Sedona Sustainable Tourism Plan

Connecting Sedona visitors to long-term destination sustainability

Executive Summary

Sedona has come to be recognized as one of the most attractive visitor destinations in the country and has developed strong recognition internationally.

These successes have led to a vibrant economy, an expansion of employment options, important contributions to the City's tax base, and an expanded array of quality-of-life amenities for residents.

The Sedona Chamber of Commerce & Tourism Bureau (SCC&TB) has led the tourism and recreation industry, which includes a broad collection of hotels, time shares, short-term rentals, restaurants, retail operations, art galleries, outdoor recreation businesses, health/spiritual professionals, and other attractions.

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While this growth brings many advantages, it also generates negative elements such as congested roadways, overuse of the Uptown area, a reduced range of affordable housing, and competition for services between residents and visitors. Given Sedona's unique natural environment, the overuse of sensitive lands and waterways is also a concern.

In 2016, 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, to undertake a destination assessment.

Of the GSTC's 41 areas of review, **33 were scored highly (80%)** with documented evidence in place verifying implementation efforts. Of the eight criteria not being addressed, one of the most significant was the absence of a multi-year sustainable destination strategy developed with broad public participation.

In 2017, the SCC&TB joined with the City of Sedona to develop a Sustainable Tourism Plan. The completed Plan represents the combined efforts of a wide range of participants and serves as the community response to the outstanding factors in the GSTC assessment.

In the fall of 2017, the SCC&TB and City of Sedona issued a Request for Proposals for the development of a Sustainable Tourism Plan. The selection committee chose the team of Nichols Tourism Group and Arizona State University's Center for Sustainable Tourism.

One of the first developmental steps was to identify an **Advisory Committee** to help direct the work of the professionals. A committee was selected that ensured a broad range of interests were represented. The Advisory Committee included individuals representing nonprofits, the medical/health field, sustainability, media, public lands, residents, lodging, tours/attractions, the City of Sedona, and the SCC&TB.

With guidance from the Committee, consultants undertook the following initiatives:

- Reviewed the GSTC evaluation report

- Analyzed a wide range of existing industry performance data ranging from lodging performance to sales and bed tax collections

- Considered growth in the region's accommodations inventory

- Investigated recent or current planning initiatives, including Community Plans and Transportation Master Plans

- Undertook new survey research to evaluate attitudes and concerns of Sedona residents, businesses, visitors, and public land agencies

- Reviewed other sensitive destinations worldwide to consider steps they were taking to address sustainability

- Held public input sessions to hear from Sedona residents

- Provided online resources to continually inform the public and provide additional input opportunities

These efforts generated insights and helped provide a foundation for developing a Plan to ensure the long-term sustainability of Sedona.

Key Current Environment Findings

The following is a summary of the current environment facing Sedona and its tourism industry.

Tourism Industry and the SCC&TB

- Tourism is critically important to Sedona's economy. As planning elements are developed, the sustainability and vitality of the tourism industry must be considered.

- Additions to Sedona's lodging and timeshare inventory have been limited over the past decade. There are approximately 4,000 units currently available to visitors.

- Short-term vacation rentals increased significantly with the passage of SB1350 in 2016. There are currently more than 825 listings for short-term rentals in the Sedona region.

- In recent years, Sedona's visitor industry has improved in building visitor demand during need periods and in attracting higher-value visitors who contribute more to Sedona's economy.

- Approximately 40% of SCC&TB Council-approved resources are allocated to marketing and promotion. The balance is directed to destination management activities, such as educating guests at the Visitor Center, helping develop transportation solutions, and working to create new experiences that resonate with visitors and residents.

- The SCC&TB's marketing efforts have been an important element in diversifying seasonality and attracting high-value segments.

- Significant changes in marketing produce clear impacts, as demonstrated in the summer of 2018 when summer advertising in Phoenix (Sedona's #1 feeder market) was eliminated and businesses felt a negative impact.

- While the economic impact of tourism development has been positive, it has led to increased traffic congestion, overcrowding in popular community areas and trails, shortages in affordable housing, and environmental degradation.

Sedona Resident Survey Findings

- While almost half of surveyed residents say they have moderate to a lot of contact with visitors, almost 75% say they provide very little or no input on tourism decision making.

- Residents are aware of the economic benefits of tourism, including its contribution to jobs, funding of the City's operating budget, and enhanced quality-of-life elements such as the range of restaurants and retail, festivals, and outdoor recreation.

- When asked about the appropriate role of tourism, 43% say tourism should have about the same role in the future as it has currently, with 51% saying it should have a lesser role.

- When asked about economic development options most acceptable for Sedona, residents rate medical/health, higher education, craft beverages, and professional services most highly. Tourism was rated seventh.

- Residents say acceptable tourism-related economic elements include state and national parks, non-motorized trails, archaeological sites, and general outdoor recreational opportunities. Additional hotels, short-term rentals, and motorized trails are least acceptable.

- Resident quality of life is of great interest. When asked what factors are most important, residents say conservation of natural areas, clean air and water, limited litter, attractiveness/cleanliness, and safety/lack of crime.

- When asked which community characteristics they would like to see lessened, the most significant responses are the amount of traffic, number of tourists, the amount of noise, and night lighting. Residents say they want to see increases in roads, public restrooms, community walkability, and public transportation.

- Almost two-thirds agree or strongly agree they would support current levels of tourism if traffic flows were improved and if the community adopted a sustainable approach to tourism management. Residents do not support less tourism if it means either lessened city services or assessment of a city property tax.

Sedona Business Survey Findings

- Just over half of respondents consider themselves to be in the tourism business, though 84% recognize they benefit from the tourism industry.

- Approximately three-quarters of Sedona businesses are small businesses with fewer than 10 employees. Just over half of the owners live in the City of Sedona.

- Business owners have a strong understanding of tourism's role in the overall economy – whether visitor-paid tax support of the municipal budget, the number of jobs in the region dependent on tourism, or that tourism-related revenues obviate the need for a city property tax.

- In a response similar to residents, just over half of businesses say tourism should have about the same economic impact in the future as it has currently. Unlike residents, business respondents are roughly equally split between saying tourism should play a greater role versus a lesser role.

- Businesses rank tourism as the top most-appropriate economic element for Sedona, followed by medical/health, higher education, and professional services. This is a significant variance from residents.

- Businesses rate limited litter, clean air and water, conservation of natural areas, and cleanliness as the most important factors to Sedona's quality of life.

- Businesses express dissatisfaction with overcrowding of roads, trails in the Uptown area, lack of diversity in the economy, and real estate costs.

- Businesses support sustainability practices, particularly *Leave No Trace* principles and supporting businesses where spending is locally retained.

Sedona Visitor Survey Findings

- Hiking is the most frequent activity of area visitors, exceeding shopping and dining.

- 97% rate the destination as above average or excellent.

- About two-thirds of visitors stay overnight in Sedona, with Arizona residents more likely to be on a day trip.

- Visitors support sustainability initiatives, particularly *Leave No Trace* and patronizing businesses that are sensitive to the environment.

- While overall satisfaction is high, visitors desire a reduction in traffic, the number of tourists, the range of shopping options, the built environment, and noise.

- Very few visitors plan whether they visit attractions or experiences based on anticipated crowds or parking.

Other Areas of Input

Public land entities and Sedona-area nonprofits were invited to focus groups to provide input on challenges and potential solutions from their perspective. Discussions centered on balancing visitor use and protection of natural and cultural resources, ways to influence user behavior, and gaining public support for the needs and priorities of the entities.

In addition, more than 100 people participated in public input sessions, sharing concerns and potential approaches to issues such as accommodations, visitation levels, the role of the Sedona Chamber of Commerce & Tourism Bureau, transportation issues, new opportunities for visitor experiences, and environmental factors.

Strategic Recommendations

The consultants and the Advisory Committee considered these findings and developed a comprehensive strategy and mix of recommendations to help ensure the long-term sustainability of Sedona's tourism industry.

A mission statement was developed to communicate the key goals and elements of the Plan:

To lead the Sedona tourism industry in embracing sustainability practices that enable the long-term health of Sedona – its environment, an excellent quality of life, long-term economic strength, and a positive visitor experience.

Four strategic pillars serve to organize the goals, objectives, and tactics of the Plan:

Environment, Resident Quality of Life, Quality of the Economy, Visitor Experience.

For each pillar, a goal statement and associated objectives and tactics were developed.

Environment

Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship

Resident Quality of Life

Protect and enhance the quality of life by mitigating impacts of tourism

Quality of the Economy

Shape the Sedona economy in ways that balance its long-term sustainability and vibrancy

Visitor Experience

Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back

🌿 Environment Objectives

A1 — Implement new waste prevention, reduction, and diversion strategies focused on visitors and their impacts in the Sedona region

A2 — Expand programs that encourage minimal water usage and protect water quality

A3 — Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy

A4 — Launch initiatives that lessen impacts to lands (including noise, air, and light pollution), and stimulate efforts for long-term sustainability

A5 — Take leadership role in educating and engaging businesses and visitors on sustainability initiatives and encouraging visitors to be a sensitive guest while in the destination

👍 Resident Quality of Life Objectives

B1 — Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows and enhance access to key destinations

B2 — Expand use of technology to help solve transportation challenges

B3 — Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance

B4 — Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors

B5 — Manage current and future accommodations in ways that increase their balance with long-term sustainability

B6 — Launch initiatives that lessen tourism impacts to residents (including noise, air, and light pollution) to strengthen resident quality of life

Quality of the Economy Objectives

C1	Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors
C2	Expand interagency collaboration among diverse Sedona organizations
C3	Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy
C4	Pursue innovative approaches to employee housing and training

Visitor Experience Objectives

D1	Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting
D2	Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

Assigned Tactics

EACH OBJECTIVE IS FOLLOWED BY A SET OF ASSIGNED TACTICS, WHICH INCLUDES THE FOLLOWING DETAILS:

Timeframe	Short (12-18 months), Mid (2-3 years), Long (4-5 years)	**Supporting Partners**	Partners who will be integral in implementing the tactic.
Impacted Pillars	Any pillars impacted by the tactic are depicted with their corresponding icons.	**Prospective Metrics**	Examples of the types of prospective metrics that will help evaluate the effectiveness of tactical efforts. Metrics and targets (if appropriate) will be developed by the lead and supporting partners.
Lead Partner	The entity (or entities) primarily responsible for moving the tactic forward.	**Description**	An explanation of the tactic providing insight and key elements.

Introduction and Purpose

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While this growth brings many advantages, it also generates negative elements such as congested roadways, overuse of the Uptown area, a reduced range of affordable housing, and competition for services between residents and visitors. Given Sedona's unique natural environment, the overuse of sensitive lands and waterways is also a concern.

In 2016, 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, to undertake a destination assessment.

Through this process, the GSTC considered 41 sustainability standards oriented in four categories:

- **Sustainable Destination Mgmt**
- **Community & Cultural**
- **Social & Economic**
- **Environmental**

Of the GSTC's 41 areas of review, **33 were scored highly (80%)** with documentary evidence in place verifying implementation efforts. Of the eight criteria not being addressed, one of the most significant was the absence of a multiyear sustainable destination strategy developed with broad public participation.

In 2017, the SCC&TB joined with the City of Sedona to develop a Sustainable Tourism Plan. The completed Plan represents the combined efforts of a wide range of participants and serves as the community response to the outstanding factors in the GSTC assessment.

Planning Team and Process

In the fall of 2017, the SCC&TB and City of Sedona issued a Request for Proposals for the development of a Sustainable Tourism Plan. The selection committee chose the team of **Nichols Tourism Group (NTG)** and **Arizona State University's Center for Sustainable Tourism (CST)**.

NTG has assisted destinations in tourism strategic planning for more than 25 years, working with states, counties, cities, and state/national parks. NTG is experienced in tourism strategic planning in sensitive natural environments such as Sonoma County, California's wine country, Sarasota, Florida's arts and cultural beach offerings, and Grand Canyon National Park. NTG has also developed strategic Plans in partnership with unique historical destinations such as Virginia's Historic Triangle of Williamsburg, Jamestown, and Yorktown.

The CST at Arizona State University is one of only two tourism programs in the nation with a sustainability focus; the other is at Harvard. The CST evaluates and assists destinations around the state, building up an invaluable understanding of Arizona's visitor market and trends that affect it. CST's teaching initiatives attract students from around the world and continually refine a range of sustainability best practices recognized in leading academic journals.

One of the first steps undertaken as this Planning process was launched was the identification of an **Advisory Committee** that would help direct the work of the professionals. The makeup of this committee was carefully evaluated to ensure representation of a broad range of interests in the planning efforts. The following individuals and the organizations they represented as part of this committee are noted in the table on the following page.

With the direction of the Committee, the consultants undertook the following initiatives:

- Reviewed the GSTC evaluation report
- Analyzed a wide range of existing industry performance data ranging from lodging performance to sales and bed tax collections
- Considered growth in the region's accommodation inventory
- Investigated other recent or current planning initiatives, including Community Plans and Transportation Master Plans
- Undertook new survey research efforts to consider attitudes and concerns of Sedona residents, businesses, and visitors
- Held focus groups with public lands and nonprofits to discuss environmental challenges with increased tourism
- Reviewed other sensitive destinations worldwide to consider steps they are taking to address sustainability
- Undertook new survey initiatives investigating attitudes of residents, businesses, visitors, and public land agencies
- Held public input sessions to develop input from interested citizens
- Provided online website resources to keep the public updated on the process of the Plan and to provide additional input for consideration

NICHOLS TOURISM GROUP
Advisory services for an evolving tourism industry

ASU Center for Sustainable Tourism
Arizona State University

SUSTAINABLE TOURISM PLAN ADVISORY COMMITTEE

Sector	Affiliation	Name
Municipal	City of Sedona	Mayor Sandy Moriarty, Justin Clifton, Cynthia Lovely, McKenzie Jones
Nonprofit	Keep Sedona Beautiful	Joanne Kendrick, Rob Adams
Lodging	Ambiente – A Landscape Hotel, SCC&TB Board Member	Lonnie Lillie
Tours/Attraction	Pink Jeep Tours	Mike Hermen
Arts/Culture	Goldenstein Gallery, SCC&TB Board Member	Linda Goldenstein
Medical/Health	Verde Valley Medical Center	Russell Dilts
Attractions	Sedona Golf Resort, SCC&TB Board Member	Jeremy Hayman
Sustainability	Sustainability Alliance	Darcy Hitchcock
Sustainability	Sedona Compost	Kathleen Ventura, Brock Delinski
Media/Newspaper	Red Rock News, SCC&TB Board Member	Kyle Larson
Public Lands	Slide Rock State Park	Hank Vincent
Public Lands	U.S. Forest Service	Nicole Branton, Julie Rowe
Resident	At Large	Cindy Hauserman
Chamber	SCC&TB	Jennifer Wesselhoff, Michelle Conway
Consultant	Nichols Tourism Group	Mitch Nichols
Consultant	Arizona State University Center for Sustainable Tourism	Christine Vogt, Kathleen Andereck, Gyan Nyaupane, Christine Buzinde, Kim Pham

State of the Industry

In developing elements to help ensure long-term tourism sustainability in Sedona, Plan developers examined the current tourism environment in Sedona, recent trends impacting the destination, roles of the SCC&TB, and the attitudes of residents, businesses, and visitors.

This section reviews findings and provides the foundation for the Plan elements provided in the next section.

Sedona's Visitor Base

The visitor industry is critically important to Sedona, a community which straddles the Yavapai and Coconino County lines. The city was incorporated in 1988 and lies approximately seven miles north of the unincorporated Village of Oak Creek (VOC). According to the U.S. Census, these communities had a population of 10,300 (Sedona) and 6,400 (VOC) in 2017.

The most widely-known Sedona attraction is the internationally-recognized natural environment and unique red rock formations. This environment attracts outdoor enthusiasts to hike, bike, explore in motorized vehicles, or in a myriad of other ways experience the unique elements of the destination.

The destination has become a center for artisans offering an array of art experiences to visitors. The allure of the region has inspired the growth of a wellness and spiritual-development sector as a prominent attraction.

These attributes attract visitors that contribute **$1 billion** to the region's economy annually. This spending accounts for 77% of the City's sales tax revenues – an estimated $17 million in FY18. Tourism supports approximately 10,000 jobs in the region, providing $240 million in wages to area residents.

There are approximately 1,600 hotel and B&B rooms in the city and an additional 870 rooms in the Village of Oak Creek and surrounding areas – a base of 2,470 rooms (not including timeshares).

Most of this base has been in place for many years; only 7.5% of the current inventory has been added in the past decade. By comparison, Coconino County saw a 13% increase in room inventory in the same period, and Napa Valley, a highly-visited destination, saw growth of approximately 18%.

Although the region's hotel inventory has increased only slightly over the past decade, the health of this inventory, measured by average annual occupancy rates, has improved significantly since 2012. The average annual occupancy rate rose from approximately 63% in 2012 to 69% in 2017. Overall room demand grew from approximately 535,000 room nights in 2012 to almost 623,000 in 2017.

TABLE 3-1: HOTEL PERFORMANCE TRENDS SOURCE: NTG, SCC&TB, AND STR GLOBAL			
Year	Room Base	Occ Rate	Room Demand
2012	2,319	**63.2%**	534,947
2013	2,319	63.5%	537,486
2014	2,319	64.1%	542,565
2015	2,319	68.1%	576,422
2016	2,472	68.6%	618,964
2017	2,472	**69.0%**	622,573

3,970 Total Rooms

66% Hotels/B&Bs   **33%** Timeshares Not including short-term rentals
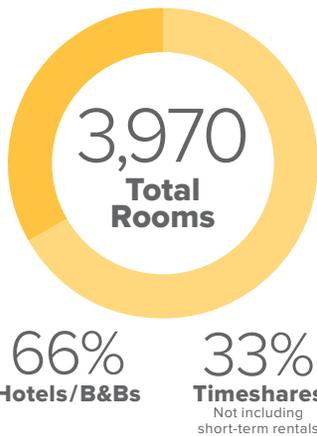
The increase in overnight visitors was influenced more by improving the health of existing properties than the addition of new inventory.

This hotel and B&B inventory is supplemented by a broad range of timeshare properties targeting longer-staying visitors. There are approximately 1,030 timeshare units in Sedona and 470 in the Village of Oak Creek – a total of approximately 1,500 units. Timeshare inventory has existed for many years, with no new additions since 2007.

The region's hotel and timeshare inventory totals 3,970 rooms with an approximate two-thirds and one-third share, respectively.

The short-term rental (STR) market has changed significantly in the last two years. The rise of rental platforms like Airbnb and Vacation Rental by Owner (VRBO) has increased the prominence of STRs in Sedona, permitting homeowners to develop a supplemental source of income. Attractive destinations in particular have seen an influx in STRs.

Historically, the City of Sedona restricted STRs through a local ordinance. Properties operating as STRs were either outside city limits or were operated in violation of the City's ordinance.

This changed when Senate Bill 1350 became law on January 1, 2017, restricting municipalities from prohibiting STRs.

STRs have been difficult to track given the number of platforms which list them and the changing number of units in and out of inventory. The City has been working with an outside vendor to better understand the scale of this segment and its operating performance.

825 Short-term Rental Units in the Sedona area

It is currently estimated that approximately 825 STR units operate in the area, with approximately two-thirds in the City of Sedona. This segment has increased the base of hotel and timeshare units by approximately 20%, with much of this growth occurring over the past 24 months.

As noted later in this section, ASU estimates approximately 37% of Sedona's visitors do not stay overnight.

Marketing and Promotional Initiatives

Private businesses and industry organizations, most significantly the SCC&TB, direct visitor-related marketing and promotional activities.

In April 2017, the City of Sedona and the SCC&TB entered into a seven-year agreement whereby the SCC&TB receives 55% of the City bed tax to operate as the official Destination Management & Marketing Organization for the City. This percentage is consistent with national norms for similar Destination Management Organizations and is part of an agreement reached in FY15 when Sedona's lodging community agreed to an increase in the occupancy tax of one-half percent.

In FY18, total bed tax revenue dedicated to the SCC&TB was approximately $2,336,700.

Approximately 18% ($410,000) was allocated for operation of the Visitor Center at 331 Forest Road.

Approximately $933,000 was directed to marketing and advertising purposes, and $573,000 for reinvestment programs that manage tourism flow and create new experiences for visitors and residents, such as the online Walk Sedona program, new wayfinding initiatives, and transportation solutions. The balance went towards personnel and administrative costs.

When benchmarking these allocations to national norms as cited by Destinations International, the industry's leading trade association, the SCC&TB allocates 36% of its budget to personnel and administrative costs, 17 percentage points below the national average for similar organizations.

Market During Need Periods — Summer Winter

With the previously noted success in hotel operating performance, the SCC&TB embraced a conceptual shift in marketing the destination and its brand to **"The Most Beautiful Place on Earth,"** with two primary emphases:

① Marketing only during need periods **(summer and winter)**

② Focusing on visitor quality, not quantity

This change in emphasis has seen the destination experience a growth in room-night demand in the usually slow months of December and January, when Sedona businesses are most in need of additional consumers.

TABLE 3-2: SCC&TB BUDGET ALLOCATION SOURCE: SCC&TB	
	FY18
Programs	$ 1,506,000
Marketing/Advertising	**$ 933,000**
Reinvestment Programs	**$ 573,000**
Personnel/Admin	$ 830,700
Total Budget	**$ 2,336,700**

TABLE 3-3: LODGING DEMAND GROWTH BY SEASON* SOURCE: STR GLOBAL	
Season	**% Increase 2013-2017**
Peak Season	+11.8
Mid Season	+13.9
Off Season	**+34.1**
Total	+15.2
*OFF SEASON: January, December	

In response to concerns about too much visitation and traffic congestion, the SCC&TB eliminated marketing in Phoenix during the summer of 2018. This had a very clear impact on hotel occupancy, which declined significantly in June and July, and increased at levels significantly below overall Arizona occupancy increases in August and September. Arizona saw an occupancy rate increase of 8.1% in the four-month summer period. Sedona saw a decrease of 2.3%.

Region	Percentage (%) Change			
	JUN	JUL	AUG	SEP
Sedona	**-2.7**	**-1.4**	**0.8**	**1.0**
Arizona	-0.01	3.7	1.6	2.8

FIGURE 3-1: OCCUPANCY (%) COMPARISON, ARIZONA FY 2018
SOURCE: STR GLOBAL

SCC&TB marketing not only develops demand in need periods, it has been successful in attracting an increasingly affluent visitor, capable of a higher level of spending.

From 2015 through 2017, Sedona hotels grew their average daily rate (ADR) to $221, double the state average. Occupancy performance over this period was double that achieved on a statewide basis.

TABLE 3-5: AVERAGE DAILY RATE CHANGE, 2017 VS 2015
SOURCE: STR GLOBAL

Region	ADR Change	Percentage (%) Change
Sedona	**$221.59**	**+17.7**
Arizona	$110.32	+7.6

FIGURE 3-2: AVERAGE DAILY RATE COMPARISON, ARIZONA FY 2018
SOURCE: STR GLOBAL
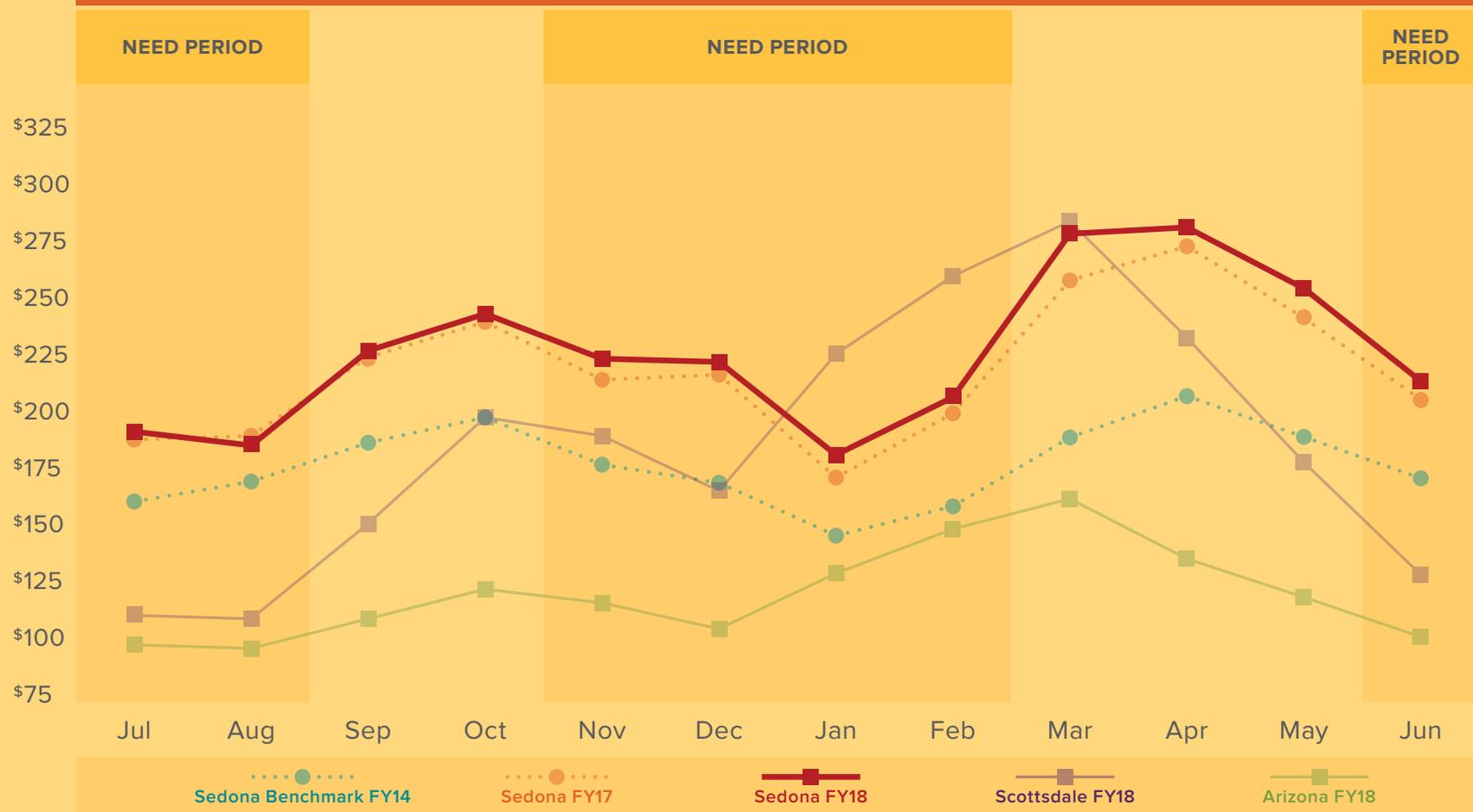
Destination Management Roles

In addition to its marketing and promotional responsibilities, the SCC&TB is an accredited **Destination Management Organization (DMO)** that develops and manages Sedona's tourism. The most prominent destination challenge is the increased congestion on Sedona roadways.

The Sedona Transportation Master Plan estimates visitors contribute 75% and 84% of Sedona's weekday and weekend traffic, respectively.

Visitor traffic volume can vary, with peak-season traffic volume 25-40% higher than low-season volume.

In its role as a DMO, the SCC&TB has undertaken several traffic mitigation efforts:

- Developing **wayfinding signage** to assist visitors as they drive in Sedona

- Launching **WalkSedona.com** to encourage visitors to leave their cars and travel by foot

- Providing **videos** to help visitors understand **how to navigate roundabouts**

- Investigating ways to expand mass transit options such as **Verde Lynx**

- Examining the viability of **bike sharing**

SCC&TB DMO activities extend to the development of new visitor experiences such as Sedona Northern Lights, the development of a Public Art Map to showcase art in public spaces, and the launch of *Sedona's Secret 7* to make visitors aware of lesser-known, less-visited destination experiences. **SedonaSecret7.com**

Visitors comprise

75%

of weekday traffic

84%

of weekend traffic

SCC&TB VISITOR MANAGEMENT FLOW PROGRAMS
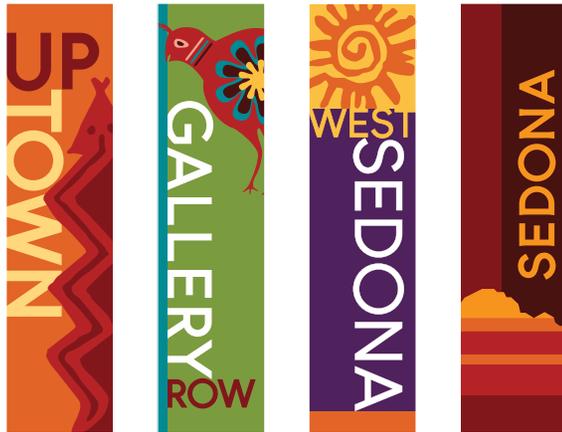

Wayfinding Plan

Parking Signage

Bike Share Feasibility Study
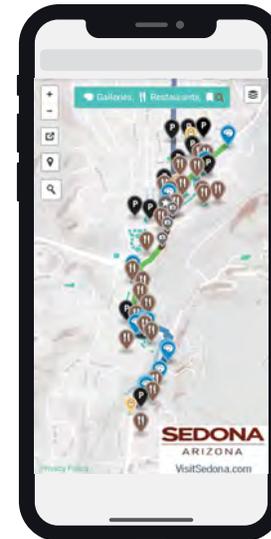
WalkSedona Mobile Program

Resident Survey Research

ASU and the CST conducted a series of new surveys to gauge local attitudes about tourism and potential sustainable practices. These included resident, business, and visitor surveys, as well as focus groups with public land entities and area nonprofits. Full survey results are presented as appendices to the report.

Resident data were collected during June and July of 2018. A random sample of 1,000 homeowners in the City of Sedona received an eight-page mail survey from ASU researchers. **376 were returned; a response rate of 38%.** 73% of owner addresses were in Sedona; 8% elsewhere in Arizona. The balance went to residents whose primary mailing addresses are in other locations in the U.S.

Demographics

- The average age of the respondents was **67**. The largest age segment was baby boomers, ages **54-72** (**65%**).

- Women (**52%**) respondents were slightly more common than men (**48%**).

- Most respondents were highly educated (**76%** with a college degree) and financially well-off (**41%** with incomes of $100,000 or more).

- Most respondents noted they were full-time residents of Sedona (**74%**) and lived here for an average of **15** years.

- Most visited either as a tourist (**85%**) and/or for business (**24%**) before moving to the community.

- Their experience as a visitor was highly influential on the decision to move to Sedona, with **58%** indicating that it influenced their decision either quite a bit or a lot.

Residents' Role with Tourism

Engagement with tourism is associated with how residents feel about tourism in their communities. Therefore, Sedona residents were asked about their involvement in tourism.

- Few residents indicate they give input on tourism decision making, with **38%** reporting very little involvement and **33%** reporting no involvement. Just **4%** report a lot of involvement.

- While most residents provide limited input on tourism-related matters, most have contact with tourists, with only **12%** noting they have no contact and **45%** indicating they have moderate to a lot of contact.

- A small group report that they are directly (**9%**) or indirectly (**9%**) employed in tourism.

- Many residents (**61%**) had out-of-town guests stay with them in 2017, with an average of 6.5 guests.

- **8%** indicate they have paying customers stay, with an average of 4.8 guests.

Tourism's Economic Impact

Residents were asked about tourism's role in Sedona's economy and appeared fairly knowledgeable about the economic implications of tourism. When asked to estimate the percentage of jobs in Sedona attributed to tourism:

- **48%** of respondents believe that **61-80%** of Sedona's jobs are tourism related.

- **26%** believe **41-60%** of jobs are tourism related.

- Residents recognize tourism as an important contributor to the city's operating budget, with **42%** stating a belief that **61-80%** of the budget comes from visitor spending, and **29%** believing **41-60%** comes from visitors.

Tourism's Quality of Life Role and Future Role

Residents are aware of the influence of tourism on community amenities. Large percentages indicate tourism has a great impact on five amenities:

- Variety of restaurants **91%**
- Variety of festivals and events **80%**
- Variety of retail/shopping **71%**
- Variety of outdoor recreation opportunities **71%**
- Variety of museums/arts/cultural venues and activities **61%**

Residents were asked about the role tourism should play in Sedona's economy going forward.

- **43%** say it should retain its current role
- **50%** feel tourism should have a lesser role
- Few believe it should have either a greater role (**6%**) or no role (**1%**)

Residents were asked to rank the acceptability of expanding several types of tourism development on a five-point scale, with four and five being higher levels of acceptability, and one being 'not acceptable.'

The most acceptable type of tourism products lean toward outdoor experiences and include:

- State/national parks and heritage sites **4.3**
- Non-motorized trails **4.2**
- Archaeological sites **4.0**
- Outdoor recreation **4.0**
- Public transportation **4.0**

The least acceptable types of tourism products lean toward additional accommodations and include:

- Motorized trails **2.2**
- Airbnb **2.4**
- Hotels/motels (**2.8**) and resorts (**2.9**)

TABLE 3-6: 2018 TOURISM'S IMPACTS TO DIVERSITY OF AMENITIES
SOURCE: ASU – CST RESIDENT SURVEY

Community Amenities	n	1 None	2 Little	3 Great	Mean
Variety of Restaurants and Other Food and Beverage	342	2%	7%	91%	2.9
Variety of Festivals and Events	344	3%	17%	80%	2.8
Variety of Retail/Shopping	344	4%	25%	71%	2.7
Variety of Nearby Outdoor Recreation Opportunities	342	6%	23%	71%	2.7
Variety of Museums/Arts/Cultural Venues and Activities	340	6%	33%	61%	2.6

TABLE 3-7: ACCEPTABILITY FOR ADDITIONAL INTEREST AND DEMAND
SOURCE: ASU – CST RESIDENT SURVEY

Expanded Interest and Demand For:	n	1 Not	2 & 3 Moderate	4 & 5 Very	Mean
State/National Parks, Heritage Sites	345	3%	15%	82%	4.3
Trails – Non-motorized	346	5%	16%	79%	4.2
Archaeological Sites	344	7%	21%	72%	4.0
Outdoor Recreation Opportunities	346	6%	23%	71%	4.0
Public transportation	347	4%	28%	68%	4.0
Museums/Galleries	344	4%	27%	69%	3.9
Festivals/Events	341	6%	31%	63%	3.8
Wineries/Craft Breweries	344	4%	38%	58%	3.7
Entertainment (Theaters, Music, etc.)	345	3%	36%	61%	3.7
Scenic Drives	337	12%	28%	60%	3.6
Retail Stores/Shopping	340	6%	45%	49%	3.5
Tour Services	343	15%	40%	45%	3.2
Bed and Breakfasts/Inns	344	17%	33%	40%	3.1
Spiritual/Metaphysical Activities	345	14%	42%	34%	3.1
Resorts	340	26%	40%	34%	2.9
Hotels/Motels	344	28%	42%	40%	2.8
Airbnb	334	39%	37%	24%	2.4
Trails – Motorized	343	44%	36%	19%	2.2

Economic Activities	n	1 Not	2 & 3 Moderate	4 & 5 Very	Mean
Medical and Health	368	1%	16%	83%	4.4
Higher Education	365	5%	20%	75%	4.2
Craft Beverages (Beer, Wine, etc.)	366	2%	32%	66%	4.0
Professional Services	369	1%	24%	75%	4.0
Retail and Other Services	365	2%	35%	63%	3.9
Technology	366	4%	34%	62%	3.8
Tourism/Outdoor Recreation	371	5%	37%	58%	3.7
Agriculture	363	12%	42%	46%	3.4
Federal/State/Local Government	368	10%	54%	36%	3.2
Construction	366	13%	62%	25%	2.9
Light Manufacturing	368	22%	45%	23%	2.6

Residents were asked to rank the acceptability of several kinds of economic development options on a five-point scale.

The most acceptable options include:

- Medical and health **4.4**
- Higher education **4.2**
- Craft beverages **4.0**
- Professional services **4.0**

The least acceptable options include:

- Light manufacturing (**2.6**) and Construction (**2.9**)

Tourism and outdoor recreation rank at the high end of moderately acceptable (**3.7**)

Residents were asked about the current situation in Sedona and desired future conditions.

On average, all of the Sedona's current features are in the range of **2.0-4.6**, where 3 means "about right," 1 means "too little/few," and 5 means "too much/many."

The items that fall into the "too much/many" categories:

- Amount of traffic
- Number of tourists

Residents are fairly strong in wanting less of both of these elements in the future. They feel the same about noise and lighting at night, though somewhat less strongly.

Items of which residents say Sedona has "too little":

- Public transportation
- Community walkability

Items that rank as being "about right":

- Variety of attractions
- Restaurants
- Directional signage

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TABLE 3-9: ACCEPTABILITY OF ECONOMIC DEVELOPMENT OPTIONS
SOURCE: ASU – CST RESIDENT SURVEY

How do you rate the current situation?		Community Characteristics	How much would you like to see in the future?		Difference Future – Current
n	Mean		n	Mean	(Mean)
365	4.6	Amount of Traffic	363	1.4	-3.2
367	4.1	Number of Tourists	365	2.2	-2.0
363	3.6	Noise	364	2.2	-1.4
362	3.4	Lighting at Night	364	2.6	-0.8
359	3.0	Variety of Attractions	360	3.1	0.1
361	3.0	Restaurants	361	3.2	0.2
361	2.9	Directional Signs	358	3.2	0.2
361	3.0	Trails	360	3.3	0.3
341	2.8	Disabilities Access	342	3.3	0.4
360	2.8	Built Environments	359	3.4	0.7
358	2.5	Parking Lots	357	3.5	1.1
356	2.5	Roads	358	3.6	1.1
348	2.4	Public Restrooms	350	3.6	1.2
365	2.4	Overall Community Walkability	365	3.9	1.5
363	2.0	Public Transportation	359	4.1	2.1

CURRENT SITUATION SCALE: (1) Too Little - - - (3) About Right - - - (5) Too Much   FUTURE CHANGE SCALE: (1) Prefer Less - - - (3) Keep As Is - - - (5) Prefer More

Residents were asked about several scenarios relating to changing amounts of tourism activity.

- Most agree they would support current tourism levels if traffic flows improve. **60%** agreed or strongly agreed.
- They lean toward supporting current tourism levels if Sedona adopts a sustainable approach to tourism management. **46%** agreed or strongly agreed.
- Residents do not support less tourism if it means less city service or the assessment of a city property tax. **25%** and **21%** agreed or strongly agreed, respectively.
- Residents do not support more tourism if it results in a broader range of community amenities. **20%** agreed or strongly agreed.

Residents were asked to rate the importance of and their satisfaction with several quality-of-life indicators related to tourism. The largest gap between importance and satisfaction is:

- Crowding of roads is very important (**4.6** on a 5-pt scale where 5 is "extremely important") with low satisfaction (**1.7** on a 5-pt scale where 5 is "extremely satisfied").
- Other kinds of crowding in Sedona rate high in importance and low in satisfaction (**4.2** and **2.3**, respectively).
- Crowding in Uptown (**3.8** and **2.1**).
- Crowding on trails (**4.3** and **2.5**).

Residents were asked about the importance of sustainability practices in Sedona.

- The most important practices are "*Leave No Trace* principles in parks and on public lands" (a mean of **4.6** on a 5-point scale where 5 is "very important").
- Locally-owned and operated tours and attractions that are gentle to the environment (**4.3** mean).
- Of lesser importance is sustainability certification for businesses (**3.7** mean).

TABLE 3-10: QUALITY OF LIFE – IMPORTANCE AND SATISFACTION
SOURCE: ASU – CST RESIDENT SURVEY

Importance			Satisfaction		Satisfaction-Importance
n	Mean	Quality of Life Factors	n	Mean	(Mean)
354	4.6	Crowding of Roads	352	1.7	-2.9
351	4.2	Crowding in Other Areas of Sedona	345	2.3	-1.9
351	3.8	Crowding in Uptown	346	2.1	-1.7
349	4.2	Crowding of Trails	348	2.5	-1.7
355	4.7	Peace and Quiet	353	3.2	-1.5
355	4.8	Conservation of Natural Areas	348	3.4	-1.4
356	4.8	Clean Air and Water	350	3.5	-1.3
352	4.2	Fair Prices of Goods and Services	347	3.0	-1.2
352	4.8	Limited Litter and Vandalism	344	3.7	-1.1
354	4.8	Attractiveness/Cleanliness	348	3.7	-1.1
357	4.6	Preservation of Cultural/Historic Sites	348	3.6	-1.0
352	3.7	Diversity and Quality of Employment	340	2.8	-0.9
355	4.8	Safety/Lack of Crime	349	4.0	-0.8
349	3.6	Diverse Economy	343	2.8	-0.8
350	3.9	Cultural Activities for Residents	346	3.2	-0.7
354	4.7	Public Safety (Police, Fire, etc.)	349	4.1	-0.6
354	4.2	Quality Recreation Opportunities	348	3.6	-0.6
348	4.2	High Standard of Living	342	3.5	-0.7
348	3.9	Adequate Tax Revenues to Support City Services	341	3.3	-0.6
351	3.5	Reasonable Real Estate Costs	348	3.1	-0.4
339	3.6	Authentic Culture	335	3.3	-0.3
344	3.7	Community Identity	336	3.4	-0.3
351	3.1	Tourist Spending	347	3.2	0.1

IMPORTANCE SCALE: (1) Not at All Important - - - (5) Extremely Important
SATISFACTION SCALE: (1) Not at All Satisfied - - - (5) Extremely Satisfied

FIGURE 3-3: Residents were also invited to add comments on the survey form. Themes most-often mentioned included traffic and congestion, transportation, overtourism, short-term rentals, and public green spaces. Key words cited most frequently in these comments are presented in the word cloud on the following page.
(Source: ASU – CST Resident Survey)

FIGURE 3-3

art-culture
local-businesses crowding
medical-care short-term-rentals
city-budget overtourism noise
airport
traffic-congestion
public-green-transportation
taxes road-construction pollution
affordable-housing fire-danger
job-salary

Business Survey Research

Plan development included collecting new primary data from Sedona's businesses, derived from a list of business owners or managers provided by the SCC&TB.

The email survey was conducted in June 2018. The 33 survey questions were programmed into Qualtrics, a well-respected on-line survey platform.

262 completed surveys were received.

Demographics

- More than half (**56%**) of respondents consider themselves a tourism business.

- **84%** recognize that they benefit from the tourism industry.

- Respondents have been in operation in Sedona an average of **18** years.

- **57%** of responding business owners live in Sedona; **24%** live in the general Sedona area, and **19%** live outside the area.

- **76%** employ 10 or fewer full-time employees; **87%** have 10 or fewer part-time employees, and **91%** have 10 or fewer seasonal employees.

- **37%** say all of their employees live in Sedona; **27%** say more than half but not all their employees live in Sedona, **26%** say less than half live in Sedona. **10%** say none of their employees live in Sedona.

- Most employees park in their employer's private lot (**69%**), with designated public parking lots (**18%**) and free street parking (**13%**) also in use.

- Over three-quarters of employers (**78%**) say none of their employees walk or bike. **21%** indicate between **1-10** employees walk or bike to work. Similar results were reported regarding employee use of public transportation.

FIGURE 3-4: BUSINESS CONNECTION TO TOURISM
SOURCE: ASU – CST BUSINESS SURVEY

Do you consider your business a tourism business?

56% Yes
44% No
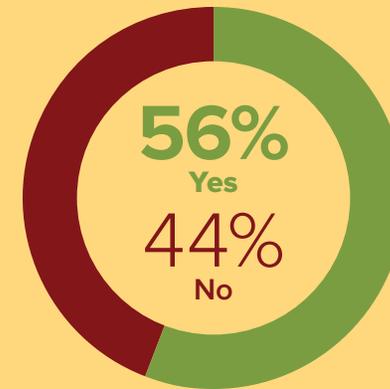
Does your business benefit from the tourism industry?

84% Yes
16% No
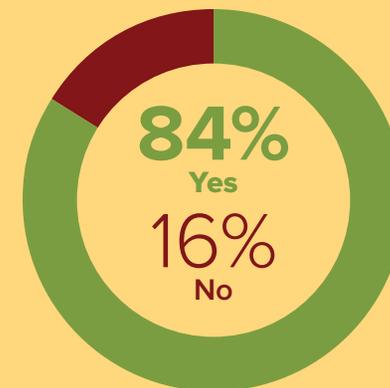
Tourism's Role in the Economy

Business respondents have a strong understanding of the vital role of tourism in the region's economy.

- **8 out of 10** say tourism plays a significant role in the City having no residential property tax.

- **37%** believe visitor-paid taxes fund between **61% - 81%** of the City's budget.

- **51%** place the number of tourism jobs at **61% - 80%** of the total jobs in the region.

Business owners/managers were asked if tourism should play a different role in Sedona in the future:

- Similar role **57%**
- Less of a role **22%**
- Greater role **21%**
- No role **0%**

FIGURE 3-5: FUTURE ROLE FOR TOURISM IN SEDONA'S ECONOMY
SOURCE: ASU – CST BUSINESS SURVEY

57% Similar Role **21%** Greater Role

22% Less of a Role **0%** No Role

When asked what economic activities are most acceptable for the Sedona region, business perspectives vary significantly from those of residents. Tourism and outdoor recreation are viewed as a top economic activity, followed by medical/health, higher education, and professional services. Government offices, construction, and light manufacturing rank lowest.

TABLE 3-11: ACCEPTABILITY OF ECONOMIC ACTIVITIES
SOURCE: ASU – CST BUSINESS SURVEY

Economic Activities	n	1 Not	2 & 3 Moderate	4 & 5 Very	Mean
Tourism/Outdoor Recreation	188	1%	17%	82%	4.3
Medical and Health	191	2%	25%	74%	4.2
Higher Education	191	0%	25%	75%	4.2
Professional Services	191	2%	28%	71%	4.2
Craft Beverages (Beer, Wine, etc.)	191	1%	28%	72%	4.1
Retail and Other Services	191	1%	35%	64%	4.1
Technology	191	7%	40%	53%	3.9
Agriculture	190	8%	52%	40%	3.6
Federal/State/Local Government	191	7%	46%	47%	3.3
Construction	190	11%	59%	31%	3.4
Light Manufacturing	189	1%	17%	82%	3.0

SCALE: (1) Not Acceptable - - - (3) Moderately Acceptable - - - (5) Very Acceptable

Sedona's Quality of Life

Businesses were asked to rate the importance of factors influencing Sedona's quality of life, and their current satisfaction with the associated factor.

Factors that rate most highly in importance are:

- Safety/lack of crime
- Limited litter and vandalism
- Clean air and water
- Conservation of natural areas
- Overall attractiveness and cleanliness of the city

Businesses are least satisfied with:

- General crowding on roads, trails, in the Uptown area, and other areas (e.g., Oak Creek Canyon)
- Real estate costs
- The diversity of Sedona's economy

TABLE 3-12: COMMUNITY FACTORS – IMPORTANCE AND SATISFACTION				
SOURCE: ASU – CST RESIDENT SURVEY				
Importance			**Satisfaction**	
n	Mean	Quality of Life Factors	n	Mean
179	4.8	**Safety/Lack of Crime**	172	4.3
176	4.8	**Limited Litter and Vandalism**	173	4.1
179	4.7	**Clean Air and Water**	173	3.9
180	4.7	**Conservation of Natural Areas**	173	3.7
180	4.7	**Attractiveness/Cleanliness**	172	4.1
180	4.4	**Preservation of Cultural/Historic Sites**	173	3.9
180	4.4	**Crowding of Roads**	175	2.2
180	4.3	**Quality Recreation Opportunities**	172	3.8
179	4.3	**Fair Prices of Goods and Services**	174	3.1
177	4.2	**Diversity and Quality of Employment**	173	3.0
178	4.2	**Tourist Spending**	175	3.8
178	4.2	**High Standard of Living**	173	3.7
177	4.2	**Cultural Activities for Residents**	173	3.3
180	4.2	**Peace and Quiet**	172	3.7
178	4.1	**Adequate Tax Revenues to Support City Services**	173	3.7
178	4.1	**Reasonable Real Estate Costs**	174	2.8
179	4.1	**Diverse Economy**	173	2.8
180	4.1	**Crowding of Trails**	173	2.8
178	4.1	**Crowding in Other Areas of Sedona**	173	2.5
179	4.1	**Community Identity**	173	3.7
179	3.9	**Crowding in Uptown**	172	2.5
177	3.9	**Authentic Culture**	171	3.4
IMPORTANCE SCALE: (1) Not at All Important - - - (5) Extremely Important				
SATISFACTION SCALE: (1) Not at All Satisfied - - - (5) Extremely Satisfied				

Sustainability Initiatives

Sustainability initiatives were rated for their importance.

- Businesses rate "*Leave No Trace* principles in parks" and "local spending and retention" as the two most important initiatives.
- Sustainability certification receives the lowest importance rating.

Businesses provided open-ended comments about sustainability ideas. The following were most common:

- Mandatory recycling/more recycling bins in town
- Outlaw nylon and plastic bags, straws, and bottles
- Environmental education
- More signs to encourage eco-tourist behavior

FIGURE 3-6: The frequency of words in these comments was incorporated into a word cloud (below). By a wide margin, traffic and transportation are the words most frequently used. Environmental, housing, and overtourism are also high-frequency words.
(Source: ASU – CST Business Survey)

TABLE 3-13: IMPORTANCE OF SUSTAINABILITY INITIATIVES
SOURCE: ASU – CST BUSINESS SURVEY

Sustainable Initiatives	n	1 Not	2 & 3 Moderate	4 & 5 Very	Mean
Parks that promote *Leave No Trace* principles	199	7%	15%	79%	4.2
Businesses where spending is retained locally	199	7%	22%	71%	4.0
Locally owned and operated tours or attractions that do not put stress on the surrounding environment	199	7%	24%	70%	3.9
Recognitions such as that by the International Dark Sky Association	199	9%	27%	64%	3.8
Businesses that implement environmental practices	199	9%	29%	63%	3.8
Low impact transportation options such as public transportation, bike share, or pedestrian walkways	199	9%	35%	57%	3.6
Businesses that have sustainability certification	199	17%	43%	40%	3.1

SCALE: (1) Not Important - - - (3) Moderately Important - - - (5) Very Important

FIGURE 3-6

Visitor Survey Research

ASU researchers conducted a two-page on-site survey with visitors at six locations in town and at popular attractions and trailheads from January to July 2018. Surveys were administered over 14 randomly-selected weekdays and weekends during 215 hours of field work. **1,657 visitors were approached and 1,001 surveys were completed, a 60% response rate.**

Demographics

- The average age of the respondent was **47**, with the largest age groups being **50-64** (**30%**) and **18-34** (**28%**).

- Women (**53%**) respondents were slightly more common than men (**47%**).

- **9 out of 10** visitors (**91%**) were from the U.S. and **9%** were international. Canada comprised **69%** of the international visitor segment.

- Of the U.S. respondents, **35%** were from Arizona. California residents (**14%**) comprised the second largest U.S. segment.

- Average party size was **3.6** persons and ranged from one person to as many as 50. The most common group size was two persons.

- Most visitors (**63%**) stayed overnight in the Sedona area. **37%** were day visitors.

- Those who stayed overnight averaged **3.5** nights in Sedona. The most common length was **2** nights.

- Arizona residents were more likely to be on a day trip (**58%**) than an out-of-state travel party.

- Hiking is the most popular activity in the visitor survey (**72%**), followed by shopping (**68%**), sightseeing (**68%**) and dining (**66%**).

Visitor Satisfaction

- **55%** of visitor respondents rate Sedona as "excellent."

- **42%** rate the destination as "above average."

- **3%** Sedona rate as "average."

- No one gave the destination a "below average" rating.

- Overnight visitors have significantly higher satisfaction (**59%** "excellent") than day trip visitors (**48%** "excellent").

In-state visitors were twice as likely to be repeat visitors compared to out-of-state or foreign visitors. Out-of-state and foreign visitors were somewhat more likely to be first-time visitors, with **6 of 10** indicating a first trip to Sedona.

Out-of-state (**73%**) and foreign (**70%**) visitors were much more likely than in-state residents (**42%**) to stay overnight in Sedona.

FIGURE 3-7: VISITOR TRIP ORIENTATION
SOURCE: ASU – CST VISITOR SURVEY

Is this your first visit to Sedona?

55%
First Time Visitor

How long is your visit to Sedona?

63%
Overnight
37%
Day Trip

FIGURE 3-8: VISITOR SATISFACTION
SOURCE: ASU – CST VISITOR SURVEY

54.9% Excellent

3% Average

42% Above Average

0.1% Below Average

TABLE 3-14: IMPORTANCE OF SUSTAINABLE INITIATIVES
SOURCE: ASU – CST VISITOR SURVEY

On a vacation, I look for...	n	1 Not	2 & 3 Moderate	4 & 5 Very	Mean
Parks that promote the *Leave No Trace* principles	986	3%	16%	81%	4.3
Locally owned and operated tours or attractions that do not put stress on the surrounding environment	985	3%	22%	75%	4.0
Businesses that implement environmental practices	979	4%	30%	66%	3.8
Low impact transportation options such as public transportation, bike share, or pedestrian walkways	981	6%	33%	61%	3.7
Businesses where spending is retained locally	976	9%	32%	59%	3.6
Businesses that have sustainability certification	966	8%	37%	55%	3.5
Communities recognized by the International Dark Sky Association	928	16%	33%	51%	3.4

SCALE: (1) Not Important - - - (3) Moderately Important - - - (5) Very Important

Sustainability Interests

Visitors were asked about the importance of sustainability practices at their vacation destinations.

- "*Leave No Trace* principles in parks and on public lands" rates highest (**4.3** mean on a 5-point scale, where 5 is "very important").

- **Locally-owned** and operated tours and attractions that are gentle to the environment is next (**4.0** mean).

- Two lower-rated practices are sustainability certification by businesses (**3.5** mean) and communities recognized by the **International Dark-Sky Association** (**3.4** mean).

Visitors were asked about the current situation in Sedona and desirable future conditions.

On average, current Sedona features range from **2.6-3.5**, where 3 means "about right."

Regarding future desirability, items skewing toward "want less" include amount of traffic and number of tourists. Items skewing toward "want more" include parking lots, public transportation, and restrooms.

The most-visited places are **Uptown** (**79%** visited) and **Oak Creek Canyon** (**74%**).

From **1-3%** of visitors attempt to visit a place in Sedona and can't find parking, including in **Uptown** and **Tlaquepaque**. **2-6%** avoid a place because of crowds. Only **3-6%** indicate intentionally visiting a place during a slow period. These findings suggest there is strong potential to influence how and when visitors experience destination attractions.

TABLE 3-15: FEATURES OF SEDONA – CURRENT CONDITIONS/FUTURE DESIRES
SOURCE: ASU – CST VISITOR SURVEY

How do you rate the current situation?		Features of Sedona	How much would you like to see in the future?		
n	Mean		n	Mean	(Mean)
947	3.5	Amount of Traffic	918	2.5	-1.0
944	3.4	Number of Tourists	908	2.8	-0.6
896	3.3	Shopping	869	3.1	-0.2
874	3.2	Built Environment	852	3.0	-0.2
894	3.1	Noise	870	2.9	-0.2
827	3.0	Lighting at Night	803	3.0	0.0
857	3.1	Hotels	836	3.1	0.0
867	3.1	Roads	855	3.2	0.1
904	3.1	Directional Signs	881	3.2	0.1
902	3.1	Variety of Attractions	875	3.2	0.1
889	3.1	Walking Space in Town	863	3.3	0.2
799	3.0	Disabilities Access	776	3.2	0.2
898	3.1	Restaurants	877	3.3	0.2
877	3.1	Trails	856	3.4	0.3
838	2.9	Interaction with Residents	818	3.2	0.3
889	2.9	Restrooms	862	3.4	0.5
806	2.7	Public Transportation	787	3.4	0.7
871	2.6	Parking Lots	857	3.6	1.0

CURRENT SITUATION SCALE: (1) Too Little - - - (3) About Right - - - (5) Too Much   **FUTURE CHANGE SCALE:** (1) Prefer Less - - - (3) Keep As Is - - - (5) Prefer More

TABLE 3-16: VISITOR BEHAVIORS IN VISIT ACTIVITY
SOURCE: ASU – CST VISITOR SURVEY

Places	n	Visited	Intentionally visited only during slow time	Avoided because of crowds	Attempted to visit but no parking	Unaware or not interested
SCC&TB*	745	159 (21%)	20 (3%)	14 (2%)	10 (1%)	542 (73%)
Red Rock Scenic Byway	822	492 (60%)	53 (6%)	16 (2%)	9 (1%)	252 (31%)
Uptown Sedona	886	698 (79%)	34 (4%)	29 (3%)	18 (2%)	107 (12%)
Oak Creek Canyon	870	646 (74%)	46 (5%)	13 (2%)	6 (1%)	159 (18%)
Chapel of the Holy Cross	858	520 (60%)	40 (5%)	28 (3%)	23 (3%)	247 (29%)
Tlaquepaque/Hillside	779	433 (54%)	25 (3%)	23 (3%)	8 (1%)	310 (39%)
Airport Scenic Overlook	776	269 (35%)	26 (3%)	14 (2%)	13 (2%)	454 (58%)
Slide Rock State Park	790	390 (49%)	38 (5%)	46 (6%)	18 (2%)	298 (38%)
Red Rock State Park	786	449 (57%)	42 (5%)	21 (3%)	14 (2%)	260 (33%)
Vortex Sites	741	256 (35%)	29 (4%)	16 (2%)	7 (1%)	432 (58%)
Red Rock Crossing	763	346 (46%)	24 (3%)	22 (3%)	10 (1%)	361 (47%)
Palatki & Hononki Heritage Site	704	88 (13%)	28 (4%)	16 (2%)	8 (1%)	564 (80%)
Cathedral Rock Trail	757	272 (36%)	30 (4%)	15 (2%)	17 (2%)	423 (56%)
Soldier Pass Trail	711	134 (19%)	33 (5%)	18 (3%)	9 (1%)	517 (72%)
Devil's Bridge Trail	735	202 (28%)	38 (5%)	22 (3%)	23 (3%)	450 (61%)

*The Chamber was added after the first survey day, as it was not included in the form on the first day of surveying.

Other Input Processes

Public lands managers and nonprofit leaders participated in separate 90-minute focus groups. Participants were selected with the help of the SCC&TB. The sessions were held on the same day at a hotel conference room in Sedona, with three ASU faculty facilitators.

Land Managers Focus Group

Nine participants representing local, state, tribal, and federal management agencies working in Sedona and the region attended:

- **City of Sedona**
- **Yavapai County**
- **Red Rock State Park**
- **Arizona Parks and Trails**
- **Arizona Game and Fish Department**
- **Yavapai Apache Nation**
- **National Park Service, River and Trails**
- **U.S. Fish and Wildlife Service**
- **Coconino National Forest**

Each participant identified three challenges their organization faces in managing tourism and recreation resources, and discussed potential solutions. Challenges and solutions centered on the following themes:

Challenges
- Balancing visitor use with protection of natural and cultural resources
- Greater influence over user behavior
- Gaining public support (diverse needs and priorities)
- Lack of long-term planning

Solutions
- Managing visitors (distribution to low concentration areas)
- Education and interpretation (both communities and visitors)
- Collaboration among agencies and communities (for funding, data, educating public and visitors, long-term planning, consistent policies)

Nonprofit Organizations Focus Group

Ten participants from area nonprofits took part:

- **Traffic Matters**
- **Verde Valley Cyclists Coalition**
- **Oak Creek Watershed Council**
- **Friends of the Verde River**
- **Verde Valley Nature Organization**
- **Keep Sedona Beautiful**
- **Sedona Red Rock Trail Fund**

The participants identified challenges and potential solutions. Discussion centered on the following topics:

Challenges
- Increased visitors (new flow, unaware tourists, tourist behavior)
- Transportation (traffic – trail and road, parking)
- Housing affordability – unregulated lodging
- Environmental quality (water, air, light, wildlife, garbage)

Solutions
- Education and outreach (residents, businesses, tourists)
- Resident engagement – festivals, events, workshops on sustainability issues (water use, gardening, native plants)
- Tourist education – fire, wildlife, trash, LNT ethics
- Business partnerships – dark sky, redistributing visitors, passing information to tourists related to fire
- Collaboration – communities, nonprofit, businesses, Chamber
- Involve and fund nonprofits; facilitate tourist donations to nonprofits

Open Public Forums

Preliminary research findings were presented at two public input sessions at the Sedona Rouge. Attendees broke into groups to discuss five key tourism themes.

Interested parties unable to attend could offer their input through a dedicated website. The discussions were wide-ranging with the following themes most prominent:

Accommodations and Visitation

- Need to manage new construction of visitor accommodations.
- Expanded environmental requirements to help moderate impacts.
- New approaches to address short-term rentals and growth in that segment.
- Move to expand environmental programs for hoteliers, ensuring they are partners in connecting sustainability with visitors.

Sedona Chamber of Commerce & Tourism Bureau Roles

- Need to refine marketing priorities.
- Focus on dispersion of visitors beyond the most-visited sites.
- More efforts to bring visitors when city is not busy.
- Support roles in broader management initiatives, product development, and community reinvestment.

Transportation

- High interest in implementation of Sedona in Motion and Transit Study.
- Need for new approaches to influence visitor flow management.

Product Development/Enhancement

- Need for new concepts and experiences to keep Sedona fresh.
- Desire to expand regionalization – connect more than just products in the city.
- Establish new ways to use tourism experiences to help restore the environment.

Environmental

- Keep air and water quality high – don't let overtourism negatively impact.
- Build on dark sky recognition – important attribute of Sedona.
- Do more to address recreational vehicle and helicopter noise.

Summary of Key Findings

Tourism Industry and the SCC&TB

- Tourism is a critical economic cluster for Sedona. Sustainability and vitality of the tourism industry must be kept in mind as planning elements develop.

- Sedona's hotel and timeshare inventory have expanded minimally in the past decade. There are currently approximately 4,000 units available.

- Short-term rentals have grown significantly in the past two years following the passage of SB1350. There are currently more than 825 listings for STRs in the broader Sedona region.

- Sedona's visitor industry has regained health in recent years following the Great Recession and Oak Creek Canyon fire, making important strides in building visitor demand during need periods and in attracting higher-value visitors who can contribute more to Sedona's economy.

- Approximately 40% of the SCC&TB's resources are allocated to marketing and promotional activities; the balance is directed to destination management, such as greeting guests at the Visitor Center, helping develop transportation solutions, and working to stimulate new experiences that resonate with both visitors and residents.

- SCC&TB marketing efforts have been an important element in diversifying seasonality and attracting high-value segments.

- When significant changes in marketing occur, clear economic impacts can be expected, as demonstrated by reduced performance in summer 2018 related to a pause in marketing in the Phoenix area.

- Gains in the tourism industry have resulted in traffic congestion, overcapacity issues in popular community areas and on certain trails, shortages in affordable housing, and degradation of the natural environment.

Sedona Residents

- While almost half of surveyed homeowners say they have moderate to a lot of contact with visitors, almost three-quarters say they provide very little or no input on tourism decision making.

- Residents are aware of the tourism industry's economic benefits, including its contribution to jobs, funding of the City's operating budget, and diversifying amenities such as the range of restaurants, retail, festivals, and outdoor recreation.

- When asked about the appropriate role of tourism, 43% say tourism should have about the same role in the future as it has currently, with 51% saying it should have a lesser role.

- Medical/health, higher education, craft beverages, and professional services are most highly rated as desirable economic developments. Tourism ranked in seventh place.

- Residents accept certain economic development that can increase tourist interest and demand, including state and national parks, non-motorized trails, archaeological sites, and general outdoor recreational opportunities. They do not support additional hotels, short-term rentals, and motorized trails as tourism-development elements.

- Quality of life is of great interest to Sedona residents with conservation of natural areas, clean air and water, limited litter, attractiveness/cleanliness, and safety/lack of crime the most prominent QOL features.

- Residents desire decreases in traffic, the number of tourists, noise, and night lighting. They express a desire for increases in roads, public restrooms, community walkability, and public transportation.

- Almost two-thirds agree or strongly agree they would support current tourism levels if traffic flow improves. Just less than half say they would support current tourism levels if Sedona adopts a sustainable management approach. Residents do not support less tourism if it means less city service or assessment of a city property tax.

Sedona Businesses

- Half of Sedona businesses consider themselves tourism businesses. 84% recognize they benefit from tourism.

- Approximately three-quarters of Sedona businesses have fewer than 10 employees.

- Just over half of responding business owners live in Sedona.

- Sedona business owners understand tourism's economic impact, showing awareness of visitor-paid taxes supporting the municipal budget, the high percentage of regional jobs related to tourism, and tourism's impact obviating the need for a city property tax.

- Just over half of business owners say tourism should retain its current role in the economy; the balance of respondents split roughly equally between saying it should play a greater role, versus a lesser role.

- Tourism ranks number one as the most appropriate economic development activity for Sedona, followed by medical/health, higher education, and professional services.

- Safety, limited litter, clean air and water, conservation of natural areas, and cleanliness are the most highly-rated quality-of-life factors.

- Crowding of roads and Uptown, crowding of trails, economic diversity, and real estate costs are the quality-of-life factors with the highest dissatisfaction scores.

- Businesses support sustainability practices, placing the greatest importance on promoting *Leave No Trace* principles and supporting businesses where spending is retained locally.

Sedona Visitors

- Hiking is the most frequent visitor activity, exceeding shopping and dining.

- 97% rate Sedona as above average or excellent.

- About two-thirds of visitors stay overnight in Sedona, with Arizona residents more likely to be on a day trip.

- Visitors support sustainability initiatives, particularly *Leave No Trace* and supporting locally-owned businesses that are sensitive to the environment.

- Visitors express a desire to see reduced traffic, number of tourists, range of shopping options, built environment, and noise.

- Very few visitors plan where and how they visit attractions or experiences based on anticipated crowds or parking.

Other Areas of Input

- Public land entities and Sedona area nonprofits participated in focus groups. Discussions centered on balancing visitor use and protection of natural and cultural resources, ways to have greater influence over visitor behavior, and approaches to gain public support relative to the needs and priorities of the entities.

- More than 100 persons participated in public input sessions to address accommodations and visitation levels, Tourism Bureau roles, transportation, new opportunities for visitor experiences, and environmental factors.

Sustainability Strategy Implementation

Using the findings presented in Section 3 as a foundation, this section outlines how Sedona's tourism industry should strategically position itself for the future. It outlines a Mission Statement and the four strategic pillars of the Plan.

Sustainability Mission

The mission statement reflects the variety of community perspectives incorporated into the Plan:

To lead the Sedona Tourism Industry in embracing sustainability practices that enable the long-term health of Sedona — its environment, an excellent quality of life, long-term economic strength, and a positive visitor experience.

Pillars

Four strategic pillars serve to organize the objectives, strategies, and tactics in the Plan. Each pillar incorporates objectives and tactics to ensure implementation of the Plan. By carrying out the Plan, Sedona will more fully maximize the long-term sustainability of its tourism industry.

The four pillars are:

🍃 **Environment**

👍 **Resident Quality of Life**

〰️ **Quality of the Economy**

📍 **Visitor Experience**

Mission

Pillars

Objectives

Tactics

Long-Term Sustainability

Environment

Goal Statement: Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.

Pillar Objectives

| A1	Implement new waste prevention, reduction, and diversion strategies focused on visitors and their impacts in the Sedona region
A2	Expand programs that encourage minimal water usage and protect water quality
A3	Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy
A4	Launch initiatives that lessen impacts to lands (including noise, air, and light pollution), and stimulate efforts for long-term sustainability
A5	Take leadership role in educating and engaging businesses and visitors on sustainability initiatives and encouraging visitors to be sensitive guests while in the destination

Assigned Tactics

EACH OBJECTIVE ABOVE IS FOLLOWED BY A SET OF ASSIGNED TACTICS, WHICH INCLUDES THE FOLLOWING DETAILS:

Timeframe	Short (12-18 months), Mid (2-3 years), Long (4-5 years).	**Supporting Partners**	Partners who will be integral in implementing the tactic.
Impacted Pillars	Any pillars impacted by the tactic are depicted with their corresponding icons.	**Prospective Metrics**	Examples of the types of prospective metrics that will help evaluate the effectiveness of tactical efforts. Metrics and targets (if appropriate) will be developed by the lead and supporting partners.
Lead Partner	The entity (or entities) primarily responsible for moving the tactic forward.	**Description**	An explanation of the tactic providing insight and key elements.

TACTIC A1.1 | Deploy wider range of recycling resources/ containers in high-visitation areas and create effective branding to enhance utilization

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	City of Sedona
SUPPORTING PARTNERS	Keep Sedona Beautiful, SCC&TB, Sedona Recycles, USFS, State Parks, Sustainability Alliance, Sedona Compost
ALIGNING RESEARCH	Resident Survey, Visitor Survey, Nonprofit Focus Group
PROSPECTIVE METRICS	1. Number of available containers and diversity of geographic locations
	2. Diversity of acceptable recycling materials
	3. Recycling volumes

Surveys show visitors want to be part of a sustainability solution for Sedona. By expanding the number and locations of recycling bins and other resources, Sedona can increase visitor participation in recycling efforts.

Areas with high visitor volumes, whether in developed commercial areas, trailheads, or other natural areas, should be prioritized.

SCC&TB should develop a marketing campaign to brand containers and encourage visitor usage.

TACTIC A1.2 | Build the tourism industry's understanding of local recycling capabilities and ways to embrace

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Sedona Businesses, Sedona Recycles, Sustainability Alliance
ALIGNING RESEARCH	Nonprofit Focus Group, Business Survey, Public Input
PROSPECTIVE METRICS	1. Number of businesses participating in recycling programs
	2. Number of sustainability certified businesses
	3. Recycling volumes
	4. Benchmark through business surveys
	5. Percentage of waste diverted

Many tourism-related businesses in Sedona recycle plastic and paper and limit use of disposables.

There are opportunities to broaden participation and deepen understanding of recycling and recyclable materials. SCC&TB will team with Sedona Recycles and supporting partners to help businesses expand waste prevention efforts and reduce the volume of material directed to area landfills.

Sedona Recycles
KEEPING THE RED ROCKS GREEN SINCE 1989

TACTIC A1.3 | Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	Sustainability Alliance
SUPPORTING PARTNERS	SCC&TB, Sedona Businesses, Sedona Lodging Council
ALIGNING RESEARCH	GSTC, Nonprofit Focus Group
PROSPECTIVE METRICS	1. Number of certified businesses 2. Number of enhanced certified levels and retention

The Sustainability Alliance is a coalition of Verde Valley nonprofits moving the region toward sustainability. They coordinate a Sustainable Business Certification program in Sedona and the region.

SCC&TB will work with the Alliance to develop materials that encourage visitors to support businesses that demonstrate sustainability by achieving Bronze, Silver, and Gold Alliance certifications. By providing businesses exposure and marketing incentives to participate, these efforts will educate businesses on ways to embrace sustainability and connect with visitors.

TACTIC A1.4 | Encourage 'zero waste' meetings and events

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	Sustainability Alliance
SUPPORTING PARTNERS	SCC&TB, Sedona Event Organizers, Sedona Events Alliance, Sedona Lodging Council
ALIGNING RESEARCH	Resident Survey, Nonprofit Focus Group, Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Number and percentage of events engaging in decreasing waste 2. Number and percentage of events certified as 'zero waste' 3. Volume of waste reduction per event

Meetings and events are an important part of Sedona's visitor industry. More can be done to engage hotels and meeting planners to limit the waste generated by meeting delegates and guests.

Led by the Sustainability Alliance, a mix of recommendations and educational/outreach efforts will be directed to businesses hosting meetings and events.

'Zero waste' can become a Sedona theme in marketing to meeting planners.

The Sustainability Alliance will work with the SCC&TB to encourage signature events that embrace 'zero waste' initiatives. Sedona will decrease waste, create awareness among thousands who attend these events, and burnish a reputation as an environmentally conscious destination.

TACTIC A1.5 | Increase the number of water refilling stations in the area

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	City of Sedona
SUPPORTING PARTNERS	SCC&TB, Sedona Businesses, Sustainability Alliance, State Parks, Keep Sedona Beautiful
ALIGNING RESEARCH	Residential Survey, Business Survey, Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Number and geographic dispersion of stations 2. Number of gallons dispersed at stations

As visitors reduce their use of disposable water containers, the need for water refilling stations increases. These stations would be developed in high-use areas, making it easy for visitors to embrace. The stations can incorporate a common brand theme tied to broader promotional Sedona waste-prevention efforts.

TACTIC A1.6 | Expand the capacity of local organizations to deepen the range of waste prevention and recycling

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	Sedona Recycles
SUPPORTING PARTNERS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Sedona Compost
ALIGNING RESEARCH	Nonprofit Focus Group
PROSPECTIVE METRICS	1. Diversity of acceptable recycling materials and volumes 2. Volumes of recyclable materials

There are types of recyclable waste that cannot be handled by Sedona Recycles and Sedona Compost for reasons such as cost and required facility upgrades. This tactic identifies which capacities and materials could most easily be expanded, along with strategies to increase participation.

TACTIC A1.7 | Educate and encourage businesses to implement waste reduction and prevention programs

IMPACTED PILLARS

TIMEFRAME Short-term (12-18 months)

LEAD PARTNER City of Sedona

SUPPORTING PARTNERS SCC&TB, Sedona Businesses, Sedona Recycles, Keep Sedona Beautiful

ALIGNING RESEARCH Resident Survey, Nonprofit Focus Group, Industry Best Practices

PROSPECTIVE METRICS
1. Number of waste audits conducted
2. Number of purchasing audits conducted
3. Recycling volumes
4. Number of programs

This tactic encourages businesses to understand product purchasing from a sustainability standpoint, then benchmarking their current waste levels.

A "waste audit" process could be developed to help businesses track the composition and scale of waste. As new processes and purchasing initiatives are implemented, the businesses can compare progress against their benchmarks. The community can showcase businesses that have made significant progress in reducing waste, and share their techniques.

TACTIC A1.8 | Encourage less consumption of single use plastics

IMPACTED PILLARS

TIMEFRAME Mid-term (2-3 years)

LEAD PARTNER Keep Sedona Beautiful

SUPPORTING PARTNERS SCC&TB, City of Sedona, Sedona Businesses, Sedona Recycles

ALIGNING RESEARCH Resident Survey, Nonprofit Focus Group, Industry Best Practices

PROSPECTIVE METRICS
1. Range of visitor connections
2. Volume of water container recycling
3. Number of businesses participating in the *StrawFree Sedona* program
4. Number of retail shops not using plastic bags
5. Number of businesses conducting waste audits

Many Sedona visitors use disposable water bottles and many restaurants and stores use plastic straws and bags/containers. The city of Sedona will encourage and assist businesses in conducting waste audits to benchmark the origins of waste and decrease use.

Keep Sedona Beautiful will lead the charge in decreasing use of plastic bags at local businesses.

The SCC&TB will build on the existing *StrawFree Sedona* program to encourage businesses and visitors to use alternatives (refillable water bottles, paper straws, canvas bags, etc.) to reduce disposable plastics in Sedona. The SCC&TB will create promotional campaigns to increase participation among businesses and visitors.

TACTIC A2.1 | Encourage businesses to implement water conservation programs

IMPACTED PILLARS

TIMEFRAME Mid-term (2-3 years)

LEAD PARTNER SCC&TB

SUPPORTING PARTNERS Sedona Businesses, Sedona Lodging Council, Sustainability Alliance, Keep Sedona Beautiful, Water Companies

ALIGNING RESEARCH GSTC, Industry Best Practices

PROSPECTIVE METRICS
1. Number of businesses participating in conservation programs
2. Volume of water off-set
3. Consumption levels

Many hotels currently incorporate water conservation programs, such as allowing guests to reuse linens. This tactic encourages a broader range of conservation opportunities in areas such as toilets/showers, HVAC, pools, gardens, and restaurants' provision of water.

Best practices will be showcased to promote a culture of water sustainability to the widest range of tourism-related businesses.

TACTIC A2.2 | Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek and the Verde River

IMPACTED PILLARS

TIMEFRAME Mid-term (2-3 years)

LEAD PARTNERS Friends of the Verde River, Oak Creek Watershed Council

SUPPORTING PARTNERS SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Other Nonprofit Organizations

ALIGNING RESEARCH Nonprofit Focus Group, Land Manager Focus Group, GSTC, Industry Best Practices

PROSPECTIVE METRICS
1. Number of voluntourism programs
2. Number of hours donated by volunteers
3. Number of visitors participating

Voluntourism is seeing more visitors give back to a destination as part of their travel experience. The SCC&TB has embraced this concept with a voluntourism clean-up partnership with the Oak Creek Watershed Council. More than 300 volunteers removed more than 2,300 pounds of trash from trails around Sedona in 2018.

This tactic builds on this success, identifying other areas that merit attention, and promoting volunteer programs that help connect tourism businesses and their guests in voluntourism efforts.

TACTIC A2.3 | Develop systems to monitor and report water quality at high-visitation areas (e.g., Slide Rock State Park)

IMPACTED PILLARS	
TIMEFRAME	Long-term (4-5 years)
LEAD PARTNER	Oak Creek Watershed Council
SUPPORTING PARTNERS	SCC&TB, USFS, State Parks, Sustainability Alliance, ADEQ, Friends of the Verde River
ALIGNING RESEARCH	Nonprofit Focus Group, Land Manager Focus Group, GSTC
PROSPECTIVE METRICS	1. Benchmark water quality testing

The quality of water in waterways heavily used by visitors is a long-standing issue and more can be done to safeguard the health of waterways and visitors by monitoring and reporting trends. This tactic focuses on educating visitors on how they affect water quality and how they can help ensure healthy waterways. High-use areas such as Slide Rock State Park would likely be targeted, along with attempts to change visitor-use patterns to achieve improved conditions.
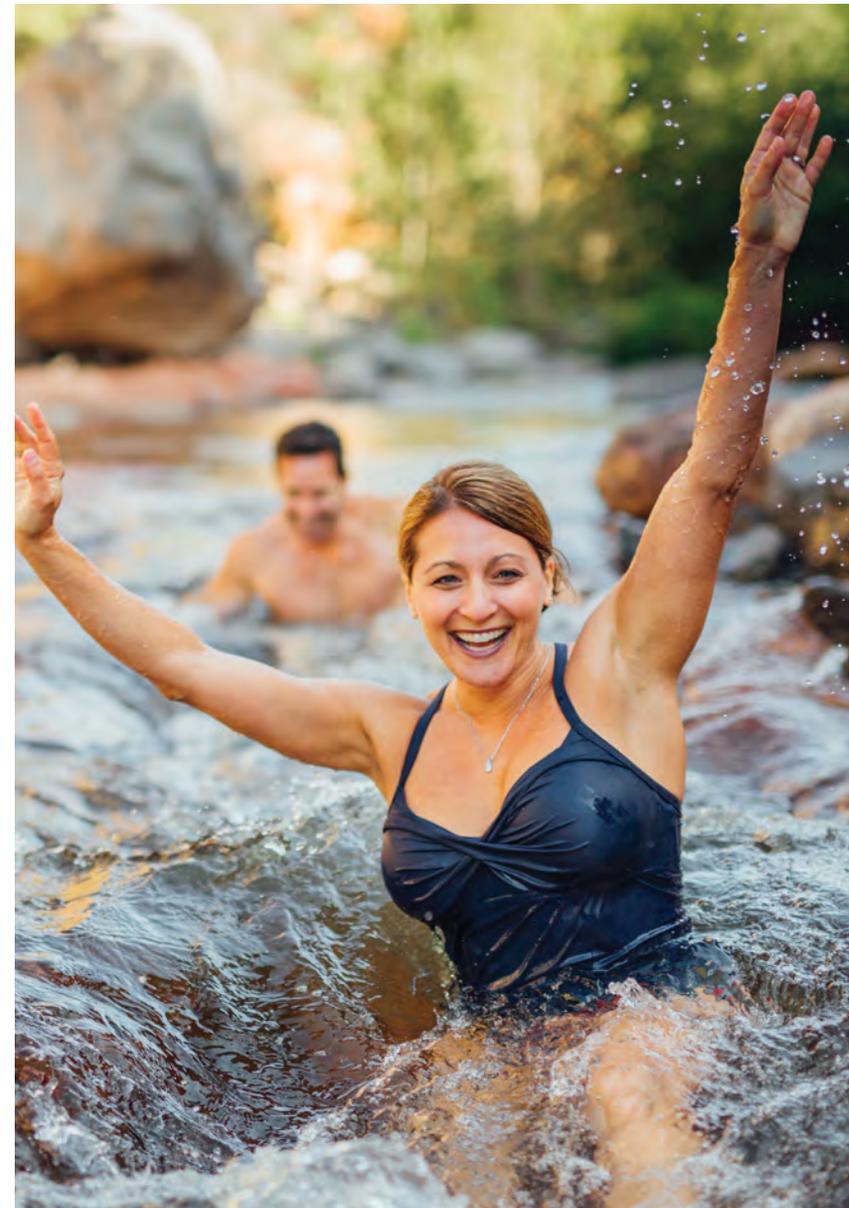
TACTIC A3.1 | Add additional vehicle charging stations in the Sedona area

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	City of Sedona
SUPPORTING PARTNERS	SCC&TB, Local Businesses
ALIGNING RESEARCH	GSTC, Industry Best Practices
PROSPECTIVE METRICS	1. Number of charging stations in and around Sedona

There are currently several charging stations around the City of Sedona. This tactic will seek to expand the number and location of stations by educating businesses on the installation process, cost incentives, and providing publicity in Chamber materials.

TACTIC A3.2 | Expand educational outreach on how businesses and visitors can moderate energy use

IMPACTED PILLARS	
TIMEFRAME	Long-term (3-5 years)
LEAD PARTNERS	Arizona Public Service, City of Sedona
SUPPORTING PARTNERS	SCC&TB, Local Businesses, Sedona Lodging Council
ALIGNING RESEARCH	GSTC, Industry Best Practices
PROSPECTIVE METRICS	1. Number of programs developed
	2. Output of energy
	3. Number of channels to connect with visitors and businesses

This tactic engages Arizona Public Service in identifying and communicating ways tourism businesses and their guests can moderate energy usage. Addressing lighting, occupancy sensors, and "back of house" systems will help ensure Sedona businesses decrease energy consumption and educate guests.

TACTIC A3.3 | Launch programs that recognize businesses that are using innovative approaches to moderate energy consumption and show how others can duplicate

IMPACTED PILLARS	
TIMEFRAME	Long-term (4-5 years)
LEAD PARTNERS	Arizona Public Service, City of Sedona
SUPPORTING PARTNERS	SCC&TB, Local Businesses, Sedona Lodging Council
ALIGNING RESEARCH	GSTC
PROSPECTIVE METRICS	1. Number of programs developed 2. Number of businesses participating

This tactic envisions a program to identify businesses that are implementing best energy-reduction practices.

A locally-directed promotional campaign will showcase businesses and the strategies they use to reduce energy, encouraging other businesses to adopt similar strategies.

TACTIC A3.4 | Develop carbon offset programs and demonstrate how visitors can support

IMPACTED PILLARS	
TIMEFRAME	Long-term (4-5 years)
LEAD PARTNER	Northern Arizona Climate Alliance/NAU Climate Program
SUPPORTING PARTNERS	Sustainability Alliance, SCC&TB, City of Sedona, World Survival Foundation
ALIGNING RESEARCH	GSTC, Industry Best Practices
PROSPECTIVE METRICS	1. Number of businesses participating in carbon offset programs 2. Number of visitors participating in carbon offset programs 3. Value of the offsets

Visitors increasingly understand how their travel experiences contribute to carbon dioxide emissions.

By identifying how Sedona businesses and their guests could contribute to an offset fund, both can demonstrate a commitment to the sustainability of a sensitive destination such as Sedona.

The lead and supporting partners organizations would develop a system for voluntary business and guest contributions, materials on where the funds will be directed, and information on how the funds will be used. This tactic will require a significant timeframe to reach full implementation and is considered a longer-term approach.

temperature ocean ozone
global warming
greenhouse gases climate

TACTIC A4.1 | Develop programs to achieve sustainable funding for trail development and maintenance

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	Sedona Red Rock Trail Fund
SUPPORTING PARTNERS	SCC&TB, USFS, Sedona Businesses
ALIGNING RESEARCH	Resident Survey, Nonprofit Focus Group, Land Manager Focus Group, Public Input
PROSPECTIVE METRICS	1. Funding levels for trails

Lack of funds for trail maintenance and enhancement can lead to deterioration as severe as that caused by heavy use.

The Sedona Trail Keepers is an SCC&TB initiative recruiting private sector partners to donate for NFS trail preservation – generating more than $300,000. By expanding this effort and finding additional innovative funding approaches, Sedona can help ensure long-term trail sustainability.

TACTIC A4.2 | Advocate that development of private/public lands is in alignment with sustainability goals

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	Keep Sedona Beautiful
SUPPORTING PARTNERS	City of Sedona, USFS, State Parks, Sustainability Alliance, SCC&TB, Counties
ALIGNING RESEARCH	Nonprofit Focus Group
PROSPECTIVE METRICS	1. Number of times to weigh in on specific projects
	2. Monitor open space availability

Several community organizations currently evaluate the potential impact of developing private and public land in the Sedona area. Keep Sedona Beautiful will take the lead in integrating these perspectives and providing input on development proposals to ensure alignment with broader destination sustainability goals.

TACTIC A4.3 | Monitor trail utilization and implement programs that distribute visitation

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	USFS
SUPPORTING PARTNERS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance
ALIGNING RESEARCH	Resident Survey, Nonprofit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Benchmark trail utilization 2. Benchmark erosion on trails 3. Minimize number of social trails

The United States Forest Service (USFS) currently monitors trail utilization, but there are varying levels of confidence as to their accuracy. New or refined approaches are needed to monitor trail usage. With enhanced understanding of usage, promotional efforts can encourage visitors to use trails that can best accommodate additional volume.

Under the guidance of the USFS, programs such as *Sedona's Secret 7* will be enhanced to disperse visitors to lesser-known areas.

TACTIC A4.4 | Investigate approaches to limit impacts of trailhead parking in Sedona neighborhoods

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNERS	USFS, City of Sedona
SUPPORTING PARTNERS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Homeowners Associations, Counties, Sedona Red Rock Trail Fund
ALIGNING RESEARCH	Resident Survey, Nonprofit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Number of cars parking in neighborhoods 2. Survey specific areas impacted to benchmark improvements

Overflow parking at trailheads is a regional problem and is particularly prevalent at trails within City of Sedona, where parking can overflow to adjoining neighborhoods. Planning for new parking facilities, signage in neighborhoods, improved bicycle/pedestrian access, and trailhead transit options is underway. By engaging the tourism industry in efforts to find solutions and encouraging guests to embrace these solutions, trailhead parking challenges can be more effectively addressed.

TACTIC A4.5 | Encourage grandfathered businesses and residents to implement dark sky-compliant lighting

IMPACTED PILLARS

TIMEFRAME
Mid-term (2-3 years)

LEAD PARTNER
Keep Sedona Beautiful

SUPPORTING PARTNERS
SCC&TB, City of Sedona, Sedona Businesses

ALIGNING RESEARCH
Resident Survey, Business Survey, Nonprofit Focus Group, Public Input, Industry Best Practices

PROSPECTIVE METRICS
1. KSB annual sign/light audit
2. Benchmark through business surveys

Sedona has achieved the coveted Dark Sky Community designation from the International Dark-Sky Association, and all newer businesses operating in the Sedona area are required to use dark sky-compliant lighting.

This tactic encourages grandfathered businesses to adopt such lighting, even though they are not legally required to do so. Incentives or grant funding may motivate businesses to transition. By building broad participation, Sedona will be better positioned to maintain and build on its dark sky designation.
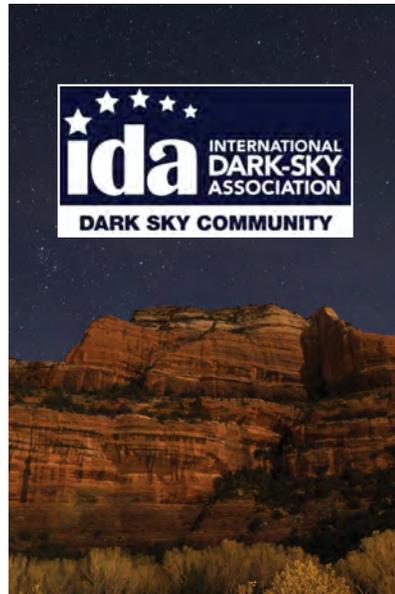
TACTIC A4.6 | Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands

IMPACTED PILLARS

TIMEFRAME
Mid-term (2-3 years)

LEAD PARTNER
To Be Determined

SUPPORTING PARTNERS
SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Sedona Red Rock Trail Fund, Other Nonprofit Organizations

ALIGNING RESEARCH
Nonprofit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices

PROSPECTIVE METRICS
1. Number of voluntourism programs
2. Number of visitors participating in voluntourism programs
3. Number of hours donated
4. Number of miles of trails maintained by volunteers

Similar to the water-based voluntourism efforts outlined in Tactic A2.2, this tactic engages visitors in helping restore and enhance Sedona's trails.

Voluntourism trail-building experiences would be developed and promoted by a mix of Sedona organizations.

TACTIC A4.7 | Encourage businesses and residents to eliminate the use of pesticides and other chemical products that may negatively impact the environment

IMPACTED PILLARS	
TIMEFRAME	Long-term (3-5 years)
LEAD PARTNER	To Be Determined
SUPPORTING PARTNERS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Oak Creek Watershed Council
ALIGNING RESEARCH	Public Input
PROSPECTIVE METRICS	1. Benchmark through resident surveys 2. Benchmark through business surveys

Minimizing use of potentially damaging pesticides and other household chemicals represents a sustainability opportunity for Sedona. Developing a thematic message and educational materials in collaboration with nonprofits in the area, Sedona could communicate a consistent message, increasing the potential for positive impacts.

TACTIC A5.1 | Adopt and expand *Leave No Trace* programs

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNER
SCC&TB

SUPPORTING PARTNERS
USFS, State Parks, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses

ALIGNING RESEARCH
Resident Survey, Business Survey, Visitor Survey, Nonprofit Focus Group, Land Managers Focus Group, Public Input, Industry Best Practices

PROSPECTIVE METRICS
1. Range of messages and channels
2. Benchmark through visitor surveys
3. Measurement of litter on public lands
4. Number of social trails
5. Graffiti on public lands

Research shows Sedona's visitors, businesses and residents are interested in supporting sustainability initiatives. The Leave No Trace Center for Outdoor Ethics has heightened awareness of the theme. There is a strong general awareness in Sedona of *Leave No Trace* but there is a need for information on how to support the theme with action.

This tactic would educate visitors, businesses and residents on how to act on *Leave No Trace* principles. Discouraging littering and removing rocks from USFS land (a federal offense), respecting private property and the privacy of residents, respecting residential areas, minimizing single-use plastics, recycling, and "pack in, pack out" are among the messages that could be developed.

TACTIC A5.2 | Build on existing recognition programs to highlight sustainable best practices by local businesses

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNER
SCC&TB

SUPPORTING PARTNERS
Sedona Businesses, Keep Sedona Beautiful, Sustainability Alliance

ALIGNING RESEARCH
Business Survey, GSTC

PROSPECTIVE METRICS
1. Benchmark through business surveys
2. Benchmark through visitor surveys
3. Number of programs that highlight businesses

A range of sustainability initiatives can be expected from Sedona tourism businesses as the Environment Pillar goes into effect. A critical element in stimulating support will be recognizing and prominently showcasing businesses taking leadership roles.

This tactic will build on existing community awards programs to promote recognized businesses to the community and media. There are many opportunities to promote excelling businesses online. The SCC&TB will lead the effort to ensure community and visitor awareness of business sustainability initiatives by providing exposure of local innovations to maximize their adoption around the community.

TACTIC A5.3 | Develop a 'Sedona Sensitive Visitor' Pledge to help connect and engage visitors

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORT PARTNERS	City of Sedona, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses
ALIGNING RESEARCH	Industry Best Practices
PROSPECTIVE METRICS	1. Development of a pledge
	2. Number of visitors taking pledge
	3. Benchmark through visitor surveys

Destinations around the world use a "pledging" process to connect visitors to their sustainability goals. See the Palau Pledge below.

A Sedona Pledge will engage visitors and heighten awareness of sustainability practices.

The SCC&TB would work with supporting organizations to ensure the Pledge has broad support and is prominently presented to visitors.

> *Children of Palau,*
> *I take this pledge, as your*
> *guest, to preserve and*
> *protect your beautiful and*
> *unique island home. I vow*
> *to tread lightly, act kindly*
> *and explore mindfully.*
>
> **PALAU PLEDGE**
> **REPUBLIC OF PALAU IMMIGRATION**

TACTIC A5.4 | Develop a 'Sedona Tourism Cares' Pledge to help businesses put their sustainability beliefs into action

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORT PARTNERS	City of Sedona, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses
ALIGNING RESEARCH	Industry Best Practices
PROSPECTIVE METRICS	1. Development of a pledge
	2. Number of businesses taking pledge
	3. Benchmark through business surveys

A 'Sedona Tourism Cares' Pledge can serve as a formal commitment that businesses are turning sustainable thinking into action.

This Pledge acknowledges the benefits of tourism and commits the signer to mitigating the challenges while respecting, protecting, and preserving Sedona for future generations.

Through the Pledge, businesses will commit:

- To join forces with the SCC&TB in efforts to make Sedona the best place to live, work, play and visit for generations to come.

- To reduce impact on the environment and society.

- To take actions to operate business more sustainably.

Quality of Life

Goal Statement: Protect and enhance the quality of life by mitigating impacts of tourism.

Pillar Objectives

B1	Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows and enhance access to key destinations
B2	Expand use of technology to help solve transportation challenges
B3	Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance
B4	Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors
B5	Manage current and future accommodations in ways that increase their balance with long-term sustainability
B6	Launch initiatives that lessen tourism impacts to residents (including noise, air, and light pollution) to strengthen resident quality of life

Assigned Tactics

EACH OBJECTIVE ABOVE IS FOLLOWED BY A SET OF ASSIGNED TACTICS, WHICH INCLUDES THE FOLLOWING DETAILS:

Timeframe	Short (12-18 months), Mid (2-3 years), Long (4-5 years).	**Supporting Partners**	Partners who will be integral in implementing the tactic.
Impacted Pillars	Any pillars impacted by the tactic are depicted with their corresponding icons.	**Prospective Metrics**	Examples of the types of prospective metrics that will help evaluate the effectiveness of tactical efforts. Metrics and targets (if appropriate) will be developed by the lead and supporting partners.
Lead Partner	The entity (or entities) primarily responsible for moving the tactic forward.	**Description**	An explanation of the tactic providing insight and key elements.

TACTIC B1.1 | Build business support around SIM implementation steps and the Phase One initiatives

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	Sedona Businesses
ALIGNING RESEARCH	Local Input
PROSPECTIVE METRICS	1. Number of industry outreach efforts 2. Benchmark through business surveys

Sedona in Motion (SIM), a mix of transportation projects resulting from the City's Transportation Master Plan, is underway. Transportation infrastructure projects include new roadway and median improvements in Uptown that will improve traffic flows and remove elements that cause slowing.

As SIM projects move forward, the SCC&TB will focus on tourism industry support, help identify ways to minimize disruption during construction, and assist in maximizing visitor understanding and usage.

TACTIC B1.2 | Develop programs and resources that enhance the walkability of Sedona and encourage visitors to leave their cars

|	
IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	City of Sedona
SUPPORTING PARTNERS	SCC&TB, Sedona Businesses, Local Media, Land Managers, Verde Valley Cyclists Coalition, Sedona Mountain Bike Coalition, Sedona Red Rock Trail Fund
ALIGNING RESEARCH	Resident Survey, Business Survey, Visitor Survey, Local Input
PROSPECTIVE METRICS	1. WalkSedona.com utilization 2. Number of outreach efforts 3. Benchmark through visitor surveys 4. Estimates of trail and sidewalk uses

While the Transit Study and Sedona in Motion will provide infrastructure and resources to moderate congestion, engaging visitors to use them will be critical.

The SCC&TB has developed WalkSedona.com, which gets visitors out of their vehicles and walking to many of Sedona's key experiences. Supporting partners will work with SCC&TB to add ways to encourage visitors to explore Sedona on foot. This tactic will also focus on encouraging business promotion of these programs.

The City of Sedona is undertaking a Bicycle & Pedestrian Master Plan which will identify improvements such as sidewalks, pathways, trail connections and access.
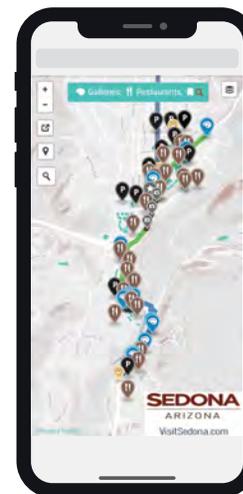
TACTIC B1.3 | **Explore new parking facilities where appropriate, while moderating parking demand at high-visitation areas**

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNER
City of Sedona

SUPPORTING PARTNERS
Counties, USFS, SCC&TB

ALIGNING RESEARCH
Business Survey, Local Input

PROSPECTIVE METRICS
1. Average occupancy of available spaces
2. Benchmark through visitor surveys
3. Benchmark through business surveys

The City is investigating new parking options, such as structures or parking/staging areas where visitors can convene to be shuttled to key experiences.

While the City will lead these efforts, broad tourism industry support is critical to ensure parking solutions are embraced by visitors.

Expanding parking availability may potentially exacerbate already-congested trailheads in neighborhoods; other solutions might provide a more enhanced guest and resident experience.

This tactic encourages businesses to stay informed, and support and promote these programs.

The City of Sedona is currently undertaking an Uptown Parking Garage Study which will inform the next steps of this tactic.
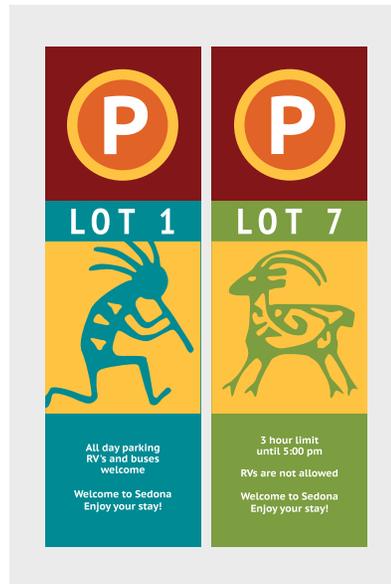
P LOT 1
All day parking
RV's and buses
welcome
Welcome to Sedona
Enjoy your stay!

P LOT 7
3 hour limit
until 5:00 pm
RVs are not allowed
Welcome to Sedona
Enjoy your stay!

TACTIC B1.4 | **Promote alternative visitor destinations, routes, and times to moderate areas of greatest congestion – monitor congestion and communicate both real-time conditions and alternative routes**

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNER
City of Sedona

SUPPORTING PARTNERS
ADOT, SCC&TB

ALIGNING RESEARCH
Visitor Surveys, Local Input

PROSPECTIVE METRICS
1. Number of traffic days when wait times exceed standard averages
2. Benchmark traffic volumes
3. Benchmark through visitor surveys

This tactic is an effort to moderate congestion and vehicular volumes as visitors approach Sedona.

Interstate 17 and SR 179 are the preferred routes for most visitors. This can lead to congested roadways, particularly between the Village of Oak Creek and Sedona and as visitors drive SR 89A from Oak Creek Canyon.

This tactic calls for a coordinated effort between the City of Sedona, ADOT and the SCC&TB to develop systems to monitor flows on these roadways and find new ways to communicate real-time information to drivers.

MINUTES TO SEDONA
VIA SR-260   75
VIA SR-179   70

TACTIC B1.5 | Build business support and visitor utilization of Sedona Transit to enhance effectiveness

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Sedona Businesses
ALIGNING RESEARCH	Resident Survey, Business Survey, Public Input, GSTC
PROSPECTIVE METRICS	1. Number of businesses engaged in project 2. Number of industry outreach efforts 3. Transit utilization figures 4. Benchmark business surveys

The Greater Sedona/Oak Creek Canyon Transit System Development and Implementation Plan is underway, assessing the viability of – and planning for – transit services across multiple jurisdictions. The Plan focuses primarily on shuttle service for recreational and tourism-oriented locations within and between the Sedona area and Oak Creek Canyon.

The tactic focuses on working with the City of Sedona on marketing materials to help tourism businesses educate guests and promote use of transit.

Reducing vehicular traffic volume will significantly impact Sedona residents and their quality of life. New survey initiatives will be implemented to track visitor knowledge and use of the system, and levels of satisfaction.
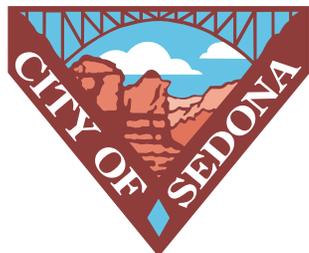
TACTIC B1.6 | Promote a full range of multi-modal transportation options, actively promoting their use among visitors

IMPACTED PILLARS	
TIMEFRAME	Long-term (4-5 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Land Managers, State Parks, Private Business Rental Operations and Hotels with Bike Share Programs
ALIGNING RESEARCH	Resident Survey, Business Survey, Visitor Survey, Local Input, GSTC
PROSPECTIVE METRICS	1. Number of industry outreach efforts 2. Benchmark through visitor surveys 3. Benchmark through business surveys 4. Utilization numbers

Additional multi-modal transportation alternatives will likely evolve in Sedona, ranging from biking (share programs, motorized options) to new forms of small electric vehicles.

As this occurs, the SCC&TB will educate visitors on their availability and best ways to use these options.

Visitor-industry businesses will be encouraged to support these options, helping minimize the number of cars on Sedona streets.

TACTIC B2.1 | **Develop programs to identify available parking areas and showcase real-time parking spaces**

|	
IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	Sedona Businesses
ALIGNING RESEARCH	Resident Survey, Business Survey, Local Input
PROSPECTIVE METRICS	1. Number of apps and utilization 2. Benchmark through visitor surveys

A limited number of public parking facilities in Sedona monitor available spaces via electronic sensors and communicate the information with digital signage at the location's entrance.

This tactic would expand the range of methods to communicate real-time parking information such as the location of parking facilities, how to find them, and the number of spaces available.

Through these applications, visitors and residents can park more easily, minimizing the time spent driving in search of parking.
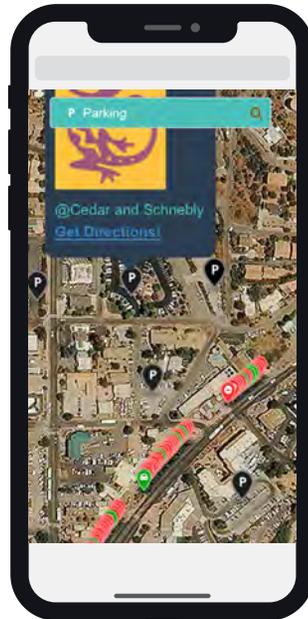
TACTIC B2.2 | **Utilize new technologies to help visitors understand options of getting around Sedona**

IMPACTED PILLARS	
TIMEFRAME	Long-term (4-5 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, ADOT
ALIGNING RESEARCH	Resident Survey, Business Survey, Visitor Survey, Local Input
PROSPECTIVE METRICS	1. Number of apps and utilization 2. Benchmark through visitor surveys

Many Sedona visitors use technology to navigate their destination.

The SCC&TB has taken the lead in developing electronic resources such as WalkSedona.com and online maps, but more can be done. Logical next steps are technologies that identify ways to get around, note periods of high utilization, and provide recommendations of best times to travel.

Sedona can use technology to effectively manage 'visitor flow,' influencing when and how visitors move around the area.

TACTIC B3.1 | Expand communication with Sedona residents focusing on benefits and impacts of tourism and available resources

IMPACTED PILLARS	👍 | 📍
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	Sedona Businesses, Local Media
ALIGNING RESEARCH	Resident Survey, Business Survey, Nonprofit Focus Group, Local Input
PROSPECTIVE METRICS	1. Number of industry outreach efforts 2. Benchmark through resident surveys

Survey results show many Sedona residents are disconnected with Sedona's visitor industry and the steps the industry takes to enhance the economy and residents' quality of life. This tactic expands communication with residents, ensuring they are aware of tourism's beneficial impacts and the actions taken to mitigate the challenging impacts of tourism. A range of communications platforms can be used to maximize connection with residents.

TACTIC B3.2 | Administer resident surveys to study attitudes towards road and trail congestion

IMPACTED PILLARS	👍 | 〜 🌿
TIMEFRAME	Long-term (4-5 years)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	ASU, National Citizen's Survey
ALIGNING RESEARCH	Resident Survey, Business Survey, GSTC
PROSPECTIVE METRICS	1. Benchmark responses to baseline (ASU 2018) resident surveys 2. Benchmark responses to baseline (NCS 2017) resident surveys

The resident survey undertaken as part of this planning effort can serve as a baseline to track changes in resident attitudes towards tourism.

Future surveys can measure the effectiveness of Plan initiatives in enhancing residents' quality of life. Results can help refine tactical adjustments to ensure initiatives have the greatest impact.

TACTIC B4.1 | Spur the Sedona Reinvestment Committee to incorporate sustainable thinking in all future initiatives

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	Keep Sedona Beautiful, Sustainability Alliance
ALIGNING RESEARCH	Local Input
PROSPECTIVE METRICS	1. Identify how new reinvestment efforts reinforce sustainable practices

The SCC&TB develops new visitor experiences that resonate with both guests and residents through its Sedona Reinvestment Committee (formerly the Tourism Product Development Committee). New experiences add to Sedona and reinforce its brand identity.

This tactic would integrate sustainability principles into consideration of new concepts to ensure Sedona is acting on its commitment to be a leader in sustainability practices.

Supporting Farmers — **Sustainably Made** — **Socially-Conscious** — **Eco Friendly**

Ethically Sourced — **Family Owned** — **Small Batch** — **Handcrafted**

TACTIC B4.2 | Pursue more experiences in which both visitors and residents are attracted – promote shared spaces, increase integration

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, USFS, State Parks
ALIGNING RESEARCH	Resident Survey, Business Survey, Nonprofit Focus Group, Local Input, Industry Best Practices
PROSPECTIVE METRICS	1. Identify how new reinvestment efforts speak to both residents and visitors 2. Benchmark through resident surveys 3. Benchmark through visitor surveys

Sedona's mix of festivals and events resonate with and connect visitors and residents. More of these experiences will build additional connections and demonstrate how the visitor industry enhances residents' quality of life.

The Sedona Reinvestment Committee can seize this opportunity to address the interests of visitors and residents.
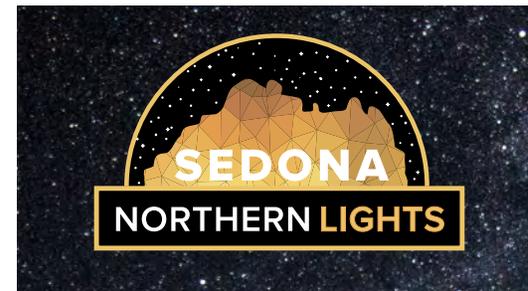
SEDONA NORTHERN LIGHTS

TACTIC B4.3 | Focus new development efforts to reinforce authentic Sedona experiences, support community values, and align with key brand themes

IMPACTED PILLARS

TIMEFRAME
Mid-term (2-3 years)

LEAD PARTNER
SCC&TB

SUPPORTING PARTNERS
City of Sedona, Sedona Businesses, Local First Arizona

ALIGNING RESEARCH
Resident Survey, Business Survey, Nonprofit Focus Group, Industry Best Practices

PROSPECTIVE METRICS
1. Identify how new reinvestment efforts address authenticity of Sedona and values
2. Benchmark through surveys

New Sedona experiences should align with key brand themes of the SCC&TB, which include Outdoor Adventure, Arts & Culture, and Wellness – all interwoven with sustainability.

New experiences should differentiate Sedona from competitors and provide authentic opportunities that align with community values, whether outdoor recreation, spiritual art and wellness, or others.

Sedona Brand Themes

Sustainability   **Outdoor Adventure**   **Arts & Culture**   **Wellness**

TACTIC B5.1 | Pursue new state legislative authority to manage Short Term Rentals (STR)

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	City of Sedona
SUPPORTING PARTNERS	SCC&TB, Sedona Lodging Council
ALIGNING RESEARCH	Resident Survey, Business Survey, Industry Best Practices
PROSPECTIVE METRICS	1. Range of lobbying initiatives 2. Ultimate ability to regulate

The implementation of Senate Bill 1350, which prohibits municipalities from banning short-term rentals, has resulted in a significant expansion in the number of residential units being offered as STRs.

The City should take a leadership role and join with other municipalities to advocate for authority to regulate short-term rentals and homes being used as visitor accommodations.

TACTIC B5.2 | Engage Short Term Rental (STR) Hosts/Owners to bring collaborative solutions and support of sustainable practices

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Sedona Lodging Council
ALIGNING RESEARCH	Industry Best Practices
PROSPECTIVE METRICS	1. Number of STR owners participating 2. Benchmark resident attitudes towards STRs

While Tactic 1 works to provide authority to regulate STRs, the effort will take time and it is unclear what, if any, ultimate authority might develop.

This tactic engages Sedona's STR owners, educating them on sustainability initiatives and encouraging them to share resources with their clients to encourage responsible travel.

Rather than operating as a distinct segment somewhat removed from the broader industry, STR owners and operators would increasingly be a collaborative partner in ensuring long-term sustainability of Sedona's tourism industry.

TACTIC B5.3 | Provide Short Term Rental (STR) research and impacts

IMPACTED PILLARS

TIMEFRAME Short-term (12-18 months)

LEAD PARTNER City of Sedona

SUPPORTING PARTNERS SCC&TB, Sedona Lodging Council

ALIGNING RESEARCH Industry Best Practices

PROSPECTIVE METRICS 1. Range of statistics

The STR marketplace in Sedona is dispersed in location, ownership and listings of available homes, restricting the City's ability to develop databases of this inventory and its performance. The City is developing a new system to capture accurate data on STRs and understand their impact on Sedona's visitor base. Findings should be incorporated by the SCC&TB and any additional original analysis of the data should be made available to ensure understanding of the STR market.

Additional consideration should be given to better understand how STRs impact residential decisions to relocate to – or from – Sedona.

MARKET GRADE **B+** **(77 OF 100)**
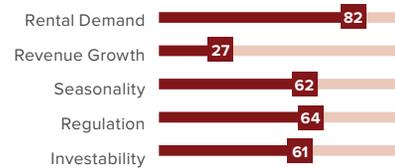
Rental Demand	82
Revenue Growth	27
Seasonality	62
Regulation	64
Investability	61

AVERAGE DAILY RATE **$208**

Dec: $217
Jan: $186

OCCUPANCY RATE **62%**

Mar: 90%
Dec: 48%

TACTIC B5.4 | Provide clarification to residents regarding Community Planning and Development policies related to lodging and other further developments

IMPACTED PILLARS

TIMEFRAME Mid-term (2-3 years)

LEAD PARTNER City of Sedona

SUPPORTING PARTNERS SCC&TB, Sedona Lodging Council, Keep Sedona Beautiful

ALIGNING RESEARCH Public Input

PROSPECTIVE METRICS
1. Presence of a clear position
2. Range of approaches for resident communication

The City uses a range of code provisions and policies in evaluating requests for development of lodging and other visitor-related facilities. Many residents are not aware of the limitations of these provisions and the allowances of state law that moderate decisions on land use.

Increased communication will better ensure residents understand current practices and the impacts they have had in limiting the supply of new Sedona hotel rooms in the past.
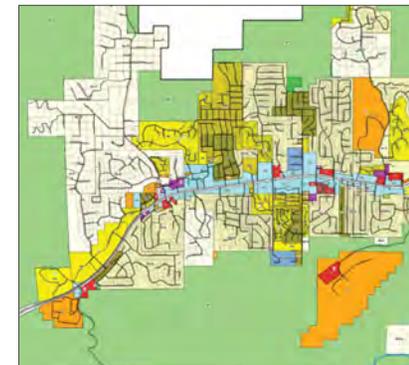
Above: City of Sedona Official Zoning Map
Adopted November 14, 2018 – Ordinance #2018-12.
Effective: December 14, 2018.

TACTIC B6.1 | Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption

IMPACTED PILLARS	👍 | 📍 🍃
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNERS	City of Sedona, USFS
SUPPORTING PARTNERS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Rental Companies, Tour Operators
ALIGNING RESEARCH	Resident Survey, Nonprofit Focus Group, Land Manager Focus Group, Public Input
PROSPECTIVE METRICS	1. Number of complaints
	2. Benchmark through residential surveys
	3. Number of brochures distributed, website views
	4. Vehicle counts at high-use areas

Surveys and public input sessions show residents are concerned about noise and disruption caused by Off Highway Vehicles (OHVs) and the connection between these vehicles and Sedona visitors.

The City of Sedona's OHV Work Group has found a need for messaging on responsible OHV use, especially website information directed at OHV use in Sedona.

This tactic would integrate the visitor industry to help communicate to visitors on this issue. The recently-published Citizen's Report will guide and inform this tactic.

In addition to the USFS and the City of Sedona connecting with OHV users, a broad range of businesses and the SCC&TB would work to provide suggestions on minimizing impacts.

TACTIC B6.2 | Develop initiatives that monitor and moderate noise levels and intrusion of helicopter tours

IMPACTED PILLARS	👍 | 📍 🍃
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	Keep Sedona Beautiful, Counties, Airport Authority, Tour Companies
ALIGNING RESEARCH	Resident Survey, Nonprofit Focus Group, Land Manager Focus Group, Public Input
PROSPECTIVE METRICS	1. Number of agreements with tour companies
	2. Benchmark noise levels

Efforts to minimize noise and intrusion of tour helicopters in Sedona are underway.

Expanded efforts would look at the possibilities of prescribing minimum altitudes and requiring route patterns, GPS tracking, and time restrictions on tour operators.

The visitor industry can help educate guests and residents about what can be done – and is being done – to address this concern in light of Sedona's sustainability focus.

Quality of Economy

Goal Statement: Shape the Sedona economy in ways that balance its long-term sustainability and vibrancy.

Pillar Objectives

C1	Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors
C2	Expand interagency collaboration among diverse Sedona organizations
C3	Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy
C4	Pursue innovative approaches to employee housing and training

Assigned Tactics

EACH OBJECTIVE ABOVE IS FOLLOWED BY A SET OF ASSIGNED TACTICS, WHICH INCLUDES THE FOLLOWING DETAILS:

Timeframe	Short (12-18 months), Mid (2-3 years), Long (4-5 years).	**Supporting Partners**	Partners who will be integral in implementing the tactic.
Impacted Pillars	Any pillars impacted by the tactic are depicted with their corresponding icons.	**Prospective Metrics**	Examples of the types of prospective metrics that will help evaluate the effectiveness of tactical efforts. Metrics and targets (if appropriate) will be developed by the lead and supporting partners.
Lead Partner	The entity (or entities) primarily responsible for moving the tactic forward.	**Description**	An explanation of the tactic providing insight and key elements.

TACTIC C1.1 | Monitor and adapt marketing initiatives and recognize changing economic realities

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Sedona Lodging Council
ALIGNING RESEARCH	Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Track changes in demand seasonality 2. Track key performance indicators in need periods

Ensuring a healthy tourism industry is critical to Sedona's wellbeing. While visitation occurs year-round, Sedona experiences peak, shoulder, and off-season levels of demand.

The destination is affected by changes in economic trends and natural events such as forest fires or flooding.

This tactic will refine marketing initiatives to recognize changing conditions, adapting to times when limited promotional efforts are warranted or when they are more essential. It is imperative to understand how marketing tools affect destination positioning. A mix of dynamic metrics will be considered in determining adaptive initiatives.

TACTIC C1.2 | Utilize mix of performance metrics to help Sedona's visitor industry remain economically strong

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Sedona Lodging Council
ALIGNING RESEARCH	Industry Best Practices, GSTC
PROSPECTIVE METRICS	1. Bed taxes 2. Sales taxes 3. Occupancy % 4. Average Daily Rates

To evaluate trends in the tourism industry's performance, the SCC&TB will continue using key economic performance indicators (KPIs) such as:

- **Hotel occupancy**
- **Average daily rates**
- **Sales tax collections**
- **Bed tax collections**

These KPIs will be analyzed on a quarterly basis and benchmarked to the previous year and the last 5-year average, creating a clearer picture of how current performance compares to past performance.
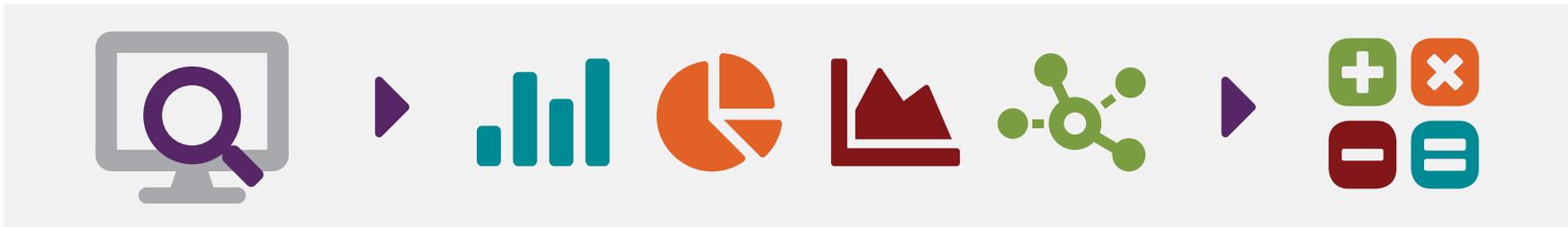
TACTIC C1.3 | Develop and report on a range of dynamic indicators of overtourism factors and adjust accordingly

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, ADOT, Land Managers
ALIGNING RESEARCH	Resident Survey, Business Survey, Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Traffic congestion levels
	2. Trail use
	3. Trailhead parking
	4. Other crowding metrics
	5. Range of approaches used to communicate to visitors and its effectiveness

Additional "overtourism" indicators will improve understanding of periods when visitor flows are creating challenges, as well as helping evaluate the effectiveness of mitigation efforts during peak periods.

New indicators will likely include traffic congestion levels at key locations, travel wait times, helicopter noise trends, pedestrian volumes in heavy-use areas, volumes at key USFS trails, number and utilization of STRs, water and wastewater volume, and levels of negative reviews on social media channels.

KPIs will be presented in an easy-to-read dashboard for consideration by a wide range of interested parties.

Monitor

IMPROVE

Report **Evaluate**

73

TACTIC C2.1 | Better coordinate with land managers, nonprofits, and businesses to develop collaborative solutions

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	Land Managers, Nonprofit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative
ALIGNING RESEARCH	Nonprofit Focus Group, Land Managers Focus Group, Public Input, GSTC
PROSPECTIVE METRICS	1. Number of collaborative meetings 2. Examples of new collaborative outcomes

Insufficient coordination among the many organizations striving to make Sedona better limits the positive impact they can have on Sedona's economic sustainability. Land management organizations (USFS and Arizona State Parks), nonprofits (Keep Sedona Beautiful, Red Rock Trail Fund, Oak Creek Watershed Council, Sedona Lodging Council, Verde Front Collaborative, Sedona Verde Valley Tourism Council, etc.), and the broad array of engaged private business entities need to be coordinated and convened to maximize their beneficial impact.

The SCC&TB will expand its services to take on this role, helping ensure collaborative solutions to issues facing the city.

TACTIC C2.2 | Investigate supply chain opportunities and identify new economic clusters

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	City of Sedona
SUPPORTING PARTNERS	Yavapai College, Regional Economic Development Center, Small Business Development Center, Verde Valley Regional Economic Organization
ALIGNING RESEARCH	Industry Best Practices
PROSPECTIVE METRICS	1. Range of opportunities targeted for attraction and retention 2. Successful attraction of new businesses and retention

Opportunities exist to broaden the base of businesses operating in Sedona that are not necessarily related to tourism.

Identifying business buying patterns, products, and services purchased outside of the area is a prime opportunity. New businesses could be developed in Sedona so that purchases are made in Sedona rather than imported from elsewhere.

Additionally, investigating local waste streams to develop new ideas in recycling/sustainable initiatives might inspire new products such as hand-made candles made from recycled wine bottles, or art made from recycled goods.
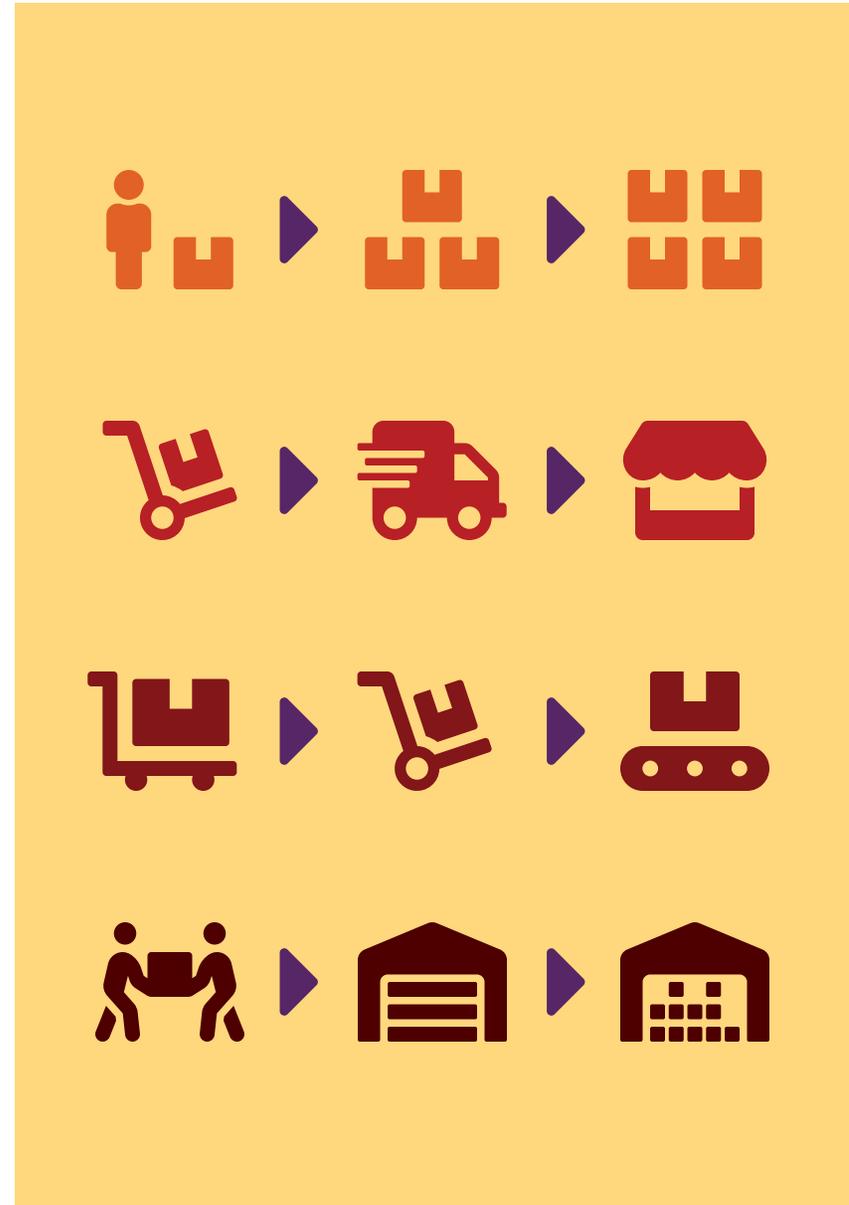
TACTIC C3.1 | Review current tourism funding levels in the context of competitive destinations

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	Advisors, Industry Experts, Sedona Lodging Council
ALIGNING RESEARCH	Industry Best Practices
PROSPECTIVE METRICS	1. Demonstrate funding levels in context of similar destinations

By ordinance, the SCC&TB tourism management responsibilities are funded by 55% of bed tax collections within Sedona. There may be times in which tourism management funding sources are evaluated, and as part of such a review, benchmarking to other comparable, competitive destinations should be undertaken, creating a foundation for any recommended changes or refinements.

TACTIC C3.2 | Annually review and adjust SCC&TB budget allocation based on dynamic indicators to meet economic and sustainability goals

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNERS	City of Sedona, SCC&TB
SUPPORTING PARTNERS	Advisors, Industry Experts, Sedona Lodging Council
ALIGNING RESEARCH	Public Input, Industry Best Practices
PROSPECTIVE METRICS	1. Demonstrate refinements to funding allocations

With the new KPIs outlined in this Plan and the broadened role of the SCC&TB required for Plan implementation, this tactic focuses on an annual review to ensure resources are deployed in ways that maximize the long-term sustainability of Sedona's tourism industry.

Economic changes, natural events such as fires or flooding, and the success of various marketing initiatives will have varying degrees of impact, influencing destination performance.

Through this annual review, the SCC&TB will ensure resources are being directed in the most effective manner.

This could result in the SCC&TB reallocating resources to match the needs of positive economic times and those periods of moderated economic performance.

TACTIC C4.1 | Continue to investigate new approaches to provide range of workforce housing for Sedona employees

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	Housing Taskforce
SUPPORTING PARTNERS	City of Sedona, SCC&TB, Local Nonprofits, Sedona Businesses
ALIGNING RESEARCH	Business Survey, Public Input
PROSPECTIVE METRICS	1. Track number of affordable units/affordability index (in Sedona and region)
	2. Proportion of Sedona employees living in Sedona area
	3. Benchmark through business and employee surveys

Sedona is working to expand workforce housing options for people who work in the city.

This tactic will ensure tourism industry professionals are participating in expanding housing alternatives within the city.

Given the nature of workforce housing needs, it will be important to coordinate regionally. Metrics should be considered at city and regional levels.

TACTIC C4.2 | Launch and promote training programs around the needs of employees and employers

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNERS	NACOG, Yavapai College
SUPPORTING PARTNERS	SCC&TB, Northern Arizona University, Arizona State University, Small Business Development Center, Regional Business Development Center, City of Sedona Economic Development Department, Verde Valley Regional Economic Organization, Sustainability Alliance
ALIGNING RESEARCH	Business Survey
PROSPECTIVE METRICS	1. Range of training initiatives
	2. Number of participants in training programs
	3. Benchmark through visitor satisfaction surveys

Visitors spend significant amounts in Sedona and have high expectations of the products and services they receive.

It is critical that employees of tourism-related businesses are fully trained regarding the destination itself and the appropriate ways to interact with visitors.

This tactic develops training resources including classes, supplemental materials, online forums, or mentoring programs to enhance employee professional and leadership skills.

Visitor Experience

Goal Statement: Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.

Pillar Objectives

D1 — Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting

D2 — Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences

Assigned Tactics

EACH OBJECTIVE ABOVE IS FOLLOWED BY A SET OF ASSIGNED TACTICS, WHICH INCLUDES THE FOLLOWING DETAILS:

Timeframe	Short (12-18 months), Mid (2-3 years), Long (4-5 years).	**Supporting Partners**	Partners who will be integral in implementing the tactic.
Impacted Pillars	Any pillars impacted by the tactic are depicted with their corresponding icons.	**Prospective Metrics**	Examples of the types of prospective metrics that will help evaluate the effectiveness of tactical efforts. Metrics and targets (if appropriate) will be developed by the lead and supporting partners.
Lead Partner	The entity (or entities) primarily responsible for moving the tactic forward.	**Description**	An explanation of the tactic providing insight and key elements.

TACTIC D1.1 | Review and update SCC&TB promotional materials with sustainable initiatives

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	None
ALIGNING RESEARCH	Nonprofit Focus Group, Land Managers Focus Group, Public Input
PROSPECTIVE METRICS	1. Review completed 2. Number of updates completed

SCC&TB publications and support materials directed to visitors include magazines, brochures, maps, flyers, postcards, and robust websites.

A review and update will refine these resources to ensure incorporation of the Plan's sustainability goals and the visitor's role in our sustainability initiatives.

TACTIC D1.2 | Identify and promote experiences that are synergistic with Sedona's dark sky designation

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	Keep Sedona Beautiful, City of Sedona
ALIGNING RESEARCH	Resident Surveys, Nonprofit Focus Group, Public Input
PROSPECTIVE METRICS	1. Number of experiences linked to dark sky designation 2. Benchmark through visitor surveys

In order to take full advantage of the dark sky designation from the International Dark-Sky Organization, new ways should be found for visitors to experience existing attractions by incorporating a dark sky theme. An excellent example is the *Sedona Star Party* initiated in August 2018, which attracted more than 400 people. Additional events of this type will add to Sedona's identity as a dark sky destination.

As new experiences are developed in Sedona, dark sky themes should be considered.

TACTIC D1.3 | Craft programs to explain how to recreate sustainably on Oak Creek and the Verde River area

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	Verde Front Collaborative, Oak Creek Watershed Council, Sustainability Alliance, Arizona Game & Fish, USFS, City of Sedona, State Parks
ALIGNING RESEARCH	Resident Surveys, Nonprofit Focus Group, Land Managers Focus Group, Public Input
PROSPECTIVE METRICS	1. Number of programs 2. Benchmark through visitor surveys

Visitors are often not fully aware that their recreational activities are having detrimental impacts on Sedona-area waterways.

Through this tactic, a broader range of approaches will engage visitors, recommending how they can recreate sustainably.

TACTIC D1.4 | Develop a series of videos and downloadable content that provides a "local story," while weaving sustainable practices

IMPACTED PILLARS	
TIMEFRAME	Mid-term (2-3 years)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	Sustainability Alliance, Keep Sedona Beautiful, Sedona Historical Society, Verde Front Collaborative
ALIGNING RESEARCH	Nonprofit Focus Group, Industry Best Practices
PROSPECTIVE METRICS	1. Range of content 2. Number of downloads, views 3. Benchmark visitor utilization

Visitors come to Sedona desiring more than a hiking or viewing experience. They are seeking engagement and authenticity.

Through this tactic, the SCC&TB will develop support materials that help visitors get the best experience – such as the back story to certain attractions – connecting them to Sedona in a deeper way.

These materials will weave into the story the steps a visitor can take to ensure the long-term sustainability of the experience.

TACTIC D2.1 | Build on the success of *Sedona's Secret 7* to distribute visitor impacts and lessen environmental impacts on selected trails and areas

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	SCC&TB
SUPPORTING PARTNERS	City of Sedona, Sedona Verde Valley Tourism Council, Verde Front Collaborative, Verde Valley Regional Economic Organization
ALIGNING RESEARCH	Industry Best Practices
PROSPECTIVE METRICS	1. Number of page views 2. Benchmark visitor utilization

The SCC&TB launched *Sedona's Secret 7* in 2017, bringing increased recognition of lesser-known experiences and helping disperse visitors from overused sites.

The campaign won a range of professional awards and was well-received by Sedona visitors interested in getting off the beaten path.

Additional steps should be undertaken to broaden this strategic approach.

This tactic will consider what has worked effectively – and what has not – in the *Sedona's Secret 7* program, and craft new initiatives that help ensure sustainability through dispersion.

TACTIC D2.2 | Continue to expand participation in the Verde Front Collaborative deepening connections with land management organizations and other communities

IMPACTED PILLARS	
TIMEFRAME	Short-term (12-18 months)
LEAD PARTNER	Verde Front Collaborative
SUPPORTING PARTNERS	City of Sedona, SCC&TB, Sedona Verde Valley Tourism Council
ALIGNING RESEARCH	Nonprofit Focus Group, Land Managers Focus Group
PROSPECTIVE METRICS	1. Number and range of integrated experiences 2. Committee participation numbers by community

The Verde Front Collaborative fosters dialogue, coordination, and collective action on stewardship of natural and cultural resources. It includes representatives from local tribes, governments, land management agencies, and at-large community members.

Connections with the Verde Front Collaborative will be expanded to incorporate concepts and recommendations from this body in maximizing sustainable visitor experiences.

TACTIC D2.3 | Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNERS
SCC&TB, Sedona Verde Valley Tourism Council

SUPPORTING PARTNERS
City of Sedona, Verde Front Collaborative, Verde Valley Regional Economic Organization, Verde Valley Wine Consortium

ALIGNING RESEARCH
Business Survey, Nonprofit Focus Group, Public Input, Industry Best Practices

PROSPECTIVE METRICS
1. Number and range of integrated experiences
2. Benchmark through visitor surveys (including regional spending and participation)

Sedona visitors are often drawn to the most popular attractions, resulting in congestion and a diminished visitor experience. Awareness of the full array of experiences in the broader Sedona/Verde Valley region will cause visitors to be dispersed regionally, resulting in long-term sustainability for Sedona. Consideration should be given to expand the efforts of the Sedona Verde Valley Tourism Council. Their successful MapGuide project is a collaboration with National Geographic, highlighting experiences throughout the Verde Valley. Plan elements of the MapGuide will incorporate sustainability goals, ensuring visitors embrace these principles more fully.
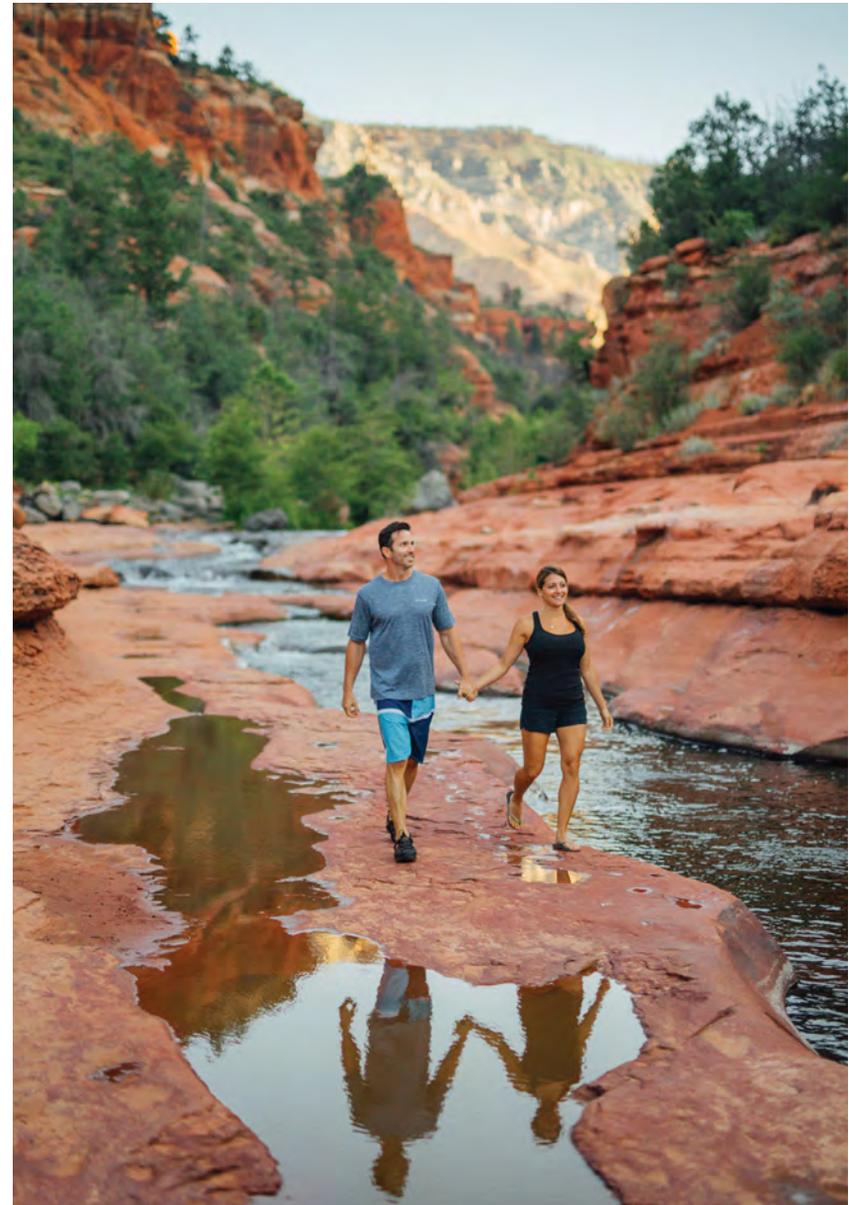
Concluding Thoughts

Development of the 17 objectives and the associated tactical recommendations of the Plan required a broad range of analysis and input.

By implementing Plan recommendations, Sedona and the broader region will be significantly better positioned to achieve long-term destination sustainability.

Long-term sustainability means striking a balance between all four sustainability factors:

Environment

Resident Quality of Life

Quality of the Economy

Visitor Experience

While the SCC&TB will be leading many of the tactical steps, the commitment and engagement of other partners is crucial in the Plan's ultimate success.

Moving Forward

A Sustainable Tourism Plan Committee (STPC) will be formed to facilitate implementation. The STPC will include organizations that have a leadership role, many of whom participated in the existing Study Advisory Committee. This representation is anticipated to include:

RECOMMENDED SUSTAINABLE TOURISM PLAN COMMITTEE		
Justin Clifton	City of Sedona, Staff	Lead Partner
McKenzie Jones	City of Sedona, Staff	Lead Partner
Mayor Moriarty	City of Sedona, Elected	Lead Partner
Jennifer Wesselhoff	SCC&TB, Staff Lead	Lead Partner
Michelle Conway	SCC&TB, Staff	Lead Partner
Nicole Branton	USFS	Lead Partner
Darcy Hitchcock	Sustainability Alliance	Lead Partner
Jill McCutcheon	Sedona Recycles	Lead Partner
Representative	Keep Sedona Beautiful	Lead Partner
Representative	Friends of the Verde River	Lead Partner
Representative	Sedona Red Rock Trail Fund	Lead Partner
Lonnie Lillie	Sedona Lodging Council	Lead Partner
Hank Vincent	Slide Rock State Park	
Mike Hermen	Pink Jeep Tours	
Cindy Hauserman	Resident	
Kathleen Ventura	Sedona Compost	

Success-tracking metrics will be refined through the direction of the STPC, with organizations identified for each tactic (and possibly others). Progress will require developing currently non-existent baseline data in many cases. This will be a collaborative process.

A set of condensed dynamic metrics will be developed to assist the City Council and the SCC&TB Board in evaluating the Plan's progress on an ongoing basis. While these will be refined, the following illustrates the kinds of metrics and tracking processes to expect.

TABLE 5-1: POSSIBLE DYNAMIC ENVIRONMENTAL METRICS

Metric	Reporting Cycle	Responsible Entity
1. Number of Sedona businesses participating in recycling programs	Semi-Annually	Sedona Recycles
2. Volumes of overall recycling attributed to visitors	Semi-Annually	Sedona Recycles
3. Water usage and wastewater volumes	Semi-Annually	Water Companies, City of Sedona
4. Number of sustainable certified businesses	Semi-Annually	Sustainable Alliance
5. Number of days of unsafe water quality in regional waterways	Semi-Annually	ADEQ or Slide Rock State Park
6. Trash picked up by voluntourism efforts	Annually	Oak Creek Watershed Council, Friends of the Verde River
7. Number of visitors signing sustainable Sedona pledge	Annually	SCC&TB
8. Miles of trails maintained from Trailkeeper resources	Annually	USFS
9. Funding levels for trails from Trailkeeper resources	Annually	SCC&TB

TABLE 5-2: POSSIBLE DYNAMIC QUALITY OF LIFE METRICS

Metric	Reporting Cycle	Responsible Entity
1. Number and percentage of events engaging in decreasing waste	Semi-Annually	City of Sedona
2. Traffic wait times (select location points in VOC, West Sedona/Airport Road, and Uptown)	Semi-Annually	City of Sedona
3. Benchmarks on third party residential surveys: National Citizen's Survey	Every five years	City of Sedona
4. Benchmarks on internal residential surveys	Annually	City of Sedona, SCC&TB
5. Helicopter noise volumes, number of originating flights, percentage of flights over impacted neighborhoods	Semi-Annually	TBD
6. Number and utilization of STRs	Semi-Annually	City of Sedona

TABLE 5-3: POSSIBLE DYNAMIC QUALITY OF ECONOMY METRICS

Metric	Reporting Cycle	Responsible Entity
1. Sales tax collections (benchmarked to prior year and five-year average)	Quarterly	City of Sedona
2. Bed tax collections (benchmarked to prior year and five-year average)	Quarterly	City of Sedona
3. Average OCC% (benchmarked to prior year and five-year average)	Quarterly	SCC&TB
4. Average daily rates (benchmarked to prior year and five-year average)	Quarterly	SCC&TB

TABLE 5-4: POSSIBLE DYNAMIC VISITOR EXPERIENCE METRICS

Metric	Reporting Cycle	Responsible Entity
1. Visitor satisfaction	Quarterly	SCC&TB
2. Uptown visitor center tracking	Quarterly	City of Sedona
3. Number of negative references on Trip Advisor	Quarterly	SCC&TB
4. Percentage of visitor adjusting experiences based on SCC&TB recommendations	Quarterly	SCC&TB
5. Track trail utilization at 2-3 key locations	Quarterly	USFS
6. Uptown visitor concentration tracking at 2-3 key locations	Quarterly	SCC&TB in conjunction with the Uptown businesses

APPENDIX: ENVIRONMENT PILLAR

Goal Statement	Lead the tourism industry in implementing sustainability principles, positioning Sedona as a national and international leader in destination stewardship.										

		Pillars				Timeframe					
Objective A1	**Implement new waste prevention, reduction, and diversion strategies, focused on visitors and their impacts in the Sedona region**	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic A1.1	Deploy wider range of recycling resources/containers in high visitation areas and create effective branding to enhance utilization	✓	✓	✓	✓	✓			City of Sedona	Keep Sedona Beautiful, SCC&TB, Sedona Recycles, USFS, State Parks, Sustainability Alliance, Sedona Compost	1. Number of available containers and diversity of geographic locations 2. Diversity of acceptable recycling materials 3. Recycling volumes
Tactic A1.2	Build tourism industry's understanding of local recycling capabilities and ways to embrace	✓	✓	✓		✓			SCC&TB	City of Sedona, Sedona Businesses, Sedona Recycles, Sustainability Alliance	1. Number of Businesses participating in recycling programs 2. Number of sustainability certified businesses 3. Recycling volumes 4. Benchmark through business surveys 5. Percentage of waste diverted
Tactic A1.3	Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses	✓	✓	✓		✓			Sustainability Alliance	SCC&TB, Sedona Businesses, Sedona Lodging Council	1. Number of certified businesses 2. Number of enhanced certified levels and retention
Tactic A1.4	Encourage 'zero waste' meetings and events	✓	✓		✓	✓			Sustainability Alliance	SCC&TB, Sedona Event Organizers, Sedona Events Alliance, Sedona Lodging Council	1. Number and percentage of events engaging in decreasing waste 2. Number and percentage of events certified as 'zero waste' 3. Volume of waste reduction per event
Tactic A1.5	Increase the number of water refilling stations in the area	✓	✓		✓	✓			City of Sedona	SCC&TB, Sedona Businesses, Sustainability Alliance, State Parks, Keep Sedona Beautiful	1. Number and geographic dispersion of stations 2. Number of gallons dispersed at stations
Tactic A1.6	Expand the capacity of local organizations to deepen the range of waste prevention and recycling	✓	✓	✓			✓		Sedona Recycles	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Sedona Compost	1. Diversity of acceptable recycling materials and volumes 2. Volumes of recyclable materials
Tactic A1.7	Educate and encourage businesses to implement waste reduction and prevention programs	✓	✓	✓	✓	✓			City of Sedona	SCC&TB, Sedona Businesses, Sedona Recycles, Keep Sedona Beautiful	1. Number of waste audits conducted 2. Number of purchasing audits conducted 3. Recycling volumes 4. Number of programs
Tactic A1.8	Encourage less consumption of single use plastics	✓	✓		✓		✓		Keep Sedona Beautiful	SCC&TB, City of Sedona, Sedona Businesses, Sedona Recycles	1. Range of visitor connections 2. Volume of water container recycling 3. Number of businesses participating in *StrawFree Sedona* program 4. Number of retail shops not using plastic bags 5. Number of businesses conducting waste audits
Objective A2	**Expand programs that encourage minimal water usage and protect water quality**	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic A2.1	Encourage businesses to implement water conservation programs	✓	✓		✓		✓		SCC&TB	Sedona Businesses, Sedona Lodging Council, Sustainability Alliance, Keep Sedona Beautiful, Water Companies	1. Number of businesses participating in conservation programs 2. Volume of water off-set 3. Consumption levels
Tactic A2.2	Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek and the Verde River	✓	✓		✓		✓		Friends of the Verde River, Oak Creek Watershed Council	SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Other Nonprofit Organizations	1. Number of voluntourism programs 2. Number of hours donated by volunteers 3. Number of visitors participating
Tactic A2.3	Develop systems to monitor and report water quality at high visitation areas (e.g., Slide Rock State Park)	✓	✓		✓			✓	Oak Creek Watershed Council	SCC&TB, USFS, State Parks, Sustainability Alliance, ADEQ, Friends of the Verde River	1. Benchmark water quality testing

Objective A3	Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic A3.1	Add additional vehicle charging stations in the Sedona area	🍃	👍	📈	📍		✓		City of Sedona	SCC&TB, Local Businesses	1. Number of charging stations in and around Sedona
Tactic A3.2	Expand educational outreach on how businesses and visitors can moderate energy use	🍃	👍	📈	📍			✓	Arizona Public Service, City of Sedona	SCC&TB, Local Businesses, Sedona Lodging Council	1. Number of programs developed 2. Output of energy 3. Number of channels to connect with visitors and businesses
Tactic A3.3	Launch programs that recognize businesses that are using innovative approaches to moderate energy consumption and show how others can duplicate	🍃	👍	📈	📍			✓	Arizona Public Service, City of Sedona	SCC&TB, Local Businesses, Sedona Lodging Council	1. Number of programs developed 2. Number of businesses participating
Tactic A3.4	Develop carbon offset programs and demonstrate how visitors can support	🍃	👍	📈	📍			✓	Northern Arizona Climate Alliance/ NAU Climate Program	Sustainability Alliance, SCC&TB, City of Sedona, World Survival Foundation	1. Number of businesses participating in carbon offset programs 2. Number of visitors participating in carbon offset programs 3. Value of the offsets
Objective A4	Launch initiatives that lessen impacts to lands (including noise, air, and light pollution), and stimulate efforts for long-term sustainability	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic A4.1	Develop programs to achieve sustainable funding for trail development and maintenance	🍃	👍		📍	✓			Sedona Red Rock Trail Fund	SCC&TB, USFS, Sedona Businesses	1. Funding levels for trails
Tactic A4.2	Advocate that development of private/public lands is in alignment with sustainability goals	🍃	👍	📈	📍	✓			Keep Sedona Beautiful	City of Sedona, USFS, State Parks, Sustainability Alliance, SCC&TB, Counties	1. Number of times to weigh in on specific projects 2. Monitor open space availability
Tactic A4.3	Monitor trail utilization and implement programs that distribute visitation	🍃	👍		📍		✓		USFS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance	1. Benchmark trail utilization 2. Benchmark erosion on trails 3. Minimize number of social trails
Tactic A4.4	Investigate approaches to limit impacts of trailhead parking in Sedona neighborhoods	🍃	👍		📍		✓		USFS, City of Sedona	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Homeowners Associations, Counties, Sedona Red Rock Trail Fund	1. Number of cars parking in neighborhoods 2. Survey specific areas impacted to benchmark improvements
Tactic A4.5	Encourage grandfathered businesses and residents to implement dark sky-compliant lighting	🍃	👍		📍		✓		Keep Sedona Beautiful	SCC&TB, City of Sedona, Sedona Businesses	1. KSB annual sign/light audit 2. Benchmark through business surveys
Tactic A4.6	Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands	🍃	👍		📍		✓		To Be Determined	SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Sedona Red Rock Trail Fund, Other Nonprofit Organizations	1. Number of voluntourism programs 2. Number of visitors participating in voluntourism programs 3. Number of hours donated 4. Number of miles of trails maintained by volunteers
Tactic A4.7	Encourage businesses and residents to eliminate the use of pesticides and other chemical products that may negatively impact the environment	🍃	👍	📈	📍			✓	To Be Determined	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Oak Creek Watershed Council	1. Benchmark through resident surveys 2. Benchmark through business surveys

Objective A5	Take leadership role in educating and engaging businesses and visitors on sustainability initiatives and encouraging visitors to be sensitive guests while in the destination	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic A5.1	Adopt and expand *Leave No Trace* programs	🍃	👍		📍	✓			SCC&TB	USFS, State Parks, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses	1. Range of messages and channels 2. Benchmark through visitor surveys 3. Measurement of litter on public lands 4. Number of social trails 5. Graffiti on public lands
Tactic A5.2	Build on existing recognition programs to highlight sustainable best practices by local businesses	🍃	👍	〰	📍	✓			SCC&TB	Sedona Businesses, Keep Sedona Beautiful, Sustainability Alliance	1. Benchmark through business surveys 2. Benchmark through visitor surveys 3. Number of programs that highlight businesses
Tactic A5.3	Develop a 'Sedona Sensitive Visitor' Pledge to help connect and engage visitors	🍃	👍	〰	📍		✓		SCC&TB	City of Sedona, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses	1. Development of a pledge 2. Number of visitors taking pledge 3. Benchmark through visitor surveys
Tactic A5.4	Develop a 'Sedona Tourism Cares' Pledge to help businesses put their sustainability beliefs into action	🍃	👍	〰	📍		✓		SCC&TB	City of Sedona, Keep Sedona Beautiful, Sustainability Alliance, Sedona Businesses	1. Development of a pledge 2. Number of businesses taking pledge 3. Benchmark through business surveys

APPENDIX: RESIDENT QUALITY OF LIFE PILLAR

Goal Statement	Protect and enhance the quality of life by mitigating impacts of tourism.										
				Pillars		Timeframe					
Objective B1	Implement new infrastructure and multi-modal solutions to facilitate visitor traffic flows and enhance access to key destinations	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic B1.1	Build business support around SIM implementation steps and the Phase One initiatives	🍃	👍	〰	📍	✓			City of Sedona, SCC&TB	Sedona Businesses	1. Number of industry outreach efforts 2. Benchmark through business surveys
Tactic B1.2	Develop programs and resources that enhance the walkability of Sedona and encourage visitors to leave their cars	🍃	👍	〰	📍	✓			City of Sedona	SCC&TB, Sedona Businesses, Local Media, Land Managers, Verde Valley Cyclists Coalition, Sedona Mountain Bike Coalition, Sedona Red Rock Trail Fund	1. WalkSedona.com utilization 2. Number of outreach efforts 3. Benchmark through visitor surveys 4. Estimates of trail and sidewalk uses
Tactic B1.3	Explore new parking facilities where appropriate, while moderating parking demand at high-visitation areas	🍃	👍	〰	📍	✓			City of Sedona	Counties, USFS, SCC&TB	1. Average occupancy of available spaces 2. Benchmark through visitor surveys 3. Benchmark through business surveys
Tactic B1.4	Promote alternative visitor destinations, routes, and times to moderate areas of greatest congestion – monitor congestion and communicate both real-time conditions and alternative routes	🍃	👍	〰	📍	✓			City of Sedona	ADOT, SCC&TB	1. Number of traffic days when wait times exceed standard averages 2. Benchmark traffic volumes 3. Benchmark through visitor surveys
Tactic B1.5	Build business support and visitor utilization of Sedona Transit to help enhance effectiveness	🍃	👍	〰	📍		✓		SCC&TB	City of Sedona, Sedona Businesses	1. Number of businesses engaged in project 2. Number of industry outreach efforts 3. Transit utilization figures 4. Benchmark business surveys
Tactic B1.6	Promote a full range of multi-modal transportation options, actively promoting their use among visitors	🍃	👍	〰	📍			✓	SCC&TB	City of Sedona, Land Managers, State Parks, Private Business Rental Operations and Hotels with Bike Share Programs	1. Number of industry outreach efforts 2. Benchmark through visitor surveys 3. Benchmark through business surveys 4. Utilization numbers

Objective B2	Expand use of technology to help solve transportation challenges	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic B2.1	Develop programs to identify available parking areas and showcase real-time parking spaces		✓		✓		✓		City of Sedona, SCC&TB	Sedona Businesses	1. Number of apps and utilization 2. Benchmark through visitor surveys
Tactic B2.2	Utilize new technologies to help visitors understand options of getting around Sedona	✓	✓	✓	✓			✓	SCC&TB	City of Sedona, ADOT	1. Number of apps and utilization 2. Benchmark through visitor surveys

Objective B3	Deepen engagement with Sedona residents, expanding their knowledge of tourism and efforts to manage it to an effective balance	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic B3.1	Expand communication with Sedona residents focusing on benefits and impacts of tourism and available resources		✓		✓	✓			City of Sedona, SCC&TB	Sedona Businesses, Local Media	1. Number of industry outreach efforts 2. Benchmark through resident surveys
Tactic B3.2	Administer resident surveys to study attitudes towards road and trail congestion	✓	✓	✓				✓	City of Sedona, SCC&TB	ASU, National Citizen's Survey	1. Benchmark responses to baseline (ASU 2018) resident surveys 2. Benchmark responses to baseline (NCS 2017) resident surveys

Objective B4	Develop new sustainability-focused experiences that resonate with both Sedona residents and visitors	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic B4.1	Spur the Sedona Reinvestment Committee to incorporate sustainable thinking in all future initiatives	✓	✓	✓	✓	✓			SCC&TB	Keep Sedona Beautiful, Sustainability Alliance	1. Identify how new reinvestment efforts reinforce sustainable practices
Tactic B4.2	Pursue more experiences in which both visitors and residents are attracted – promote shared spaces, increase integration		✓		✓		✓		SCC&TB	City of Sedona, USFS, State Parks	1. Identify how new reinvestment efforts speak to both residents and visitors 2. Benchmark through resident surveys 3. Benchmark through visitor surveys
Tactic B4.3	Focus new development efforts to reinforce authentic Sedona experiences, support community values, and align with key brand themes	✓	✓	✓	✓		✓		SCC&TB	City of Sedona, Sedona Businesses, Local First Arizona	1. Identify how new reinvestment efforts address authenticity of Sedona and values 2. Benchmark through surveys

Objective B5	Manage current and future accommodations in ways that increase their balance with long-term sustainability	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic B5.1	Pursue new state legislative authority to manage Short Term Rentals (STR)	✓	✓	✓		✓			City of Sedona	SCC&TB, Sedona Lodging Council	1. Range of lobbying initiatives 2. Ultimate ability to regulate
Tactic B5.2	Engage Short Term Rental (STR) Hosts/Owners to bring collaborative solutions and support of sustainable practices	✓	✓	✓		✓			SCC&TB	City of Sedona, Sedona Lodging Council	1. Number of STR owners participating 2. Benchmark resident attitudes towards STRs
Tactic B5.3	Provide Short Term Rental (STR) research and impacts	✓	✓	✓		✓			City of Sedona	SCC&TB, Sedona Lodging Council	1. Range of statistics
Tactic B5.4	Provide clarification to residents regarding Community Planning and Development policies related to lodging and other further developments	✓	✓	✓			✓		City of Sedona	SCC&TB, Sedona Lodging Council, Keep Sedona Beautiful	1. Presence of a clear position 2. Range of approaches for resident communication

Objective B6	Launch initiatives that lessen tourism impacts to residents (including noise, air, and light pollution) to strengthen resident quality of life	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic B6.1	Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption	🍃	👍		📍	✓			City of Sedona, USFS	SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Rental Companies, Tour Operators	1. Number of complaints 2. Benchmark through residential surveys 3. Number of brochures distributed, website views 4. Vehicle counts at high-use areas
Tactic B6.2	Develop initiatives that monitor and moderate noise levels and intrusion of helicopter tours	🍃	👍		📍	✓			City of Sedona, SCC&TB	Keep Sedona Beautiful, Counties, Airport Authority, Tour Companies	1. Number of agreements with tour companies 2. Benchmark noise levels

APPENDIX: QUALITY OF ECONOMY PILLAR											
Goal Statement	Shape the Sedona economy in ways that enhance its long-term sustainability and vibrancy.										
				Pillar			Timeframe					
Objective C1	Monitor and adapt levels of economic activity in need periods and moderate congestion by dispersing visitors	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic C1.1	Monitor and adapt marketing initiatives and recognize changing economic realities	🍃	👍	📈	📍	✓			SCC&TB	City of Sedona, Sedona Lodging Council	1. Track changes in demand seasonality 2. Track key performance indicators in need periods
Tactic C1.2	Utilize mix of performance metrics to help Sedona's visitor industry remain economically strong		👍	📈	📍	✓			SCC&TB	City of Sedona, Sedona Lodging Council	1. Bed taxes 2. Sales taxes 3. Occupancy % 4. Average Daily Rates
Tactic C1.3	Develop and report on a range of dynamic indicators of overtourism factors and adjust accordingly	🍃	👍	📈	📍		✓		SCC&TB	City of Sedona, ADOT, Land Managers	1. Traffic congestion levels 2. Trail use 3. Trailhead parking 4. Other crowding metrics 5. Range of approaches used to communicate to visitors and its effectiveness
Objective C2	Expand interagency collaboration among diverse Sedona organizations	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic C2.1	Better coordinate with land managers, nonprofits, and businesses to develop collaborative solutions	🍃	👍	📈	📍	✓			SCC&TB	Land Managers, Nonprofit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative	1. Number of collaborative meetings 2. Examples of new collaborative outcomes
Tactic C2.2	Investigate supply chain opportunities and identify new economic clusters		👍	📈			✓		City of Sedona	Yavapai College, Regional Economic Development Center, Small Business Development Center, Verde Valley Regional Economic Organization	1. Range of opportunities targeted for attraction and retention 2. Successful attraction of new businesses and retention

Objective C3	Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic C3.1	Review current tourism funding levels in the context of competitive destinations			●	●	✓			City of Sedona, SCC&TB	Advisors, Industry Experts, Sedona Lodging Council	1. Demonstrate funding levels in context of similar destinations
Tactic C3.2	Annually review and adjust SCC&TB budget allocation based on dynamic indicators to meet economic and sustainability goals		●	●	●	✓			City of Sedona, SCC&TB	Advisors, Industry Experts, Sedona Lodging Council	1. Demonstrate refinements to funding allocations
Objective C4	Pursue innovative approaches to employee housing and training	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic C4.1	Continue to investigate new approaches to provide range of workforce housing for Sedona employees	●	●	●		✓			Housing Taskforce	City of Sedona, SCC&TB, Local Nonprofits, Sedona Businesses	1. Track number of affordable units/affordability index (in Sedona and region) 2. Proportion of Sedona employees living in Sedona area 3. Benchmark through business and employee surveys
Tactic C4.2	Launch and promote training programs around the needs of employees and employers			●	●		✓		NACOG, Yavapai College	SCC&TB, Northern Arizona University, Arizona State University, Small Business Development Center, Regional Business Development Center, City of Sedona Economic Development Department, Verde Valley Regional Economic Organization, Sustainability Alliance	1. Range of training initiatives 2. Number of participants in training programs 3. Benchmark through visitor satisfaction surveys

APPENDIX: VISITOR EXPERIENCE PILLAR											
Goal Statement	Continue to provide an excellent visitor experience that highlights Sedona's sustainability values and keeps visitors coming back.										
				Pillar			Timeframe					
Objective D1	Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic D1.1	Review and update SCC&TB promotional materials with sustainable initiatives	●		●	●	✓			SCC&TB	None	1. Review completed 2. Number of updates completed
Tactic D1.2	Identify and promote experiences that are synergistic with Sedona's dark sky designation	●	●	●	●	✓			SCC&TB	Keep Sedona Beautiful, City of Sedona	1. Number of experiences linked to dark sky designation 2. Benchmark through visitor surveys
Tactic D1.3	Craft programs to explain how to recreate sustainably on Oak Creek and the Verde River area	●	●	●	●		✓		SCC&TB	Verde Front Collaborative, Oak Creek Watershed Council, Sustainability Alliance, Arizona Game & Fish, USFS, City of Sedona, State Parks	1. Number of programs 2. Benchmark through visitor surveys
Tactic D1.4	Develop series of videos and downloadable content that provides a "local story," while weaving sustainable practices	●	●	●	●		✓		SCC&TB	Sustainability Alliance, Keep Sedona Beautiful, Sedona Historical Society, Verde Front Collaborative	1. Range of content 2. Number of downloads, views 3. Benchmark visitor utilization

Objective D2	Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences	Envir	RQOL	QOE	Vis Exp	Short 12-18 mos	Mid 2-3 yrs	Long 4-5 yrs	Lead Partner(s)	Supporting Partners	Prospective Metrics for Consideration
Tactic D2.1	Build on the success of *Sedona's Secret 7* to distribute visitor impacts and lessen environmental impacts on selected trails and areas	🍃	👍	〰	📍	✓			SCC&TB	City of Sedona, Sedona Verde Valley Tourism Council, Verde Front Collaborative, Verde Valley Regional Economic Organization	1. Number of page views 2. Benchmark visitor utilization
Tactic D2.2	Continue to expand participation in the Verde Front Collaborative deepening connections with land management organizations and other communities	🍃	👍	〰	📍	✓			Verde Front Collaborative	City of Sedona, SCC&TB, Sedona Verde Valley Tourism Council	1. Number and range of integrated experiences 2. Committee participation numbers by community
Tactic D2.3	Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions	🍃	👍	〰	📍	✓			SCC&TB, Sedona Verde Valley Tourism Council	City of Sedona, Verde Front Collaborative, Verde Valley Regional Economic Organization, Verde Valley Wine Consortium	1. Number and range of integrated experiences 2. Benchmark through visitor surveys (including regional spending and participation)

Resident Survey Findings

Business Survey Findings

Visitor Survey Findings

Sedona Focus Groups Findings

Survey Comparison Report

Strategic Destination Responses

Global Sustainable Tourism Council Report

The GSTC Assessment **Executive Summary** and **full report**
can be found at **SedonaSustainable.com**

Sedona Sustainable Tourism Plan

Connecting Sedona visitors to
long-term destination sustainability