9,400** visitor inquiries via phone and email

Manage and assist  **300,000** walk-in visitors annually 

Produce and distribute  **275,000** Experience Sedona Visitor Guides

## CONCLUSIONS & SUMMARY

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The Sedona Chamber of Commerce & Tourism Bureau and its partners will continue to play a vital role in Sedona's economy and in the lives of its citizens. We are proud of our partnership with the community and remain committed to achieving sustainable growth that will benefit our entire region and state. Marketing and selling Sedona as the world's most desirable destination for residents, businesses and leisure and business travel is one proven way we can prosper, coupled with the knowledge and know-how to create tourism products that help to balance the potential impacts of our city's industry.

We must continue to cultivate our existing relationships and build new relationships into the future. It is with this in mind that we conduct research in order to understand what our stakeholders need in order to continue to keep our organization relevant; and to determine what consumers and business clients want in order to put Sedona on the top of their list when choosing a destination for relocation or leisure and business travel.

With the knowledge we are able to gain from our stakeholders, residents, customers and potential customers, we will aggressively seek out new and innovative channels to continue to maintain business retention and diversity, and help drive incremental visitation across all audiences. This information will also help us to provide insight to our tourism industry partners for future product and amenity development so that they too may continue to deliver the excellent experience that keeps bringing clients back time and time again.

Ultimately, these efforts will increase overall visitor spending and positively contribute to our city through sales and bed tax collection, thus enhancing the quality of life for residents. These efforts act as a tool for economic development and support the City of Sedona's Community Plan.

The strategies and tactics put in place for FY18 are designed to increase awareness of Sedona as a destination; to build visits at times when tourism business is needed; to balance the needs of our local businesses, residents and visitors; and, to continue the sense of pride in Sedona being one of world's most beautiful destinations.



## APPENDIX

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- A. Long-Term & Short-Term Goals
- B. Performance Standards
- C. GSTC Destination Sustainability Assessment of Sedona, Executive Summary
- D. Contractual Budget
- E. Product Development FY18
- F. Program of Work

**Mission**

To serve the community by enhancing economic vitality and to stimulate economic growth by promoting Sedona and providing an exceptional visitor experience.

**LONG-TERM TOURISM GOALS**

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**DESTINATION SERVICES**

1. To attract, manage and monitor tourism for the benefit of residents, industry and visitors
2. To make visiting Sedona a positive and seamless process
3. To sustain a reasonable balance between tourism and the quality of life in Sedona

**SHORT-TERM GOALS FY18**

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**DESTINATION SERVICES**

**Marketing and Public Relations**

1. Increase visitor spending in Sedona with a focus on mid-week, off-peak seasons
2. Reinforce Sedona’s Brand Pillars of Arts/Culture, Wellness, and Outdoor Adventure
3. Utilize audience and industry research to inform decision-making
4. Continue to investigate new and emerging markets and strategies
5. Actively engage in product development efforts to link, enhance and create amenities that enrich the tourism experience, mitigate visitor impacts and contribute to quality of life for residents

**Group/Meeting and Travel Trade Industry Sales**

1. Position Sedona as the premier destination for small meetings in Arizona
2. Position Sedona as one of the world’s top leisure destinations for national and international travelers through travel trade tour programs

**Visitor Services**

1. Provide the highest level of customer service at Visitor Center and Call Center
2. Maintain trained, engaged and vibrant volunteer core
3. Develop new training activities for volunteers and staff to be well informed

**PERFORMANCE STANDARDS - FY18**

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**DESTINATION SERVICES**

**Marketing**

1. Generate no less than a total of 90,000 inquiries from targeted customers in domestic and international markets
2. Generate a minimum of 1,300,000 unique visitors to VisitSedona.com
3. Generate 70 million overall paid impressions for Sedona
4. Generate \$200,000 in partnership cooperative revenue

**Public Relations**

1. Generate 3,000 travel articles about Sedona
2. Reach a minimum of 300 million impressions through editorial placement and social media
3. Generate publicity with an equivalent advertising value of at least \$10 million
4. Assist 500 media professionals
5. Grow overall social media fan base by 10%

**Group/Meeting Sales**

1. Generate leads for 20,000 room nights (generating potential for \$3.5 million in room bookings, \$14 million in total economic impact, and \$400,000 in taxes)
2. Conduct customized Familiarization (FAM) tours for 35 pre-qualified meeting planners
3. Meet with a minimum of 300 professional meeting planners with a demonstrated propensity for mid-week, off-season business
4. Generate 15,000 page views for Meetings and Sales web pages on VisitSedona.com

**Travel Trade Industry Sales**

1. Generate 50 domestic and international hotel and service request leads
2. Produce 850 service request referrals for Sedona tourism partners
3. Conduct 20 customized Familiarization (FAM) tours for pre-qualified national and international travel trade industry professionals
4. Meet with a minimum of 400 travel trade industry professionals at tradeshow and sales missions
5. Generate 6,000 page views for Travel Trade web pages on VisitSedona.com

**Visitor Services**

1. Manage the Uptown Visitor Center seven days a week, 59.5 hours per week (excluding two holidays) with professional staff and trained volunteers
2. Manage and assist 300,000 walk-in visitors annually
3. Manage and assist 9,400 visitor inquiries via phone and electronically
4. Produce and distribute 275,000 Experience Sedona Visitor Guides

## The GSTC Destinations Program

### Executive Summary: Comprehensive Destination Sustainability Assessment of Sedona

The Sedona Chamber of Commerce & Tourism Bureau (“SCC&TB”) recently underwent a comprehensive assessment of its tourism sector to inform strategic initiatives for its sustainable destination management. To conduct the assessment, 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.

The GSTC Assessor conducted an onsite evaluation of Sedona from June 6-10, 2016. The SCC&TB coordinated the GSTC assessment with guidance from the GSTC Assessor. The SCC&TB identified stakeholders for consultation, arranged stakeholder meetings and site visits, and collected policy documents in the areas covered by the GSTC Criteria for analysis. Jennifer Wesselhoff, President/CEO, and Michelle Conway, Director of Marketing served as Destination Liaisons throughout this assessment.

The Assessment included a GSTC Destination Program Introduction Meeting with diverse public and private sector stakeholders responsible for the policy areas covered by the GSTC Criteria. This opening meeting introduced stakeholders to the GSTC, the Criteria for Destinations, and the process and goals of the assessment. The GSTC Assessor, in consultation with the Destination Liaisons, then conducted a review of the policy documents addressing the GSTC Criteria to understand the current policy landscape and identify gaps in the areas of overall governance, economic and investment climate, cultural and heritage protection, and energy and environment. The GSTC Assessor also conducted site visits to ascertain evidence of policy implementation. The GSTC then produced a report outlining the final results of the assessment and recommendations for improvements to bring Sedona tourism development into compliance with best international practice as set forth in the GSTC Criteria and Indicators.

Based on this assessment, it is evident that destination sustainability and balancing tourism growth with conservation of the natural and cultural resources is a priority for both the public and private sectors of the community of Sedona. The assessment identified the following 33 of the 41 criteria being implemented with documentation and evidence of management systems and efforts in place:

- **A2: Destination Management Organization:** The destination has an effective organization, department, group or committee responsible for a coordinated approach to sustainable tourism, with involvement by the private sector and public sector. This group is suited to the size and scale of the destination, and has defined responsibilities, oversight, and implementation capability for the management of environmental, economic, social, and cultural issues. This group’s activities are appropriately funded.

- **A3: Monitoring:** The destination has a system to monitor, publicly report, and respond to environmental, economic, social, cultural, tourism, and human rights issues. The monitoring system is reviewed and evaluated periodically.
- **A4: Tourism Seasonality Management:** The destination dedicates resources to mitigate seasonal variability of tourism where appropriate, working to balance the needs of the local economy, community, cultures and environment, to identify year-round tourism opportunities.
- **A5: Climate Change Adaptation:** The destination has a system to identify risks and opportunities associated with climate change. This system encourages climate change adaptation strategies for development, siting, design, and management of facilities. The system contributes to the sustainability and resilience of the destination and to public education on climate for both residents and tourists.
- **A6: Inventory of tourism assets and attractions:** The destination has an up- to-date, publicly available inventory and assessment of its tourism assets and attractions, including natural and cultural sites.
- **A7: Planning Regulations:** The destination has planning regulations and/or policies that require environmental, economic, and social impact assessment and integrate sustainable land use, design, construction, and demolition. The guidelines, regulations and/or policies are designed to protect natural and cultural resources, were created with local inputs from the public and a thorough review process, and are publicly communicated.
- **A8: Access for All:** Where appropriate, sites and facilities, including those of natural and cultural importance, are accessible to all, including persons with disabilities and others who have specific access requirements. Where such sites and facilities are not immediately accessible, access is afforded through the design and implementation of solutions that take into account both the integrity of the site and such reasonable accommodations for persons with access requirements as can be achieved.
- **A9: Property Acquisitions:** Laws and regulations regarding property acquisitions exist, are enforced, comply with communal and indigenous rights, ensure public consultation, and do not authorize resettlement without prior informed consent and/or reasonable compensation.
- **A10: Visitor Satisfaction:** The destination has a system to monitor and publicly report visitor satisfaction, and, if necessary, to take action to improve visitor satisfaction.
- **A12: Safety and Security:** The destination has a system to monitor, prevent, publicly report, and respond to crime, safety, and health hazards.
- **A13: Crisis and Emergency Management:** The destination has a crisis and emergency response plan that is appropriate to the destination. Key elements are communicated to residents, visitors, and enterprises. The plan establishes procedures and provides resources and training for staff, visitors, and residents, and is updated on a regular basis.
- **A14: Promotion:** Promotion is accurate with regard to the destination and its products, services, and sustainability claims. The promotional messages treat local communities and tourists authentically and respectfully.
- **B1: Economic Monitoring:** The direct and indirect economic contribution of tourism to the destination's economy is monitored and publicly reported at least annually. To the extent feasible, this should include visitor expenditure, revenue per available room, employment and investment data.
- **B2: Local Career Opportunities:** The destination's enterprises provide equal employment, training opportunities, occupational safety, and fair wages for all.

- **B3: Public Participation:** The destination has a system that encourages public participation in destination planning and decision making on an ongoing basis.
- **B5: Local Access:** The destination monitors, protects, and when necessary rehabilitates or restores local community access to natural and cultural sites.
- **B6: Tourism Awareness and Education:** The destination provides regular programs to affected communities to enhance their understanding of the opportunities and challenges of tourism, and the importance of sustainability.
- **B7: Preventing Exploitation:** The destination has laws and established practices to prevent commercial, sexual, or any other form of exploitation and harassment of anyone, particularly of children, adolescents, women, and minorities. The laws and established practices are publicly communicated.
- **B8: Support for Community:** The destination has a system to enable and encourage enterprises, visitors, and the public to contribute to community and sustainability initiatives.
- **B9: Supporting local entrepreneurs and fair trade:** The destination has a system that supports local and small- and medium-sized enterprises, and promotes and develops local sustainable products and fair trade principles that are based on the area's nature and culture. These may include food and beverages, crafts, performance arts, agricultural products, etc.
- **C1: Attraction Protection:** The destination has a policy and system to evaluate, rehabilitate, and conserve natural and cultural sites, including built heritage (historic and archaeological) and rural and urban scenic views.
- **C2: Visitor Management:** The destination has a visitor management system for attraction sites that includes measures to preserve, protect, and enhance natural and cultural assets
- **C3: Visitor Behavior:** The destination has published and provided guidelines for proper visitor behavior at sensitive sites. Such guidelines are designed to minimize adverse impacts on sensitive sites and strengthen positive visitor behaviors.
- **C4: Cultural Heritage Protection:** The destination has laws governing the proper sale, trade, display, or gifting of historical and archaeological artifacts.
- **C5: Site Interpretation:** Accurate interpretive information is provided at natural and cultural sites. The information is culturally appropriate, developed with community collaboration, and communicated in languages pertinent to visitors.
- **C6: Intellectual Property:** The destination has a system to contribute to the protection and preservation of intellectual property rights of communities and individuals.
- **D1: Environmental Risks:** The destination has identified environmental risks and has a system in place to address them.
- **D2: Protection of Sensitive Environments:** The destination has a system to monitor the environmental impact of tourism, conserve habitats, species, and ecosystems, and prevent the introduction of invasive species.
- **D3: Wildlife Protection:** The destination has a system to ensure compliance with local, national, and international laws and standards for the harvest or capture, display, and sale of wildlife (including plants and animals).
- **D8: Water Quality:** The destination has a system to monitor drinking and recreational water quality using quality standards. The monitoring results are publicly available, and the destination has a system to respond in a timely manner to water quality issues.



- **D9: Wastewater:** The destination has clear and enforced guidelines in place for the siting, maintenance and testing of discharge from septic tanks and wastewater treatment systems, and ensures wastes are properly treated and reused or released safely with minimal adverse effects to the local population and the environment.
- **D10: Solid Waste Reduction:** The destination has a system to encourage enterprises to reduce, reuse, and recycle solid waste. Any residual solid waste that is not reused
- or recycled is disposed of safely and sustainably.
- **D11: Light and Noise Pollution:** The destination has guidelines and regulations to minimize light and noise pollution. The destination encourages enterprises to follow
- these guidelines and regulations.

8 of the 41 criteria (as listed below) scored low on the assessment because while policies or initiatives may be in place, there was little evidence of implementation.

- **A1: Sustainable destination strategy:** The destination has established and is implementing a multi-year destination strategy that is publicly available, is suited to its scale, that considers environmental, cultural, quality, health, and safety, and aesthetic issues, and was developed with public participation.
- **A11: Sustainability Standards:** The destination has a system to promote sustainability standards for enterprises consistent with the GSTC Criteria. The destination makes publicly available a list of sustainability certified or verified enterprises.
- **B4: Local Community Opinion:** Local communities' aspirations, concerns, and satisfaction with destination management are regularly monitored, recorded and publicly reported in a timely manner.
- **D4: Greenhouse Gas Emissions:** The destination has a system to encourage enterprises to measure, monitor, minimize, publicly report, and mitigate their greenhouse gas emissions from all aspects of their operation (including emissions from service providers).
- **D5: Energy Conservation:** The destination has a system to encourage enterprises to measure, monitor, reduce, and publicly report energy consumption, and reduce reliance on fossil fuels.
- **D6: Water Management:** The destination has a system to encourage enterprises to measure, monitor, reduce, and publicly report water usage.
- **D7: Water Security:** The destination has a system to monitor its water resources to ensure that use by enterprises is compatible with the water requirements of the destination community.
- **D12: Low-impact Transportation:** The destination has a system to increase the use of low-impact transportation, including public transportation and active transportation (e.g., walking and cycling).

An example is the low participation of the tourism enterprises in either of the two available sustainable certification programs for businesses. If the Sedona Chamber embraced one or both of these programs and promoted it to businesses, residents, and travelers more businesses would have the incentive for participation and thus increase implementation of these criteria.

The main recommendation from the GSTC assessment is for the Sedona Chamber to better coordinate the various organizations involved in destination management to work more collaboratively and ensure the sustainable development, management, and promotion of tourism in Sedona. Currently the destination is one of the world's leaders in implementing sustainable tourism within the destination, however this is for the most part being done with minimal coordination between the various parties involved. By formalizing a partnership around the development and implementation of a sustainable destination strategy, greater coordination and impacts can be achieved with shared efforts and shared responsibilities.

Based on this assessment, it is recommended that the Sedona Chamber focus on the following four criteria in order to enhance the sustainable destination management of their tourism sector going forward:

- **A1: Sustainable Destination Strategy**—The destination has established and is implementing a multi-year destination strategy that is publicly available, is suited to its scale, that considers environmental, economic, social, cultural, quality, health, and safety, and aesthetic issues, and was developed with public participation.
- **A11. Sustainability Standards**—The destination has a system to promote sustainability standards for enterprises consistent with the GSTC Criteria. The destination makes publicly available a list of sustainability certified or verified enterprises.
- **B4: Local Community Opinion**—Local communities' aspirations, concerns, and satisfaction with destination management are regularly monitored, recorded and publicly reported in a timely manner.
- **D.12. Low Impact Transportation**—The destination has a system to increase the use of low-impact transportation, including public transportation and active transportation (e.g., walking and cycling).

For more information on the Global Sustainable Tourism Criteria, please visit <https://www.gstcouncil.org>.

**Fiscal Year 2017 - 2018  
Proposed Budget Goals and Assumptions**

The Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) budget is broken down into four departments:

1. Administrative / Operations
2. Chamber of Commerce
3. Tourism (includes Product Development)
4. Visitor Services

Per the contract between the City of Sedona and the SCC&TB, the SCC&TB receives 55% of the bed tax to operate the official Destination Marketing & Management Organization for the City. In FY18, it is estimated that \$3,894,000 will be collected in total bed taxes. 55% equals \$2,141,700, plus the true-up from FY17 (expected to be about \$245,000), equates to a total of \$2,386,700 of the bed tax to be allocated to the SCC&TB in FY18. New in FY18, the City and SCC&TB will exercise the “hold-back” clause which will set aside \$50,000 for the City to execute the parking improvements at 401 Jordan Road. Thus, the payment to the SCC&TB will be \$50,000 less in order for the city to execute this project. Therefore, the total amount of bed tax revenue to the SCC&TB in FY18 will be approximately \$2,336,700.

The breakdown of \$2,336,700 is as follows:

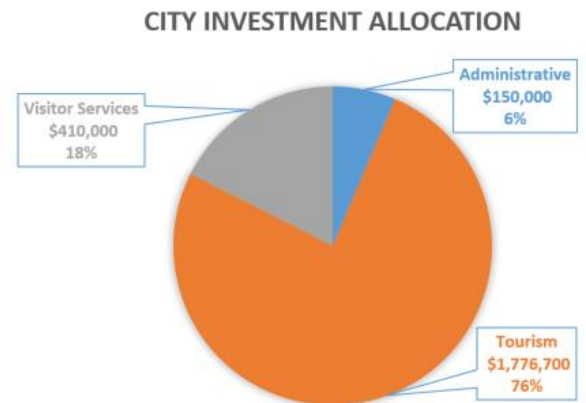
This revenue is split across two departments:

- \$1,776,700 or 76% is allocated to the Tourism Department
- \$410,000 or 18% is allocated to Visitor Services (no increase from FY17)

The breakdown of \$2,336,700 is as follows:

This revenue is split across two departments:

- \$1,776,700 or 76% is allocated to the Tourism Department
- \$410,000 or 18% is allocated to Visitor Services (no increase from FY17)



An additional \$150,000 or 6% is allocated to administration of the programs associated with Tourism, product development and visitor services (no increase from FY17). The administrative fee helps cover costs associated with implementing tourism related programs such as general clerical tasks, administrative tasks, concept development and execution, and specific project management.

**85%**

In the Tourism department, \$1,506,171 or 85% of the bed tax money is used for programs including marketing, public relations, social media, travel industry sales, group/incentive sales, website maintenance and development, and product development initiatives.

The FY18 budget was developed with the following goals in mind:

1. Quality over Quantity
  - a. Continuing with a strategic “tap-the-brake” approach with consumer marketing.
  - b. Minor increases in marketing/promotions due to increased costs and increased cost of entering a new geographical market and targeting a higher demographic.
  - c. See full FY18 Marketing & Development Plan for details.
2. Increased sales efforts in travel distribution system: including wholesale tour operators and receptive tour operators to drive longer-stay international visitors who tend to travel during need-periods.
3. Elevated efforts in meeting/corporate sales to increase mid-week corporate and incentive groups.
4. Slight increases in salaries/benefits line item due to several items including:
  - a. Increased health care costs, slight increases in competitive wages, and new regulations in sick pay.
    - i. The SCC&TB also discontinued out-sourcing accounting services (previously budgeted under professional services) and changed this to a full-time employee. Thus, decreasing the professional services (line 42) by 70%, but increased salaries/benefits (line 44) compared to FY17.
  - b. The city pays only a portion of salaries in both the Tourism department and the Visitor Services department (lines 58, 59)
    - i. Approximately \$186,000 is spent on Tourism department salaries and benefits (44% of total)
    - ii. Approximately \$245,000 is spent on Visitor Services department salaries and benefits (75% of total)
    - iii. Public funds do not cover any costs associated with the Chamber of Commerce department.
5. Increased focus on Product Development initiatives
  - a. The product development breakdown is provided on page 5 of this document.
  - b. The FY18 Marketing & Development Plan provides more details on specific projects and goals.
  - c. Priorities for product development initiatives include: Transportation; Sustainability; Arts; Wellness
  - d. In FY18 including all the above projects and payments, the SCC&TB estimates that \$573,000 will be spent in the product development area, approximately 25% of the total bed tax investment.

In the budget below, the highlighted items in yellow illustrate how the city funds are allocated. All the highlighted items on the budget are funded by the investment of bed tax dollars, \$2,336,700.

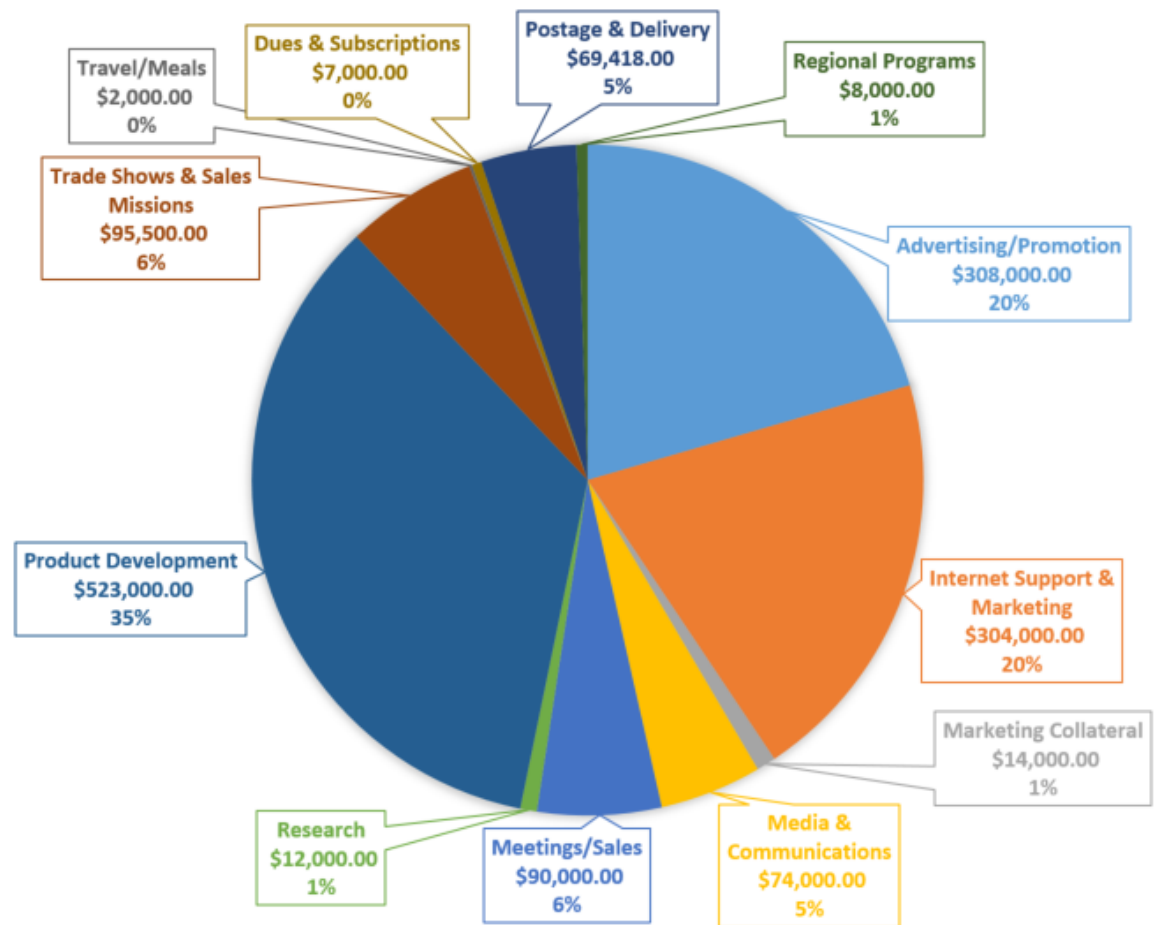
Fiscal Year 2017 - 2018  
Sedona Chamber of Commerce & Tourism Bureau  
Marketing and Development Budget



			<u>Tourism Dept</u>	<u>Visitor Services Dept</u>
1	Ordinary Revenue/Expense			
2	Revenue:			
3	City of Sedona	\$ 1,776,700.00	\$ 410,000.00	
4	Website Advertising/Sponsorships	\$ 125,000.00	\$ -	
5	Co-op Ads/Promotion/Tradeshaw	\$ 60,000.00		
6	Total Membership Revenue			
7	Tourism Bureau Revenue	\$ 70,500.00	\$ 70,500.00	
8	Total Event Revenue		\$ 2,000.00	
9	Total Royalty Revenue	\$ 37,500.00		
10	Total Sales Revenue		\$ 159,000.00	
11	Total Other Revenue	\$ -	\$ 9,000.00	
12	Total Revenue	\$ 2,069,700.00	\$ 650,500.00	
13	Total Cost of Goods Sold	\$ 2,000.00	\$ 126,200.00	
14	Gross Revenue	\$ 2,067,700.00	\$ 524,300.00	
15	Expenses:			
16	Advertising/Marketing:			
17	Advertising/Promotion	\$ 308,000.00	\$ 16,000.00	
18	Internet Support & Marketing	\$ 304,000.00	\$ 30,000.00	
19	Marketing Collateral	\$ 14,000.00	\$ 15,000.00	
20	Media & Communications	\$ 74,000.00	\$ 29,000.00	
21	Meetings/Sales	\$ 90,000.00		
22	Research	\$ 12,000.00	\$ 8,000.00	
23	Product Development	\$ 523,000.00		
24	Trade Shows & Sales Missions	\$ 95,500.00		
25	Travel/Meals	\$ 2,000.00	\$ 1,500.00	
26	Dues & Subscriptions	\$ 7,000.00	\$ 2,200.00	
27	Postage & Delivery	\$ 69,418.00	\$ 9,416.00	
28	Regional Programs	\$ 8,000.00		
29	Storage & Handling	\$ 1,253.00	\$ 4,893.00	
30	<b>Total Advertising/Marketing</b>	<b>\$ 1,508,171.00</b>	<b>\$ 116,009.00</b>	
31	Total Board Expenses	\$ 850.00	\$ 850.00	
32	Building & Grounds Maintenance	\$ 9,000.00	\$ 15,000.00	
33	Commercial Liability Insurance	\$ 1,500.00	\$ 2,000.00	
34	Community Relations	\$ 16,000.00	\$ 2,500.00	
35	Computer/Technology	\$ 9,250.00	\$ 9,250.00	
36	Credit Card/Bank Charges	\$ 3,766.00	\$ 3,966.00	
37	Education & Training	\$ 9,500.00	\$ 6,000.00	
38	<b>Total Equipment Repair &amp; Lease</b>	<b>\$ 3,450.00</b>	<b>\$ 3,600.00</b>	
39	Furniture /Fixtures	\$ 2,000.00	\$ 1,000.00	
40	Business Services	\$ 4,000.00		
41	Interest Payments - Sunset & VC mortgage		\$ 10,433.00	
42	<b>Total Professional Fees</b>	<b>\$ 6,799.00</b>	<b>\$ 6,299.00</b>	
43	Property Tax	\$ 1,625.00	\$ 1,625.00	
44	Total Salaries & Employee Benefits	\$ 419,739.00	\$ 346,782.00	
45	Staff Development	\$ 5,000.00	\$ 5,000.00	
46	Supplies	\$ 10,000.00	\$ 3,000.00	
47	Phone, Internet	\$ 7,000.00	\$ 7,000.00	
48	Utilities - Gas, Elec., Water, Sewer, Trash	\$ 6,000.00	\$ 6,000.00	
49	Volunteer Training & Recognition		\$ 30,000.00	
50	<b>Total Expense</b>	<b>\$ 2,023,650.00</b>	<b>\$ 576,314.00</b>	
51	Net Increase (decrease) in unrestricted assets from ops	\$ 44,050.00	\$ (52,014.00)	
52	Cash Flow - Expenditures			
53	Capital Acquisitions	\$ 5,000.00	\$ 5,000.00	
54	Principal Payments Admin & Sunset		\$ 12,446.00	
55	Reserve Contribution/Contingency			
56	Total Cash Flow - Expenditures	\$ 5,000.00	\$ 17,446.00	
57	Net Increase (decrease) in unrestricted assets	\$ 39,050.00	\$ (69,460.00)	
58	Share of tourism salaries and benefits (44% of line 44-T)	\$ 187,170.00		
59	Share of visitor services salaries and benefits (77% of line 44-VS)		\$ 269,470.00	
60	Administrative Fee	\$ 105,000.00	\$ 45,000.00	
61	<b>Total City Investment</b>		<b>\$2,336,700</b>	

+ \$150,000  
admin fee =  
\$2,336,700

**\$1,776,700 OR 76% OF BED TAX FUNDS ARE ALLOCATED TO THE TOURISM DEPARTMENT, OF THAT \$1,506,171 (85%) IS ALLOCATED TO PROMOTIONAL / PRODUCT DEVELOPMENT PROGRAMS**



FY18 Tourism Product Development Initiatives						
Transportation						
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status	FY18 Prod Dev Budget
401 Jordan Road Acquisition (annual principal payment)	X	X	X	X	In progress	\$ 150,000.00
401 Jordan Road Acquisition (interest)						\$ 23,000.00
401 Jordan Road Maintenance	X			X	In progress	\$ 12,000.00
401 Jordan Road Property Tax	X			X	In progress	\$ 13,000.00
Pedestrian ADA Walkway at Forest Road		X		X	In progress	\$ 36,000.00
Roundabout 101 Video	X	X	X	X	Concept	\$ 6,000.00
Wayfinding Plan			X		In progress	\$ 60,000.00
Saturday Hike Bus		X	X	X	In progress	\$ 8,000.00
Walk Sedona Program	X	X	X	X	Launched/ Ongoing	\$ 20,000.00
<b>Total Amount allocated for Transportation initiatives</b>						<b>\$ 328,000.00</b>
Sustainability						
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status	FY18 Prod Dev Budget
USFS Trail Funding: Sedona Trail Keepers	X	X		X	Launched/ Ongoing	\$ 25,000.00
Long Range Destination Management Plan		X		X	In progress	\$ 60,000.00
Sedona's Secret 7	X	X	X	X	Launched/ Ongoing	\$ 20,000.00
SVV Geotourism & Nat Geo Mapguide	X	X	X	X	Launched/ Ongoing	\$ 10,000.00
<b>Total Amount allocated for Sustainability initiatives</b>						<b>\$ 115,000.00</b>
Elevate the Arts						
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status	FY18 Prod Dev Budget
Red Rock Fantasy (art projection)	X	X	X	X	Concept	\$ 40,000.00
Art History Video	X	X	X	X	Concept	\$ 5,000.00
Art Collector Story	X	X	X	X	Concept	\$ 5,000.00
Arts Events Quarterly Brochure				X	In progress	\$ 2,500.00
Art + Dine in the Evenings Program	X	X	X	X	In progress	\$ 2,500.00
<b>Total Amount allocated for Arts initiatives</b>						<b>\$ 55,000.00</b>
Elevate Wellness						
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status	FY18 Prod Dev Budget
Sedona Wellness Story	X	X	X	X	Concept	\$ 5,000.00
<b>Total Amount allocated for Wellness initiatives</b>						<b>\$ 5,000.00</b>
Other Ideas Outside of Themes						
	Developer	Advocacy	Technical Assistance	Funding Allocated	Status	FY18 Prod Dev Budget
Speakers Bureau & Topic Lists for Groups	X				In progress	\$ -
Projects TBD						\$ 20,000.00
<b>Total Amount allocated for Other initiatives</b>						<b>\$ 20,000.00</b>
<b>TOTAL FUNDING ALLOCATED TO THE SCC&amp;TB FOR PRODUCT DEVELOPMENT INITIATIVES IN FY18</b>						<b>\$ 523,000.00</b>
HOLD BACK - CITY PROJECTS FUNDED THROUGH 55% BED TAX ALLOCATION						
PLUS HOLD BACK to stay with City for Parking improvements at 401 Jordan Road						\$ 50,000.00
<b>TOTAL FUNDING ALLOCATED TO PRODUCT DEVELOPMENT INITIATIVES IN FY18</b>						<b>Total = \$573,000.00</b>



**FY18 Program of Work: Marketing**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018	
<b>Print</b>	Arizona State Visitor Guide												
	Phoenix Visitor Guide												
	Scottsdale Visitor Guide												
	Tucson Visitor Guide												
	AZ Pride Guide												
	AOT Canada Integrated Program (Oct - Feb)												
	AZ Wine Lifestyles												AAA Magazines, Member Co-op
	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide
	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide	Red Rock Country Visitors Guide
	Go-Arizona.com												
<b>Digital</b>	National Park Trips Integrated Program (Grand Canyon Campaign)												
	TripAdvisor Destination Page												
	TripAdvisor Display Advertising												
	VisitSedona.com Site Refresh												
	Wellness Digital Niche Campaign												
	Arts Digital Niche Campaign												
	Search Engine Optimization												
	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)	Search Engine Marketing (PPC)
	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising	Facebook Advertising
	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360	AZ Key 360
AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	AOT e-Newsletter	
Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	Phoenix & Tucson Digital Advertising	
<b>Television, Out-of-Home, Photography &amp; Video</b>	In-Market Advertising via In-Room TV Channels												
	Sedona Arts & Art History Video Marketing												
	Art Collector Story												
	Wellness Story												
	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising	Phoenix & Tucson Seasonal Advertising
	Chicago Seasonal Advertising												
	Phoenix Seasonal Advertising												
	Experience Sedona Guide - Production & Distribution (Airports, AAA offices, PHX Concierge)												
	International & Domestic Lure Brochures												
	Domestic & International Show Brochure Submission												
Art + Dine Tonight Map													
<b>Direct Marketing</b>	Arts Events Quarterly Brochure												
	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	
	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	
	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	Sedona Events Promotion	
<b>Regional Branding &amp; Marketing</b>	Sedona Verde Valley Tourism Council & Marketing Program												



**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**FY18 Program of Work: Product Development**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018
<b>Transportation</b>	401 Jordan Road Acquisition & Parking Improvements						Roundabout 101 Video			Saturday Hike Bus		
	Pedestrian ADA Walkway at Forest Road				Wayfinding Plan							
<b>Sustainability</b>							USFS Trail Funding: Sedona Trail Keepers					
							Long Range Destination Management Plan					
							Sedona's Secret 7					
<b>Elevate the Arts</b>							SV Geotourism & National Geographic Mappguide					
	Art + Dine in the Evenings				Art + Dine in the Evenings	Red Rock Fantasy (Art Projection)						
	Arts Events Quarterly Brochure - Summer				Arts Events Quarterly Brochure - Fall	Arts Events Quarterly Brochure - Winter		Art History Video			Art + Dine in the Evenings	
<b>Elevate Wellness</b>								Art Collector Story				
												Arts Events Quarterly Brochure - Spring

**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**FY18 Program of Work: Visitor Services**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018
<b>Customer &amp; Volunteer Services</b>												
	Front-liner Tradeshow (Arts & Culture)							Front-liner Tradeshow (Wellness)				Front-liner Tradeshow (Outdoor Adventure)
	Volunteer Refresher Training Breakfast	New Volunteer Training		New Volunteer Training	Volunteer Refresher Training Breakfast	New Volunteer Training		Volunteer Refresher Training Breakfast		New Volunteer Training		New Volunteer Training
<b>Business Exposure</b>												
<b>Advocacy</b>												

**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**FY18 Program of Work: Sales**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018	
<b>Travel Industry Sales</b>	Japanese e-News	Travel Trade e-News	Travel Trade e-News	Japanese e-News	World Travel Market London, UK 11/6-8 (Intl focus)	Travel Trade e-News	Travel Trade e-News	Travel Trade e-News	Travel Trade e-News	Japanese e-News	US Travel Assn's TPW Tradeshow Denver, CO (Intl focus)	Travel Trade e-News	
	Los Angeles Sales Promotion TBD (Receptive focus)	Japan Sales Mission (Intl wholesale focus)				NYA San Antonio, TX 12/14-18 (Domestic focus)	Go West Summit San Diego, CA 1/16-19 (Intl   Receptive focus)		ITB Berlin 3/7-11 (Intl focus)				
	Ongoing Custom Travel Trade FAMs												
	U.S. Domestic & International Travel Trade Industry Relationship Management												
	German Speaking Europe - Fulfillment   Travel Trade Industry Sales & Marketing												
	Ongoing Meetings/Incentive/Groups Industry Relationship Management												
	Prospecting & Sales (HelmsBriscoe Focus)	Prospecting & Sales (EmpowerMint)	Prospecting & Sales (PHX Convention Calendar)			Prospecting & Sales (EmpowerMint)	Prospecting & Sales (PHX Convention Calendar)	Prospecting & Sales (EmpowerMint)	Prospecting & Sales (HelmsBriscoe Focus)	Prospecting & Sales (PHX Convention Calendar)	Prospecting & Sales (EmpowerMint)	Prospecting & Sales (HelmsBriscoe Focus)	Prospecting & Sales (PHX Convention Calendar)
	Incentive Program Development & Promotion												
	FAM Promotion												
	Incentive Promotion												
FAM Tour Promotion													
Promotional Material Development													
Meeting Planners e-News													
PHX Sales Mission incl. HelmsBriscoe Training	Meeting Planners e-News INEX America Las Vegas, NV 10/20-22 Destination Arizona Phoenix, AZ (Hosted Mtg Planners)												
	PHX Sales Mission PHX Sales Mission HelmsBriscoe AZ Regional Sales Mission												
	Invitational FAM Tour PHX Bidal Show Swag Bag Program PHX Sales Mission HelmsBriscoe AZ Regional Sales Mission												
	Meeting Planners e-News PHX Sales Mission PHX Sales Mission Luxury Meetings Summit & Sales Mission San Diego/Orange City/Los Angeles Dates: TBD												
	Invitational FAM Tour PHX Sales Mission PHX Sales Mission Luxury Meetings Summit & Sales Mission San Diego/Orange City/Los Angeles Dates: TBD												

**SEDONA**  
CHAMBER OF COMMERCE  
& TOURISM BUREAU

**FY18 Program of Work: Research**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018
Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports	Smith Travel Research Reports
Smith Travel Research Annual Report (Daily)	ESTO Annual Conference		Sedona Visitor Survey	Tour Trader Marketplace Inventory Report			RKMA Travel & Tourism Market Research	DMA West Tech Summit		Sedona Visitor Survey		
Governance Conference on Tourism												

**FY18 Program of Work: Public Relations and Communications - Short Lead**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018	
<b>Themes</b>	Summer Travel	Arts & Culture	Making Memories in Sedona	Romance	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	
<b>Sedona Events</b>	4th of July Laser Light Show, Day of the Cowboy, Hummingbird Fest	Plain Air Festival, Red Rocks Oktoberfest, Sedona Arts Festival, Dia de los Muertos	Alport Family Fun Day, Sedona Winefest, Red Rocks Music Fest	Veteran's Day Tribute, Turkey Trot	Red Rock Fantasy, Tree Lighting & Santa Visit, Nutcracker	Winter MusicFest, VegFest	Film Festival, Sedona Marathon Event	Sedona Yoga Fest, Sedona Mountain Bike Festival, Sedona Stumble 5-mile Trail Run	Open Studios Tour, Spring Music Fest, Taste of Sedona, Spring Brain Con	Great Sedona Chili Cook-Off, Cinco de Mayo, 12x12	Illuminate Film Fest, Sedona Film Fest, Air Legacy Event, Global Wellness Day		
<b>Promotional Outlets</b>	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	e-Newsletters, media Round-Up, Social Media, Blog	
<b>Key Words / Phrases</b>	NatGeo, Geotourism, sustainability, travel	Arts, culture, wine, beer, chef spotlight	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	Arts, galleries, plain air, art fest, painting	
<b>Social Media Ideas</b>	Back to School, National Ice Cream Day, Summer Treats and cold beverages, swimming holes	Self-Improvement Month, Labor Day, Gallery Spotlight	National Vegetarian Month, Oktoberfest, National Golf Day, Halloween	Native American Heritage Month, All Saints Day, Take a Hike Saturday, Small Business Saturday, Cyber Monday	Christmas, New Year's Eve	New Year's Day, MLK Day, 7 Natural/Wonder Made Wonder	Valentine's Day, President's Day	National Bike Month, National Train Day, National Wine Day, Memorial Day	National Bike Month, National Train Day, National Wine Day, Memorial Day	National Bike Month, National Train Day, National Wine Day, Memorial Day	National Bike Month, National Train Day, National Wine Day, Memorial Day	National Bike Month, National Train Day, National Wine Day, Memorial Day	
<b>Media Events</b>				Arizona Media Marketplace with AOT	Chicago Media Events with Phoenix CVB		New York Media Marketplace with AOT					IPW	

**FY18 Program of Work: Public Relations and Communications - Long Lead**

	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018
<b>Themes</b>	Arts & Culture	Making Memories in Sedona	Making Memories in Sedona	Making Memories in Sedona	Romance	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure	Outdoor Adventure
<b>Story Ideas</b>	Creating your own Art in Sedona	Shopping, Collectors, Galleries	Holiday Experiences, New Traditions	Girlfriend Getaways, spirituality, wellness, renewal	Luxury Romance, Couple Experiences	Outdoor Spiritual Adventures	Secret Watering Holes in the Verde Valley	Cowboy Experience	Wildlife, Geotourism	Astronomy, Stargazing	Native American Ruins, culture and healing	Arts & Culture
<b>Target Markets</b>	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan	AZ, CA, FL, NY, IL, TX, Europe, Canada, Australia, Japan
<b>Targeted Niche Publications</b>	InStyle, Elle, Marie Claire, Traveler, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark	Real Simple, Rethink, Sunset, Country Living, Better Homes & Gardens, Hemispheres, Style, American Way, embark