



AGENDA

CLALLAM COUNTY LODGING TAX ADVISORY COMMITTEE

**223 East 4th Street, Room 160
Port Angeles, Washington
September 8, 2022 – 1:30 p.m.**

Lodging Tax Advisory Committee meetings will be available virtually at:

If you would like to participate in the meeting via Zoom audio only, call 253-215-8782 and use meeting ID: 875 561 7844 and passcode: 12345

If you would like to participate in the meeting via Zoom video conference, visit <https://zoom.us/j/8755617844> and use meeting ID: 875 561 7844 and passcode: 12345

This meeting can be viewed on a live stream at this link: <http://www.clallam.net/features/meetings.html>

Public comment and questions can be directed to the Clerk of the Board at 360-417-2256 or agores@co.clallam.wa.us.

- I. CALL TO ORDER, ROLL CALL**
- II. REQUEST FOR MODIFICATIONS/APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES FOR THE MEETING ON:**
 - **May 12, 2022**
- IV. PUBLIC COMMENT**
- V. BUSINESS**
 - a. Review of financial LTAC projections – Mark Lane**
 - b. Notice and press release to call for 2023 Hotel/Motel Funding applications (1st call)**
 - c. Strategic Tourism Plan disucssion**
- VI. PUBLIC COMMENT**
- VII. ADJOURNMENT**

LTAC 2022 meeting dates:

- October 13, 2022
- November 10, 2022
- December 8, 2022

Clallam County Lodging Tax Advisory Committee

Draft Minutes

May 12, 2022



CLALLAM COUNTY LODGING TAX ADVISORY COMMITTEE MINUTES of May 12, 2022

MEETING OF THE LODGING TAX ADVISORY BOARD (LTAC)

Chair Commissioner Johnson called the meeting to order at 1:32 p.m., Thursday, May 12, 2022. Also present were Lissy Andros, Ryan Malane, Marc Abshire, Lorrie Mittmann, Matthew Peloquin, and Pamela Dahl. Donya Alward and Vanessa Fuller were excused.

REQUESTS FOR MODIFICATIONS/APPROVAL OF AGENDA

ACTION TAKEN: Dahl moved to adopt the agenda as presented, Mittmann seconded, motion carried

APPROVAL OF MINUTES

- Minutes April 14, 2022

ACTION TAKEN: Andros to approve the minutes as presented, Dahl seconded, motion carried

PUBLIC COMMENT

- Sean Coleman, Port Angeles, provided an update on the BMX pump track

BUSINESS ITEMS

a. Review of financial LTAC projections – Mark Lane

Commissioner Johnson provided a financial update. LTAC Members held discussion.

b. Review and vote to approve to forward recommendations to the BOCC - "2022 LTAC Funding Request" RFP (2nd call)

Commissioner Johnson provided a brief explanation on the review process for applications. He commented that the Dungeness River Nature Center proposal was ineligible for funding. He noted the Sequim-Dungeness Valley Chamber of Commerce and Port Angeles Marathon Association applications may have issues if ever audited. Commissioner Johnson requested applicants to give a brief explanation of the requests submitted. LTAC Members reviewed the requests and provided feedback. Commissioner Johnson read the final recommended amounts into the record. He noted funding recommendations would not be made for Clallam County Gem & Mineral Association, Sequim-Dungeness Valley Chamber of Commerce, Port Angeles Marathon Association and Dungeness River Nature Center.

Applicant

Lincoln Park BMX Association
Peninsula Trails Coalition
Port Angeles Waterfront Center
Forks Chamber of Commerce
Olympic Peninsula Visitor Bureau

Recommended amount

\$19,570
\$20,000
\$145,000
\$53,638
\$15,000

ACTION TAKEN: Abshire moved to approve, Dahl seconded, motion carried
Andros recused

NEXT MEETING — June 9, 2022 at 1:30 p.m.

ADJOURNMENT - Meeting concluded at 3:05 p.m.

Clallam County Lodging Tax Advisory Committee

Business Items

Financial Report – Mark Lane

CLALLAM COUNTY
HOTEL/MOTEL TAX--FUND 19925
STATEMENT OF SOURCES, USES AND RESERVES
YTD AUGUST 2022 ACTUALS, REVISED 2022 PROJECTION & 2022 BUDGET WITH 5 YEAR LOOK BACK

	BUDGET	PROJECTIONS	ACTUALS--CURRENT YEAR WITH 5 YEAR LOOK BACK						ACTUALS--YTD PRIOR YEAR	
	2022 ADJUSTED BUDGET (BASED ON CURRENT COMMITMENTS AND BUDGET REVISIONS APPROVED BY BOCC)	PROJECTED YEAR-END 2022--UP 6.7% FOR YEAR --JAN-AUG ACTUALS UP 11.2%, SEPT-DEC UP 1%	YTD AUGUST 2022	2021	2020	2019	2018	2017	YTD AUGUST 2021	% CHANGE VS PRIOR YEAR
REVENUE (SOURCES OF FUNDING)										
291.31331.00.0030 HOTEL/MOTEL TRANSIENT LODGING TAX	740,000	791,938	460,348	742,715	392,878	499,196	481,653	394,239	414,482	11.1%
291.31331.00.0040 HOTEL/MOTEL LODGING ADDITIONAL TAX	740,000	792,702	461,660	742,114	395,680	492,412	436,419	394,191	414,348	11.4%
291.33121.01.9100 AMERICAN RESCUE PLAN (LOST REVENUE, "KEEP THE LIGHTS ON")	-	- **	-	-	-	-	-	-	-	--
291.33321.01.9100 CARES ACT-COVID-19 RELIEF ("KEEP THE LIGHTS ON")	-	-	-	-	252,761	-	-	-	-	--
291.36700.00.0000 CONTRIBUTIONS AND DONATIONS	-	-	-	-	-	940	-	-	-	--
291.39797.90.0240 TRANSFER FROM OPERATING TRANSFERS OUT	-	-	-	-	-	-	-	-	-	--
TOTAL REVENUE (SOURCES)	1,480,000	1,584,640	922,008	1,484,829	1,041,318	992,548	918,071	788,430	828,830	11.2%
% CHANGE VS PRIOR YEAR	42.1%	6.7%	11.2%	42.6%	4.9%	8.1%	16.4%	25.6%		
% CHANGE VS PRIOR YEAR--EXCLUDING CARES	87.7%	6.7%	11.2%	88.3%	-20.6%	8.1%	16.4%	25.6%		
EXPENDITURES (USES OF FUNDING)										
291.55730.41.0020 PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-	-	--
291.55730.41.0116 CLALLAM BAY-SEKIU CHAMBER OF COMMERCE	12,000	12,000	12,000	12,000	20,000	10,086	21,363	22,971	12,000	0.0%
291.55730.41.0117 CHAMBERS OF COMMERCE	1,600	1,600	1,195	567	1,567	2,972	1,822	1,822	195	512.8%
291.55730.41.0121 OLYMPIC PENINSULA VISITOR BUREAU	665,000	665,000	435,832	558,333	591,667	514,167	527,500	391,667	341,667	27.6%
291.55730.41.5110 PARKS/FAIR/FACILITIES	60,000	60,000	-	32,377	25,947	24,025	28,596	30,000	-	--
291.55730.41.5120 PUBLIC WORKS	250,000	250,000	-	150,000	250,000	220,000	-	105,000	-	--
291.55730.41.5130 SHERIFF	-	-	-	-	-	-	-	-	-	--
291.55730.41.0118 FEIRO MARINE LIFE CENTER	-	-	-	-	-	-	50,000	54,000	-	--
291.55730.49.0036 SEQUIM PICKLERS	-	-	-	-	-	-	-	34,000	-	--
291.55730.49.0056 PENINSULA AREA PUBLIC ACCESS	-	-	-	-	-	-	-	33,000	-	--
291.55730.49.0151 DUNGENESS RIVER AUDUBON CENTER	-	-	-	-	-	-	-	69,710	-	--
291.55730.49.0155 NOR'WESTER ROTARY CLUB/FOUNDATION	-	-	-	-	-	5,000	-	-	-	--
291.55730.49.0160 PA CHAMBER OF COMMERCE	85,000	85,000	85,000	35,000	-	35,000	-	-	35,000	143%
291.55730.49.0161 NEAH BAY CHAMBER OF COMMERCE	-	-	-	-	-	25,700	-	-	-	--
291.55730.49.0162 FORKS CHAMBER OF COMMERCE	53,638	53,638	53,638	40,000	-	-	-	-	40,000	34%
291.55730.49.0170 PORT ANGELES MARATHON ASSOCIATION	-	-	-	12,500	-	-	-	-	12,500	-100%
291.55730.49.0171 PORT ANGELES BASEBALL	60,000	60,000	60,000	-	-	-	-	-	-	--
291.55730.49.0172 PENINSULA ADVENTURE SPORTS	9,000	9,000	9,000	-	-	-	-	-	-	--
291.55730.49.0173 DUNGENESS CRAB & SEAFOOD FESTIVAL	15,550	15,550	15,550	-	-	-	-	-	-	--
291.55730.49.0174 PENINSULA TRAILS COALITION	20,000	20,000	20,000	-	-	-	-	-	-	--
291.55730.49.0175 LINCOLN PARK BMX ASSOCIATION	119,570	119,570	119,570	100,000	-	-	-	-	100,000	20%
291.55730.49.0176 PORT ANGELES WATERFRONT CENTER	145,000	145,000	145,000	-	-	-	-	-	-	--
291.55730.49.0180 JUAN DE FUCA FESTIVAL	7,000	7,000	7,000	10,000	-	-	-	-	10,000	-30%
291.55730.49.0185 FORKS TIMBER MUSEUM	-	-	-	67,142	-	-	-	-	67,142	-100%
291.55730.49.0230 UNANTICIPATED PROJECTS (PRIOR YEARS INCLUDE "KEEP THE LIGHTS ON" FUNDING PROVIDED)	50,000	50,000	-	107,842	252,761	-	-	-	107,842	-100%
291.55730.51.0050 WASHINGTON STATE PATROL	-	-	-	-	-	-	5,290	4,831	-	--
TOTAL EXPENDITURES (USES)	1,553,358	1,553,358	963,785	1,125,761	1,141,942	836,950	634,571	747,001	726,346	32.7%
EXCESS OF REVENUE(SOURCES) OVER EXPENDITURES(USES)	(73,358)	31,282	(41,777)	359,068	(100,624)	155,598	283,501	41,430	102,484	-140.8%
ENDING FUND BALANCE/RESERVES	1,236,243	1,340,883	1,267,824	1,309,601	950,533	1,051,157	895,559	612,058	1,053,017	20.4%

CLALLAM COUNTY
HOTEL/MOTEL TAX--FUND 19925
2022 TAX REVENUE REFORECAST

	January 2022	February	March 2022	April 2022	May 2022	June 2022	July 2022	August 2022	September	October 2022	November	December	
	Actual	2022 Actual	Actual	Actual	Actual	Actual	Actual	Actual	2022	Projected	2022	2022	2022 Projected
									Projected	Projected	Projected	Projected	
Hotel/Motel Transient Lodging Tax	30,739	30,973	47,572	51,382	60,991	63,096	77,120	98,747	96,109	99,217	86,824	49,167	791,938
Hotel/Motel Transient Lodging Additional	30,916	30,970	47,126	50,936	60,991	63,746	76,646	100,055	96,109	99,217	86,824	49,167	792,702
TOTAL HOTEL/MOTEL TAX REVENUE	61,656	61,943	94,698	102,318	121,983	126,842	153,766	198,803	192,218	198,433	173,648	98,333	1,584,640
YOY % CHANGE--MONTH	49.5%	17.6%	28.4%	43.3%	6.5%	-2.4%	1.5%	2.6%	0.0%	0.0%	2.5%	2.5%	6.7%
YOY % CHANGE--CUMULATIVE	49.5%	31.6%	30.2%	34.1%	25.2%	17.8%	13.9%	11.2%	9.1%	7.6%	7.0%	6.7%	6.7%

ORIGINAL BUDGET SCENARIO 1--UP 5% FROM PROJECTED 2021 (DOWN -0.3% BASED ON FINAL 2021 ACTUALS) (%s BELOW REFLECT 60 DAY LAG BETWEEN ACTIVITY AND TAX COLLECTION)													
YOY % CHANGE	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	-8.9%	-7.5%	-19.3%	-0.3%
TAX REVENUE	43,296	55,298	77,419	74,954	120,267	136,528	159,133	203,376	201,829	180,821	156,633	77,382	1,480,000

SCENARIO 2--UP 6.7% FOR YEAR --JAN-AUG ACTUALS UP 11.2%, SEPT-DEC UP 1%													
YOY % CHANGE	49.5%	17.6%	28.4%	43.3%	6.5%	-2.4%	1.5%	2.6%	0.0%	0.0%	2.5%	2.5%	6.7%
TAX REVENUE	61,656	61,943	94,698	102,318	121,983	126,842	153,766	198,803	192,218	198,433	173,648	98,333	1,584,640

Clallam County Lodging Tax Advisory Committee

Business Items

Call for applications



Clallam County Lodging Tax Advisory Committee REQUEST FOR 2023 LODGING TAX FUNDING APPLICATIONS

The Lodging Tax Advisory Committee announces an opportunity for business grants for large-scale events, projects, or infrastructure improvements from monies received from a consumer tax on lodging. Clallam County's Lodging Tax Fund will be the primary source of county funding for activities, operations, and expenditures designed to increase tourism in the unincorporated areas. Applications may be submitted by any non-profit entity, any public entity, or any group of eligible organizations (RCW 67.28).

Applications will be received at 223 East 4th Street, Room 150, Port Angeles, Washington until 12 p.m., Monday, October 24, 2022.

The sealed applications must be clearly marked on the outside of the envelope, "**2023 Lodging Tax Funding Applications 1st call**". Address applications to: Clallam County Lodging Tax Advisory Committee – Commissioners Office, 223 East 4th Street, Suite 4, Port Angeles, Washington 98362 or hand-deliver to 223 East 4th Street, Room 150, Port Angeles, Washington. Drop applications in drop box no later than 12 p.m., Monday, October 24, 2022. Applications delivered to other offices and received late by the Commissioners' Office will not be considered nor will ones received by facsimile or e-mail. Submittals made in an incorrect format will not be considered.

A current applications may be obtained Monday through Friday, 8 a.m. to 4:30 p.m., from:

Loni Gores, Clerk of the Board
Clallam County Board of Commissioners
223 East Fourth Street, Suite 4
Port Angeles, WA 98362
loni.gores@clallamcountywa.gov or 360.417.2256 or
<http://www.clallam.net/bocc/LodgingTaxAdvisoryCommittee.html>

Clallam County hereby notifies all that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined in Title VI of the Civil Rights Act of 1964 at 49 CFR Part 23 will be afforded full opportunity to submit proposals in response to this invitation and will not be discriminated against on the grounds of race, color, national origin, or sex in consideration for an award.

PASSED THIS 8th day of September 2022

ATTEST:

Lodging Tax Advisory Committee

Loni Gores, CMC, Clerk of the Board

Randy Johnson, LTAC Chair

Publish: September 16 & 30 (PDN), September 14 & 28 (SQ Gazette) and September 15 & 29 (Forks Forum)

Bill: Board of Commissioners – Lodging Tax Advisory Committee



RANDY JOHNSON, District 2
Chair, Lodging Tax Advisory Committee

Board of Clallam County Commissioners

223 East 4th Street, Suite 4
Port Angeles, WA 98362-3015
360.417.2233 Fax: 360.417.2493

E-mail: commissioners@clallamcountywa.gov

September 8, 2022

PRESS RELEASE **For Immediate Release**

CLALLAM COUNTY LODGING TAX FUNDING APPLICATION 2023 (1st call)

The Lodging Tax Advisory Committee announces an opportunity for business grants for large-scale events, projects, or infrastructure improvements from monies received from a consumer tax on lodging. Clallam County's Lodging Tax Fund will be the primary source of County funding for activities, operations, and expenditures designed to increase tourism in the unincorporated areas. Applications may be submitted by any non-profit entity, any public entity, or any group of eligible organizations (RCW 67.28).

How to Apply or Additional Information

Interested citizens are invited to contact the Clallam County Board of Commissioners' Office at 360.417.2256, loni.gores@clallamcountywa.gov or online at <http://www.clallam.net/bocc/LodgingTaxAdvisoryCommittee.html> to obtain an application.

Applications/requests must be received at 223 East 4th Street, Room 150, Port Angeles, Washington by 12 p.m., Monday, October 24, 2022.

Loni Gores, Clerk
Lodging Tax Advisory Committee



LODGING TAX FUNDING APPLICATION 2023

GUIDELINES

Clallam County lodging tax paid by visitors is a consumer tax on lodging charges for periods of less than 30 consecutive days for hotels, motels, rooming houses, private campgrounds, RV parks, and similar facilities within the unincorporated areas of Clallam County.

This application is for applicable large-scale events, projects or infrastructure improvements only. Minimum grant is \$5,000. Marketing requests should be directed to the Olympic Peninsula Visitor Bureau (OPVB) Tourism Enhancement Grant program.

I **AMOUNT of Lodging Tax Requested:** \$ _____

II **Agency/Organization Name:** _____

Organization is ☐ Government Entity ☐ 501(c)3 ☐ 501(c)6 ☐ Other

Federal Tax ID No. _____ UBI Number _____

III **Project/Activity/Event:** _____

IV **Representative Contact Information:**

Name, Title _____

Mailing Address _____

Phone(s) _____

Email _____

V **Service Categories, check all applicable:**

_____ Tourism Promotion/Marketing (individual marketing request, contact OPVB)

_____ Operation of a Special Event/Festival designed to attract tourists

_____ Operation of a Tourism-Related Facility owned or operated by Non-Profit Organization

_____ Operation and/or Capital Expenditure of a Tourism-Related Facility owned by a Municipality

CERTIFICATION

- I am the authorized agent of the Agency/Organization applying for Lodging Tax funding. I understand and affirm that:
- If awarded, my organization intends to enter into a contract with Clallam County, and meet all specified requirements of that contract.
- My Agency/Organization is required to submit a report documenting economic impact results in a format determined by Clallam County.

Signature

Date: _____

Print or Type Name

LODGING TAX APPLICATION – REQUIRED SUPPLEMENTAL QUESTIONS

(You may use this Supplemental Questions form or type the questions and answers on separate sheets)

1. How will the project/program help increase the number of people traveling to Clallam County for business or pleasure on a trip?

2. How will the project/program help increase paid overnight accommodations in Clallam County?

3. How will the project/program encourage visitors to come from a distance greater than 50 miles, either for the day or for an overnight visit? If so, please describe how.

4. How will the project/program encourage visitors to come from another country or state?

5. If the project/program is an event, please provide the name, date(s) and estimated attendance.

6. 2023 Tourism-Impact Estimate

(Actual must be completed by applicants who had a Clallam County Lodging Tax Contract in 2022)

State law governing the distribution of lodging tax funds requires they be used primarily to encourage visitors from out of the area, so do your best!

As a direct result of your proposed tourism-related service, please provide:	2023 Estimate	2022 Actual	Methodology
a. Overall attendance at your event/activity/facility			
b. Number of people who travel more than 50 miles for your event/activity/facility			
c. Of the people who travel more than 50 miles, the number of people who travel from another country or state.			
d. Of the people who travel more than 50 miles, the number of people who stay overnight in the unincorporated Clallam County area.			
e. Of the people staying overnight, the number of people who stay in PAID accommodations e.g. hotel, motel, bed-breakfast, RV park, in the unincorporated Clallam County area.			
f. Number of paid lodging room nights resulting from your event/activity/facility.			

7. Is there a host hotel for your event? If yes, please identify.

8. Describe the prior success of your event/activity/facility in attracting tourists.

9. Describe your target tourist audience (location, demographics, etc.)

10. Describe how you will promote your event/activity/facility to attract tourists.

11. Describe how the event/activity/facility will help promote lodging establishments, restaurants, and businesses located in the unincorporated area of Clallam County.

12. Are you applying for Lodging Tax funds from another community (yes or no)? If yes, attach a copy of the other jurisdiction(s) application(s).

13. What is the overall budget for your event/activity/facility? \$ _____
What percent of the budget are you requesting from Clallam County Lodging Tax Fund? _____ %

14. Please describe your plans for securing the remainder of the funds necessary to complete your event/activity/facility.

APPLICATION INSTRUCTIONS – GENERAL GUIDELINES

APPLICATION DEADLINE: Applications must be received at the Board of County Commissioner's Office, 223 East 4th Street, Suite 4, Port Angeles WA 98362-3015 (Clallam County Courthouse, main level, Room 150) until **12 p.m., Monday, October 24, 2022.**

The Clallam County Lodging Tax Advisory Committee (LTAC) will review 2022 Lodging Tax funding proposals in a public meeting as determined at the Clallam County Courthouse, Commissioner's Boardroom 160. Applicants will be notified and attendance by the applicant's representative is required for presentation and questions. Following review, LTAC will forward its recommendation to the Board of County Commissioners.

APPLICATION, SUPPLEMENTAL QUESTIONS, INFORMATION SUBMITTAL:

Submit the **original application and one copy to:**
Clallam County Lodging Tax Advisory Committee
Board of Commissioner's Office
223 East 4th Street, Suite 4
Port Angeles WA 98362-3015

All copies need to be single sided and not stapled and no folders. All brochures must be printed on 8.5 x 11 letter size paper to be accepted. Documents delivered to other offices and received late by the Commissioners' Office will not be considered nor will ones received by facsimile or e-mail. Submittals made in an incorrect format will not be considered.

Required Additional Information – In addition to the application and supplemental questions answers, it is required that you attach the following:

- An itemized budget for your event/activity/facility (income and expense).
- Description and budget showing the intended use of the amount requested from the Clallam County Lodging Tax Fund.
- If the applicant is a non-profit organization, a copy of your agency/organization's current non-profit corporate registration with the Washington Secretary of State, and current annual budget.

Optional Information - Brochures/information concerning your event/activity/facility, in particular, items showing recent tourism promotion efforts. Brochures/information must be printed on 8.5 x 11 sized paper, single sided and not stapled copies to be accepted.

Contract Requirement – In order to be a recipient of Lodging Tax funds, a contract is required between Clallam County and the receiving Agency/applicant.

Post Reporting

Reporting Requirements enacted by the Washington State Legislature in 2013 (RCW 67.28.1816) requires the County to file an annual report to the State of Washington Joint Legislative Audit and Review Committee regarding the use of funds for the year including a requirements to quantify how many individuals were attracted from more than fifty miles away and spent the night in paid lodging, and the reporting of expenditures and activities shall meet those requirements. It is required that all recipients submit a post-event activity report that provides information to the Clallam County Administrator as specified by the contract.

GUIDELINES

Clallam County lodging tax paid by visitors is a consumer tax on lodging charges for periods of less than 30 consecutive days for hotels, motels, rooming houses, private campgrounds, RV parks, and similar facilities within the unincorporated areas of Clallam County. CCC 5.13.020 Special fund.

Eligibility

Clallam County's Lodging Tax Fund will be the primary source of County funding for activities, operations, and expenditures designed to increase tourism in the unincorporated areas. Applications may be submitted by any non-profit entity, any public entity, or any group of eligible organizations (RCW 67.28).

Appropriate Uses

The guiding principle for the use of lodging taxes is that they must be used for activities, operations and expenditures designed to increase tourism. Specifically, lodging taxes can be used for:

- Tourism marketing;
- Marketing and operations of special events and festivals designed to attract visitors;
- Operations and capital expenditures of tourism-related facilities owned or operated by a municipality or a public facilities district; or
- Operations of tourism-related facilities owned/operated by nonprofit organizations (RCW 67.28.1816).

A tourism-related facility is a real or tangible personal property with a usable life of three or more years, or constructed with volunteer labor that is (a) owned by a public entity, nonprofit organization (including a non-profit business organization, destination marketing organization, main street organization, lodging association, or chamber of commerce) and (b) used to support tourism, performing arts, or to accommodate tourist activities (RCW 67.28.080) The guiding principle is that the facilities should be used by tourists.

Tourism Marketing and Operations includes activities defined as "tourism promotion" in state law (RCW 67.28.080)

- Advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming visitors;
- Developing strategies to expand tourism;
- Operating tourism promotion agencies; and
- Funding the marketing or operation of special events and festivals designed to attract visitors.

HIGH PRIORITY may be given to tourism activities that:

- Have a demonstrated potential or high potential from the Committee's perspective to result in overnight stays by visitors in lodging establishments for projected non peak periods within unincorporated Clallam County.
- Promote Clallam County events, activities, and places in the unincorporated area of Clallam County to potential visitors from outside the County.
- Have demonstrated a high potential from the Committee's perspective to result in documented economic benefit to Clallam County.
- Have demonstrated history of success, or are proposed by a group with a demonstrated history or high potential of success with similar activities.

- Minimize duplication of services where appropriate and encourage cooperative marketing and/or includes an element of cooperation or partnership.
- Provide, maintain, operate, or enhance County-owned tourism facilities or infrastructure.

Lodging Tax Advisory Committee Considerations

In developing its recommendations, the Committee considers:

- The estimated amount of Lodging Tax Fund available for the coming year as provided by the County's Finance Director.
- Completeness of the proposal information.
- % of the proposal request to the event/facility promotions budget and overall revenues.
- % of increase over prior year Clallam County Lodging Tax funded proposals, if any.
- Projected economic impact within the unincorporated area of Clallam County, in particular projected overnight stays in this area lodging establishments.
- The applicant's financial stability.

Clallam County Lodging Tax Advisory Committee

Business Items

Strategic Tourism Plan Discussion

Clallam County Lodging Tax Advisory Committee

Clallam County Draft Strategic Tourism Plan

Request for Proposal (RFP)

**Olympic Peninsula
Tourism Strategic Plan
~~2021-2026~~2023-2028**

Olympic Peninsula Tourism Strategic Planning Committee

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REQUEST FOR PROPOSAL

1. SUBMITTAL INSTRUCTIONS

Submit two (2) original and one (1) electronic (PDF) copy and attachments on USB Flash Drive. The original shall be marked **"ORIGINAL – Olympic Peninsula Tourism Strategic Plan 2021-20262023-2028"** and shall be unbound (no binder or comb binding) (binder clips and/or rubber bands may be used). The original, and all printed copies, must be submitted as single-sided – we don't accept double-sided copies.

Sealed proposals shall be **submitted to the Clallam County Board of Commissioners at 223 East 4th Street, Room 150, Port Angeles, Washington no later than 2:30 p.m., Thursday, May 14, 2020(needs new due date)** at which time they will be opened publicly and read aloud. Proposals will not be accepted at any other county location other than the Clallam County Board of Commissioners at 223 East 4th Street, Room 150, Port Angeles, Washington. Documents delivered to other offices and received late by the Commissioner's Office will not be considered nor will ones received by facsimile or email. Late proposals will not be accepted and will be returned to the proposing firms unopened. Submittals made in an incorrect format will not be considered.

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Questions must be submitted in writing to Loni Gores - Clallam County Lodging Tax Advisory Committee Clerk at agores@co.clallam.wa.us or loni.gores@clallamcountywa.gov by 3 p.m., **Thursday, March 26, 2020(needs new date)**, and all questions and answers will be shared with all responders to this RFP.

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Proposing firms shall be fully responsible for any and all costs incurred in the preparation, submittal and travel expenses related to their proposals and awards.

2. PROJECT OVERVIEW

Clallam County, in partnership with Jefferson County and other communities on the Olympic Peninsula, invites interested, experienced, and qualified consultants to submit proposals to develop and create a **2021-20262023-2028** Olympic Peninsula Tourism Strategic Plan

("the Plan"). To manage this process and meet this objective, Clallam County has organized an Olympic Peninsula Tourism Strategic Planning Committee ("the Committee"), comprised of representatives from across several jurisdictions and municipalities on the Olympic Peninsula, with Clallam County acting as the lead agent, to create a 5-year strategic plan to address and optimize the regional tourism industry.

The resulting strategic plan will serve as a guiding document for counties, municipalities, businesses, and organizations on the Olympic Peninsula to develop processes, make strategic investments in services and infrastructure, and organize more efficiently and effectively to optimize a sustainable and thriving tourism economy. The Plan will be forward-looking, actionable, and adaptable to new opportunities and technologies that emerge as important growth areas for tourism.

The selected firm that will help meet this objective will, among other qualifications:

- Have a thorough knowledge of current tourism industry trends at the local (Olympic Peninsula), state, and regional levels;
- Have relevant experience with projects of a similar scope and complexity;
- Be conversant with Washington State tourism legislation, especially legislation and laws that cover lodging-related and tourism-based fees and taxes;
- Be familiar with the workings of local government;
- Demonstrate a solid skill for assessing issues, framing appropriate responses, and rendering those responses into written recommendations and procedures;
- Have excellent listening, presentation, and written communication skills;
- Be very conversant with Olympic Peninsula tourism;
- Demonstrate a successful track record in organizing and facilitating public meetings and workshops for purposes of garnering stakeholder input;
- Demonstrate ability to meet deadlines and pay attention to details;
- Be able to develop metrics, benchmarks and work plans with deliverable dates; and have the ability to synthesize and prioritize deliverables and identify the resources needed to complete elements of the updated plan.

The selected firm will be under the contractual direction of staff from Clallam County, and strategic priorities will be determined by the Committee, who the selected firm will meet with at least quarterly. The Committee includes representatives from Olympic Peninsula counties and municipalities, as well as other stakeholders, such as representatives from the Olympic National Park, Olympic National Forest, Washington State Parks, and coastal tribes. Additional outreach required of the selected firm will include coordination with economic development organizations, key tourism attractions and transportation operators, elected officials, and the Olympic Peninsula Visitor Bureau – as the Olympic Peninsula Tourism Strategic Plan may affect their scope and deliverables. The firm will be responsible for coordinating meetings. The selected firm will provide a preliminary report 9 months after contract execution, with a final deliverable due by the end of 12 months after contract execution, which will include 10 copies of the final strategic plan. The selected firm will also be required to make up to 5 presentations on the completed project and strategic plan at public meetings.

3. BACKGROUND

The Olympic Peninsula, as a regional tourist destination, is located west of the Seattle gateway, and is defined by the geographic area surrounding the Olympic National Park and Olympic National Forest, and bordered by the Pacific Ocean on the west, the Strait of Juan de Fuca on the north, the Hood Canal on the east, and the area between Olympia and Ocean Shores on the south. It includes Clallam, Jefferson, Mason and parts of Grays Harbor counties.

The Olympic National Park, the 6th largest national park in the continental United States, and the 9th most visited of all national parks (2018), is by far the most important tourism driver on the Olympic Peninsula. Encompassing nearly a million acres, and the only temperate rainforest in the United States, the park includes a vast wilderness, thousands of years of human history, and several distinctly different ecosystems, including glacier-capped mountains, old-growth forests, and over 70 miles of wild coastline. As one of the few national parks that doesn't have a road traveling through its center, the park is further surrounded by the Olympic National Forest. Annual recreational visitation to Olympic National Park exceeds three million people.

Commented [do1]: Not in the top 10 most visited National Parks in 2021. Suggest: among the top 15 most visited of all U.S. national parks (2021).

Key towns around the Olympic Peninsula include Forks (population: 3,295), Port Angeles (population: 20,144), Sequim (population: 8,308) in Clallam County; Port Townsend (population: 10,356) in Jefferson County; Shelton (population: 10,479) in Mason County; and Ocean Shores, Aberdeen and Hoquiam in Grays Harbor County.

Additionally, eight Federally recognized tribes continue to recognize a relationship to the national park based on traditional land use, origin, beliefs and practices. These tribes are the Lower Elwha Klallam, Jamestown S'Klallam, Port Gamble S'Klallam, Skokomish, Quinalt, Hoh, Quileute, and Makah. It was the ancestors of these tribes that lived throughout the Olympic Peninsula, but ceded their lands and waters to the federal government through treaties in 1855 and 1856 and now live on reservations along the shores of the peninsula.

On the north side of the park, in Port Angeles, is the 100+ years-old Black Ball ferry route to Victoria, Canada, that is the Western-most Canadian border crossing with the continental United States. The economic impact from this ferry route on the Olympic Peninsula is in excess of \$60M annually, with 472,000 passengers and 128,000 vehicles served in 2018.

According to research commissioned by the State of Washington Tourism office and delivered by Tourism Economics, visitor spending in 2018-2021 on the Olympic Peninsula (as represented by Clallam, Jefferson, Mason and Grays Harbor Counties) exceeded \$975.886 million. State and local taxes generated by that visitor spending totaled \$68.371.8 million. There were a combined 43,446,427 jobs in the region supported by tourism, generating \$308.195.45 million in employment earnings labor income.

2020 and the global pandemic dramatically impacted tourism to the Olympic Peninsula. Initially, the destination saw a sharp drop in visitation and visitor spending. International travel dropped to zero. National travel fell precipitously. However, as with many rural destinations across the country, and particularly those areas including national parks, the trend to "get outdoors", to seek wide open spaces and more drive market destinations quickly worked to create a strong rebound in travel to the Olympic Peninsula. Toward the 4th quarter of 2020 and throughout 2021, as travel opened up again, our markets shifted to primarily in-state and regional area travelers. With the bounty of outdoor enthusiasts came many new to outdoor recreation, which in turn brought new challenges. The Olympic National Park and surrounding lands began to experience compression points in peak

times, and area businesses, still in recovery mode, were struggling to keep up with the demand. This trend continues into 2022.

The vast and specific geography of the Olympic Peninsula presents a challenge in determining the optimal approach toward developing an effective tourism strategic plan. Geographically, the destination is comprised of the very large Olympic National Park at its core, surrounded on the perimeter by small municipalities, rural areas and tribal lands, each with their own tourism priorities and challenges. Whether it makes the most sense to first develop a tourism strategic plan for the entire Olympic Peninsula, or limit this initial effort to one part of that overall area, such as the North Olympic Peninsula, is a consideration the selected firm will be expected to analyze, advise, and help the Committee determine. The result of this part of the planning process, along with decisions by the Committee that come from it, will necessarily impact the scope and timeline of this project, as well as the final deliverables.

4. SCOPE OF SERVICES

The Tourism Strategic Plan must address all aspects of the area's tourism, including, but not limited to, outdoor recreation, maritime, indigenous, agricultural, arts and culture, culinary, national parks and other public lands, festivals, and events. The Plan will provide strategic goals and objectives, analyze supply chain infrastructure, and identify visitor experience strengths, gaps, and opportunities. The Plan will result in strategic actions that will grow the tourism industry in a sustainable manner, and identify new processes and methods to collaborate and manage resources to maximize opportunities that expand the regional, national, and international tourism markets for the Olympic Peninsula. The Plan must include defined actions and consider costs, as well as identify roles and responsibilities among local tourism industry stakeholders.

OVERALL OBJECTIVES

The following objectives must be addressed in the proposal:

- Review the status of the Olympic Peninsula tourism industry in terms of visitor trends, accommodation capacity, tourism-related infrastructure and tourism product offerings through the lens of destination competitiveness and sustainability.
- Engage residents and businesses, as well as tourism professionals and government and civic leadership in the overall vision of tourism for the Olympic Peninsula.
- Analyze current market conditions and identify current weaknesses and threats to the local economy, detail appropriate opportunities and targets for improvement.
- Identify any emerging/new opportunities as they relate to areas of marketing, advertising, product development and infrastructure development.

- Assess the current brand of the Olympic Peninsula, and the effectiveness of current brand collateral.
- Analyze existing funding models of the various county and municipal lodging tax funds and identify opportunities for optimal use and benefit.
- Assess service-level workforce, labor rate requirements, and housing required for service-level workforce individuals to develop a plan for optimal growth
- Analyze the unique travel and transportation constraints, strengths, and gaps of the Olympic Peninsula from a visitor/tourist perspective
- Consider the appropriateness of the scope of this project, specifically making recommendations regarding limiting the scope to the North Olympic Peninsula or expanding the scope to include the entire Olympic Peninsula
- Advise the Committee, on other items that should be considered or included in the scope of this project.

SCOPE OF WORK

- Analyze, understand, and define the region's natural, historic, and cultural heritage and related tourism activity.
- Analyze, understand and define the region's anticipated growth of visitation, the potential for increased numbers of visitors using area public lands, and associated impacts of this increased usage.
- Perform on-site familiarization and preliminary sustainable tourism asset/threat assessment, including interviews with stakeholders – with particular emphasis on protecting the Olympic Peninsula brand, identifying actionable measures to prevent over-tourism, and developing effective incentive programs for low season growth.
- Organize, administer, and facilitate workshops to develop a collaborative action plan appropriate for sustainable tourism on the Olympic Peninsula, including desired tourism volume and considering impact on local residents.
- Develop a Situational Analysis Report and a Comparative Competitive Analysis Report that educate the marketplace on at least five other, similar tourist destination regions, such as national park gateway communities. These reports must include consideration of new technologies in the tourism industry, local economic impacts, spending profiles of visitors, infrastructure, quality of attractions, transportation, and Internet/social media presence and activities.
- Produce on time materials according to the list of Deliverables listed in Section 7

5. CONTRACT TERMS

The contract terms will be effective upon the date of contract execution and complete the work required by the Agreement 12 months after contract execution.

The maximum budget to complete this contract is not to exceed \$170,000.

Commented [do2]: Is this still the correct amount?
Alternatively, we could say: The budget range for fulfilling the scope of work is \$150,000 - \$175,000, including all consulting services and any required travel to the destination

6. DELIVERABLES

- Situational Analysis Report
- Comparative Competitive Analysis
- Tourism Strategic Plan, to include
 - Executive Summary
 - Situational Analysis
 - Area Key Travel Trends
 - Prioritized Strategic Objectives
 - Actionable Tactics and Timelines
 - Definition of Responsible Parties
- Up to 5 presentations to elected officials and/or stakeholders summarizing key findings and recommendations, which may include community workshops, presentations to local government and civic leadership, and tourism/hospitality industry professionals

All written deliverables will be provided in draft for review by the Committee. The Committee will provide one consolidated set of comments that shall be addressed in the final deliverable.

7. PROPOSAL (SUBMITTAL) REQUIREMENTS

Proposals should demonstrate the consultants' ability to produce readable, concise, and attractive written materials with appropriate use of graphics. Proposals (submittals) shall include, at a minimum, the following:

- A. Experience/Expertise/Similar Projects: What is your experience with strategic planning? Provide three client references for successful similar projects in size and scope within the past three years. Briefly describe each project, measures of success and for each reference provide up-to-date individual contact name with e-mail and phone number. Provide the size, scope, and dates of each project along with samples of plans submitted.
- B. Qualification/Experience of Personnel Assigned: Qualifications and experience of key personnel who will be assigned to this project and the percentage of time committed to the contract. Identify each by their proposed role and the percentage of time they will be committed to this project. Include for each their name and up-to-date, pertinent resume. Identify and provide the same information for any proposed subcontractors.

- C. Development, Implementation:** Describe your approach in developing and implementing a strategic plan and how priorities will be developed. Provide specific experience conducting research, including development of discussion points, recruitment of participants, facilitating focus group sessions, and reporting results.
- D. Community Framework and Infrastructure:** General knowledge and local insight into the Olympic Peninsula area, the history, the nature of its citizens, and the existing, developing and potential tourism assets.
- E. Costs:** A detailed budget should include fees for services, initial, and on-going costs to achieve strategic goals and objectives should be identified, as well as billing structure.
- F. Sustainability:** The Firm shall include any sustainable related strategies, practices, services, or products that may reduce the environmental and/or economic impact of the services proposed.
- G. Agreement Terms & Conditions:**
Personal Services Agreement
- H. Legal Action:** Disclose any current or recent (within past five years) legal action in progress or taken against the firm or individuals.
- I. Disclosure:** List all business transactions and relations within the past five years that may create or be perceived to create a conflict of interest.
- J. Transmittal Page:** The first page of this RFP shall be included in the Proposal Submittal Package.

Proposals shall be limited to not more than 20 pages for items A - D above. Detailed project experience and resumes for key personnel (items A and B) may be included in attachments and not included in the page limit.

8. EVALUATION CRITERIA: Described in Submittal Requirements, Section 8.

A.	Experience-Expertise in developing comprehensive strategic tourism plans for public and private organizations that integrate a broad spectrum of tourism businesses, industries, and assets for the purpose of growing the sustainable tourism industry in rural geographic areas.	25%
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B.	Qualification and Experience of Personnel Assigned	15%
C.	Development Process and Implementation	10%
D.	Understanding of the Scope and Objectives	15%
E.	Cost: Evaluation of the competitiveness of the proposing firm's price.	~~25~~ 20%
F.	Considerations for sustainability and community impact	~~10~~ 15%
G.	Contract Acceptance/Exceptions: Ability to contract with the Firm	Y or N
H.	Legal Action	Y or N
I.	Disclosure:	Y or N
J.	Transmittal Page (front cover page of RFP)	Y or N
	Total	100%

Commented [do3]: Suggest heavier weighting of Sustainability and Community Impact. Adjusted from 10% to 15% and reduced Cost percentage by 5%. Would even suggest consideration to flip these two amounts for importance and weighting.

9. PROPOSAL EVALUATION

- A. The Committee will evaluate proposals using the criteria set forth in Section 9 of this RFP, and will make selection recommendations to the Clallam County Board of Commissioners.
- B. The Committee may choose to interview one or more of the proposing firms and the Clallam County Board of Commissioners may choose to issue best and Final Offers to the highest rated firm.
- C. The Clallam County Board of Commissioners reserves the right to award a contract to the single highest rated firm without proceeding to interviews.

10. RFP QUESTIONS/CLARIFICATIONS

- A. Questions shall be submitted in writing to Loni Gores – Clallam County Lodging Tax Advisory Committee Clerk at agores@co-clallam-wa.us or loni.gores@clallamcountywa.gov by 3 p.m., ~~Thursday, March 26, 2020~~ (needs new date).

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B. Verbal questions will not be answered. Questions must be in written form, by email. An addendum to this RFP will be issued by Loni Gores – Clallam County Lodging Tax Advisory Committee Clerk as a result of the questions generated under this competitive solicitation to all plan holders and sent to all RFP bid participants.

C. A silent period is established between the time the RFP is issued by Clallam County and the time that Clallam County awards the RFP. All proposing firms, consultants, or individuals acting on their behalf are hereby prohibited from contacting or lobbying any Clallam County employee, official, or representative, or any member of the Committee regarding the RFP during the silent period.

11. ADDENDA

If at any time, Clallam County changes, revises, deletes, clarifies, increases, or otherwise modifies the RFP, Clallam County will issue a written addendum to the RFP. Proposing firms must register for this RFP to be notified of addendum and new documents on this RFP. It is the proposing firm's responsibility to check for addenda and other new documents on-line.

12. INSURANCE REQUIREMENTS AND INDEMNIFICATION

See Personal Services Agreement.

13. COUNTY NON-DISCRIMINATION

By signing and submitting a response to this RFP, the proposing firm or individual certifies that, in the event it is awarded a contract under this competitive solicitation (i.e., becomes the "successful vendor"), and as of the date of contract award, it shall comply with the "Non-Discrimination Clause" provided within the Personal Services Agreement.

14. FEDERAL SUSPENSION AND DEBARMENT CERTIFICATION

Federal Executive Order 12549 prohibits federal, state and local public agencies receiving grant funding from contracting with individuals, organizations, or companies who have been excluded from participating in federal contracts or grants.

The purpose of this certification is for the contractor/vendor to advise Clallam County, in writing, of any current Federal Suspension and Debarment.

Debarment Certification. By signing and submitting a response to this competitive solicitation, I certify that this firm and its principals are not currently suspended or debarred by any Federal Department or Agency from participating in Federal Funded Contracts.

15. PUBLIC DISCLOSURE

Submittals received by Clallam County in response to this solicitation become public records and are subject to Chapter 42.56 RCW, the Public Records Act. The proposing firm should clearly identify in its proposal any specific information that it claims to be confidential or proprietary. If Clallam County receives a Public Records Act request to view the information so marked in the proposing firm's proposal and the County determines that it must produce that information in response to the Public Records Act request, its sole obligations shall be to notify the proposing firm (1) of the request and (2) of the date that such information will be released to the requester unless the Proposing Firm obtains a court order to enjoin that disclosure pursuant to RCW 42.56.540. If the Proposing Firm fails to timely obtain a court order enjoining disclosure, Clallam County will release the requested information on the date specified.

16. OTHER PUBLIC AGENCY ORDERS

The Washington State Interlocal Cooperative Act, RCW 39.34, provides that other governmental agencies may purchase goods or services on this RFP or contract in accordance with the terms and prices indicated herein if all parties agree. The County does not accept any responsibility or involvement in the purchase orders or contracts issued by other public agencies.

Clallam County Lodging Tax Advisory Committee

Strategic Tourism Plan Research

Clallam County Lodging Tax Advisory Committee

Strategic Tourism Plan Research San Juan Islands



Request for Proposals

San Juan County Sustainable Tourism Management Plan

Background

Situated at the heart of the Salish Sea, a biologically diverse marine area of spectacular beauty and rich cultural history, the San Juan Islands are a major northwest tourist destination. The San Juan Islands encompass over 400 islands and rocks at mean high tide, four of which are accessible by Washington State Ferries: San Juan Island, Orcas Island, Lopez Island and Shaw Island. San Juan County (est. pop. 17,000) has a total area of 621 square miles, of which 174 square miles is land, making it the smallest county in Washington by land area.

The San Juan Islands historically host around 1 million visitors per year. While many people put travel on pause during the Covid-19 pandemic, the San Juans have seen record-breaking numbers in visitation numbers over the past year. Tourism brings increasing impacts that threaten environmental health, the quality of visitor experiences, and quality of life for residents.

San Juan County is creating a Sustainable Tourism Management Plan to thoughtfully guide tourism that both supports and enhances the unique quality of life, environment, and cultural heritage of the San Juan Islands. The goal for this project is to deliver a plan of action to tourism that meets the needs of our community, environment, economy, and visitors. Tourism is a major economic driver in the County that helps support year-round livability for Island residents. It is also a management challenge for our sensitive natural and cultural resources, our limited public and utility infrastructure, and for those seeking consistent employment and affordable housing in the Islands. Each of the ferry-served island communities in the County hold differing interests and preferences regarding tourism but retain commonly held values they wish to protect. Coast Salish Tribes are also interested in protecting their ancestral lands and waters, and the rights they hold here. The Sustainable Tourism Management Plan will lay out the impacts and opportunities that tourism presents in San Juan County and provide a comprehensive roadmap for sustaining our community and resource needs, now and into the future.

The County and the San Juan Islands Terrestrial Managers Group, a collaborative team of nonprofit and governmental land managers, began engaging the community in this effort in 2016, conducting public engagement events, gathering information, and completing multiple [surveys and studies](#). In addition, the [Parks, Trails & Natural Areas Plan and Nonmotorized Plan](#) was created to guide action and investment in a wide variety of outdoor spaces and facilities managed by San Juan County. The Tourism Management Plan will build off the extensive work and recommendations already completed and generally follow the approach as outlined in the [draft model planning process](#).

The project will be overseen by the Lodging Tax Advisory Committee (LTAC) in conjunction with a Tourism Advisory Committee, with logistical support provided by a County in-house project manager who will coordinate the gathering of relevant information from County departments and others. The San Juan Islands Visitors Bureau, the Islands' Chambers of Commerce, the Town of Friday Harbor, and state, Tribal,

and federal partners, will also supply relevant data and information for the project. Discussion with interested Tribes will occur through government-to-government relations facilitated by the County directly, with information shared with the Consultant and public as appropriate.

To support the County's interest in limiting the carbon footprint and expense of this planning process, most of the public engagement will be achieved through on-line portals. A website specific to the planning effort will be established by the County to facilitate transparency and provide up-to-date information regarding the process.

The County will need professional expertise in the following areas: public facilitation and engagement, infrastructure capacity analyses, investment prioritization, and communications. A solid understanding of the tourism industry and experience in sustainability-focused planning is also desired. The draft model outlines the areas of County interest. Due to the diversity of expertise needed for this project, the County may work with multiple consultants to deliver the following scope of work.

Scope of Work

1.0 Public facilitation and engagement

Consultant shall work with County staff to develop a public engagement plan, following general guidance provided in the draft model planning process. Consultant shall prepare for and facilitate nine (9)-two hour (2 hr) online public meetings (three sets of three for San Juan Island, Orcas Island and Lopez Island/Shaw Island) to gather information and added insight into the needs of each major Island Community in achieving sustainable tourism. Consultant shall provide a facilitator who is highly skilled at facilitating productive, inclusive dialogue between multiple stakeholders with varying priorities and viewpoints. One in-person public meeting will be prepared to share the results with the County Council and citizens. Consultant is expected to coordinate with the County project manager to prepare for the three meeting sets to ensure the appropriate information is made available prior to the meetings via the web, and the format and objectives of each meeting are well defined. Consultant will consider multiple channels of engagement for optimal community access and participation. The meetings will be recorded and a summary of each set of meetings will be provided by the Consultant and shared as part of the Plan development.

Assumptions:

- County will utilize the existing survey information gathered from visitors, residents, businesses, and boaters between 2017-2019 as base perspectives of tourism and capacity of infrastructure in the Islands.
- County will facilitate Tribal engagement via appropriate government-to-government relations.
- County will secure emails of prominent influencers in each major island community and ensure their invitation to meetings.
- County will post meeting notices, agendas, and supporting information via the County website, social media, and local news outlets, and share with local clubs, groups and organizations.

2.0 Critical Infrastructure and Capacity Analysis

Consultant shall review the built and green infrastructure needs assessments available via GIS data and previous survey and study information referenced above. The infrastructure will include: roads and bike trails, marine facilities, drinking and fresh water, sewerage, solid waste and recycling, parks, natural areas, and marine waters, hiking trails, special attractions, seasonal accommodations (traditional and short-term rentals), on-island transportation options, and the arrival portals of ferries, planes, and charter boats. The information from previous surveys shall serve as a baseline of identified infrastructure opportunities.

Consultant shall also identify the “human capacity” needs within the County to support a livable community, economic stability, and environmental stewardship. With existing data and information from local Chambers of Commerce, County, and Economic Development Council, the Consultant shall review the 2020 census, household income levels, housing stock data, vacation rentals, employment and volunteer trends to identify gaps in need and the drivers behind the gaps including the availability of housing for different age and income levels. Consultant shall complete a brief business and government staffing and wage survey to determine factors impacting employment opportunities and staff retention in the Islands. Consultant shall provide a summary technical memo of the findings from the data review and survey, to add to the discussion of economic challenges, business viability, and livability in the Islands. The memo shall include any gap analyses that are needed but beyond the funding availability of this contract.

Consultant shall integrate ideas and issues generated by the public engagement to determine those in need of greater consideration or exploration. The relevant information and references will be collated into a summary table of recommendations for sustainable tourism management by the Consultant, to share with the public. This Action List will articulate milestones, its delivery owner and responsibilities, possible partners, the cost estimate, timeline, funding options, permitting needs, specific strategies, and level of support.

Assumptions:

- County will work to provide missing information or add the data gathering needs to the Plan as a future action item, depending on budget and time of need.

3.0 Infrastructure and Human Capacity Prioritization

Consultant shall suggest a prioritization approach for built and green infrastructure investment and strategies to sustain human capacity, to support both residential and tourism demands. The priorities for investment will be driven by the needs of the different Islands and the County overall. The prioritization approach will offer the County a new lens in which to review their capital investment strategy and public/private partnerships. Prioritization shall consider the impact of the investment activities on climate, community, environment, and economy. Consultant shall also identify elements outside the realm of County control where local policies and support via public/private partnerships may incentivize a migration to more sustainable practices or activities within the private sector.

Assumptions:

- County will provide its current infrastructure prioritization process for review and potential updating moving forward.
- County will consider Tribal interests and requests articulated in the government-to-government relations, and incorporate them into the prioritization process

4.0 Tailored Communications and Stewardship Strategy

Consultant shall produce an overall and Island-tailored communications strategy that supports sustainable and regenerative tourism approaches (showcasing events & activities, niche tourism sector engagement, etc.) and stewardship ethics messaging and programming. Consultant shall consider suggested strategies and actions identified in the previous surveys such as: adopting systems to redirect and spread out peak season usage, offering more venues for cultural awareness and inclusion, diversity, equity, and access, and reinforcing sustainable practices in accommodations and travel modes across Island lands and waters. Consultant shall share these strategies with the public through the third set of public engagement meetings. The direction provided by this element of the Plan may serve as a basis of performance and funding for the Visitors Bureau DMMO (Destination Marketing & Management Organization) contract going forward.

5.0 Final Plan Document

Consultant shall create a Sustainable Tourism Management Plan to cover a 4-year period (2023-2026) based on the community's long-term vision for tourism and built on a sustainable and/or regenerative tourism development approach. The plan shall include action strategies for short-term and medium-term action items highlighted as key focus areas. Consultant shall provide all work products in a format that can be repurposed into an online summary document and website. The technical memos and reports will serve as the basis for the plan. A draft outline of the plan may be viewed at the end of this document. The Plan will not be a printed product.

Assumptions:

- County will work with a design firm to complete the final public-facing document and website for the Sustainable Tourism Management Plan.

Schedule

This contract is valid from the date of signing until October 31, 2022. The schedule for various project elements and their delivery will be determined based on proposals.

Budget

The overall project budget range is \$75,000 - \$100,00, inclusive of all consulting services.

Deliverables

- Analysis of Existing Survey Results
- Community Engagement Session Summaries (one for each set)
- Critical Infrastructure and Capacity Analysis Summary Technical Memo

- Draft Sustainable Tourism Management Plan
 - Executive Summary
 - Situational Analysis
 - Tourism Vision
 - Recommendations for Sustainable Tourism Development
 - Specific strategies and tactics, milestones and responsible parties
 - Recommendations for Infrastructure and Human Capacity
 - Prioritization approach for built and green infrastructure investment and strategies
 - Communications and Stewardship Strategy
- Presentation summarizing key findings and recommendations from Draft Plan
- Final Sustainable Tourism Management Plan

Proposal Submittals

The Proposal should be prepared as an electronic (PDF) document and should include the following:

1. Intro Cover Page: Provide firm name, contact information, office location, and typical availability to conduct work over next year (one page, 10% weight)
2. Expertise: Articulate individual or firm expertise relative to the proposed scope of work. Please highlight your strength areas, keeping in mind that this project is not limited to one provider. (two pages, 25% weight)
3. Experience: Provide a summary of recent project experience (last ten years) working in the County or similar counties/cities in the Pacific Northwest and/or with Tribes (two pages, 25% weight)
4. Cost: Outline firms' strategy for project costs, including breakdown of staff time, travel costs and cost containment (one page, 20% weight)
5. Scope: Articulate any changes or clarifications to the base scope that you think are necessary or questions regarding the County's boilerplate contract language. (two pages, 20% weight)

Proposals will be reviewed by the Tourism Advisory Committee, LTAC and selected partner representatives to apply the assigned weights noted above and determine if the proposals meet our needs.

Submittals are due by October 29, 2021, at 12:00pm PST. Submit the proposal to Angela Broderick at angelab@sanjuanco.com.

Any clarification questions must be submitted in writing at the earliest opportunity and well before the deadline for the return of the tender.

The selected consultant(s) will be notified by November 15, 2021. Contract start will be in place early December 2021.

**San Juan Islands
Sustainable Tourism Management Plan Draft Outline
2023-2026**

1. Introduction and Purpose
 2. Livability and Tourism in the San Juan Islands
 - Planning considerations
 - Capacity Impacts on the Environment and Resource Availability – Situation Analysis
 - Planning for Tourism and Economic Development
 - The Tourism Vision
 - Guiding principles
 - Sustainable Tourism Objectives
 - Strategic Actions
 3. Supporting Infrastructure and Services
 - Marine and Boating
 - Parks and Trails
 - Transportation
 - Housing and Accommodations
 4. Management of Tourism - Celebrating Local Distinctiveness
 - Arts and Culture
 - Ecotourism and Low Impact Visitation
 - Supportive Experiences – Retail, Festivals & Events, Health and Wellness, Outdoor Recreation
 - Marketing and Communications
- Implementation
- Master Actions, Lead Implementors, Budget and Timeline

Clallam County Lodging Tax Advisory Committee

Strategic Tourism Plan Research Vancouver and Clark County



REQUEST FOR PROPOSALS
TOURISM MASTER PLAN
FOR VANCOUVER AND CLARK COUNTY WASHINGTON

Contact:
Visit Vancouver WA
1220 Main Street Suite 220
Vancouver, WA 98660
Questions/Inquiries: cmyers@visitvancouverwa.com

I. Introduction/Purpose

Visit Vancouver/Vancouver USA Regional Tourism office, located in Washington state, (hereinafter referred to as "Visit Vancouver WA") is requesting proposals from qualified agencies and/or consulting firms to provide services and deliverables necessary to develop a Tourism Master Plan for Vancouver and Clark County, Washington.

This plan will provide effective operational methods to engage both new and traditional visitors, as well as strategies and tactics to grow, empower, and diversify Vancouver/Clark County's tourism industries. This Tourism Master Plan will effectively guide those activities by providing an aligned road map that will respond to the needs of residents, visitors, and stakeholders ranging from the tourism industry to local economic development and regional long-term planning efforts.

The COVID-19 pandemic has changed tourism and travel trends for both personal and business travel. At the same time, Vancouver and Clark County have matured as a viable travel destination, and the local development community is responding with massive investments including new hotels, restaurants, and attractions. It is imperative that Vancouver and Clark County understand and anticipate these trends with the assistance of experts so we can appropriately accommodate and capitalize on shifting trends.

A Tourism Master Plan is needed to advance and develop methods to: identify practical tools and opportunities to improve local tourism; target and market to specific and diverse audiences; generate ideas for enhancing existing attractions and the visitor experience; and help visitors successfully navigate those experiences. As Vancouver and Clark County have become an emerging destination, a Tourism Master Plan will set a course for sustainable responsible growth.

The hospitality and travel industry in Vancouver and Clark County supports small businesses, fills market gaps, adds to the quality of local life, and helps diversify the

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economy. Moreover, the industry sectors most likely to benefit from this effort tend to provide jobs for minority and underserved populations hardest hit in recent months.

II. Background

Vancouver, Washington sits on the north bank of the Columbia River directly across from Portland, Oregon in an area with numerous natural attractions. The Pacific Coast is less than 90 miles to the west, the Cascade Mountain Range rises on the east, and Mount St. Helens National Volcanic Monument and Mt. Hood are less than two hours away. The spectacular Columbia River Gorge National Scenic Area lies 30 minutes to the east. Vancouver combines the excitement of a major metropolitan area with small-town charm and abundant recreational opportunities.

III. Scope of Work / Anticipated Deliverables

A Tourism Master Plan (TMP) will provide a roadmap to help us sustain current businesses, encourage entrepreneurship, and foster new business start-ups. It will set a course for future growth based on a collective vision, well-researched opportunities with recommended tools, and prioritized actions.

Visit Vancouver WA will support the Consultant by establishing and managing a steering committee of tourism professionals and stakeholders. The steering committee will meet a minimum of two times over the course of the project. Each meeting of the steering committee will be used as milestones to check progress. The steering committee will review the draft report and make comments, which the Consultant will review and incorporate into the final report. This is the third milestone of the project.

The Consultant will provide the following services and provide the following anticipated deliverables:

- Engage Visit Vancouver WA staff via kick-off call or similar
- Communicate with stakeholders/Initiate TMP Steering Committee
- Conduct research to formalize Destination Assessment
 - Survey residents and visitors
 - Engage local tourism organizations like Visit Vancouver WA, Travel Portland, Columbia River Gorge Tourism Alliance, and others to assess and evaluate Vancouver's market position, tourism events, attractions, and target markets
 - Review official planning documents of local entities (i.e. City, County, Port) and related organizations so they are aligned with TMP
 - Host collaborative visioning workshops with related stakeholders
 - Conduct a funding assessment including existing Tourism Promotion Area (TPA) and other funding mechanisms for future opportunities
- Utilize Destination Assessment to develop Situational Analysis which includes:
 - Related Recommendations
 - Action Plan with specific Key Performance Metrics and measurements benchmarks for all related organizations
- Incorporate all work to date into DRAFT Final Report/Tourism Master Plan to be presented to the TMP Steering Committee for review and feedback
- Revise Final Report/Tourism Master Plan accordingly
- Create & deliver formal presentation of Final Report/Tourism Master Plan

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Including the need to conduct working session(s) with the TMP Steering Committee, it is anticipated that several site visits will be necessary for the Consultant to achieve several deliverables. All related expenses for these anticipated visits are to be included in the final Proposal.

IV. 2022 Project Timeline (proposed 'no later than' dates)

RFP Available	February 2
Informational Meeting	10am Pacific on February 15 via Zoom https://zoom.us/j/97552574805
PROPOSALS DUE	3pm Pacific on February 28
Optional Interviews	March 3-4
Consultant Selected	March 8
Contract Commences	March 22
Scope of Work Performed, Draft Report Delivered	October 15
Incorporate Feedback Received; Produce Final Report	November 15
Formal Presentation of Final Report Delivered	December 31

Questions may be submitted to Cliff Myers, President & CEO at 360-750-1553 or cmyers@visitvancouverwa.com prior to the Informational Meeting on Feb. 15. Answers to submitted questions will be sent to all known respondents.

V. Statement Requirements

The proposal should include, as a minimum, the following information:

- A. An introduction to the firm, including principals involved with the project. If applicable, please indicate any firms you will be hiring as subcontractors.
- B. A brief narrative of your understanding of the project and a discussion of why your firm is best qualified to complete this work.
- C. A description of your approach and methodology. Include a preliminary project schedule reflecting major activities, milestones, and deliverables. Describe any variations from the scope of work that will enhance the outcome.
- D. Names and qualifications of key personnel who will be assigned to the project.
- E. A proposed cost to complete the project. Include pricing information relative to performing the work as described herein and clearly note all assumptions that were used to create the estimate, highlighting any areas of concern. Visit Vancouver WA will not be responsible for expenses incurred in preparing and submitting the proposal; such costs should not be included in the proposal.

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F. The name, title, address, and telephone number of individuals with authority to negotiate and execute contracts and who may be contacted during the evaluation process.

Proposals shall be limited to fifteen pages in length, not including resumes. Consultants may contact Cliff Myers, President & CEO at 360-750-1553 or cmyers@visitvancouverwa.com prior to the Informational Meeting on Feb. 15 for more particular information, site visits, etc.

VI. Selection Criteria

The qualifications of the consultant selected include experience with providing tourism assessment and marketing for similar sized destinations, proven ability to involve stakeholders, and a track record of successfully repositioning an area as confirmed by former clients.

Proposals will be evaluated based on the information submitted in the proposals. Cost, while in consideration, will not be the sole or primary factor for award of contract. Proposals will be rejected if they do not meet Visit Vancouver WA's needs irrespective of cost. Proposals will be evaluated using the following basis:

- Firm and principal qualifications (10%)
- Qualifications of the project team responsible for this project (15%)
- Recent similar project experience (15%)
- Project understanding and project approach (40%)
- Cost to complete project (20%)

Visit Vancouver WA will evaluate each written proposal, determine whether oral discussions with the firms are necessary, then based on the content of the written proposal and any oral discussions, select the best qualified for the assignment and which is most advantageous to Visit Vancouver WA, price and all other factors considered. Visit Vancouver WA may, at its option, select a firm strictly on the basis of the initial proposals, without short-listing firms or conducting oral interviews.

Further, Visit Vancouver WA has the option to reject all proposals, request clarifications, or to waive irregularities in any proposal.

VII. Special Conditions

A. General Terms. This request for proposals does not commit Visit Vancouver WA to enter into an agreement, to pay any costs incurred in the preparation of the proposal or subsequent negotiations, or to contract for the project. All information furnished in this request for proposals was gathered from sources deemed to be reliable. No representation or warranty is intended as to the accuracy or completeness of the information contained herein and Visit Vancouver WA reserves the right to alter or cancel this request for proposals.

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B. Reservation of Rights by Visit Vancouver WA. The issuance of this request for proposals does not constitute an agreement by Visit Vancouver WA that any services agreement will be executed by Visit Vancouver WA.

C. Negotiation Rights. The acceptance of a proposal and invitation to negotiate an agreement does not commit Visit Vancouver WA to accept any or all of the proposal terms.

Final terms of any agreement will be agreed upon during negotiations. Negotiations may be terminated for failure to reach mutually acceptable terms.

D. Preparation Costs. Each respondent will be responsible for all costs incurred in preparing a response to this request for proposals. All materials and documents submitted by the respondents in response to this request for proposals will become the property of Visit Vancouver WA and will not be returned. The selected respondent will be responsible for all costs incurred by it during negotiations.

E. Affirmative Action Requirements. Respondent, by submission of a response, agrees to not discriminate against any worker, employee, subcontractor, or any member of the public because of age, sex (including sexual orientation and gender identity), race, color, religion, creed, marital status, familial status, national origin, honorably discharged veteran or military status, the presence of any sensory, mental or physical disability, or use of a service animal by a person with disabilities, or otherwise commit an unfair employment practice and further agrees to comply with all Federal, State, and City equal employment opportunity requirements.

F. Ownership of Work. The work completed by the selected contractor shall be fully owned and retained by Visit Vancouver WA.

VIII. Submission Requirements

Please communicate your intention to submit an RFP by email to cmyers@visitvancouverwa.com. Include your firm's primary contact.

To be considered for this project, no later than February 28, 2022 at 3:00 pm PDT, one digital or hard copy of the proposal must be received at the offices of

Visit Vancouver WA
ATTN: Cliff Myers
1220 Main Street Suite 220
Vancouver, WA 98660
cmyers@visitvancouverwa.com

IX. Budget

The absolute maximum budget for this project is anticipated to be \$100,000-\$200,000, inclusive of all expenses, taxes, fees, etc.

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Clallam County Lodging Tax Advisory Committee

Strategic Tourism Plan Research Spokane



**Request for Proposals
Visit Spokane Strategic Plan**

February 18, 2022

Notice Regarding Disclosure of Document Content

All responses to this Request for Proposal (RFP) accepted by Visit Spokane (DMO) shall become the exclusive property of Visit Spokane. When the DMO recommends a company (Agency) to its Board of Directors, and such recommendation is approved, the designated agency shall become a matter of public record and shall be regarded as public. Elements of each proposal which are defined by the submitting Agency as business or trade secrets must be plainly marked as "Confidential" or "Proprietary". Each element of a proposal which an Agency desires not to be considered a public record must be clearly marked as set forth above and any blanket statement (i.e., regarding entire pages, documents, or other non-specific designations) shall not be sufficient and shall not bind the DMO in any way.

Request for Proposals (RFP)

Visit Spokane requests proposals from businesses, corporations, partnerships, and other legal entities (Agency) for the purpose of providing a 5-year Strategic Plan for the organization. Proposals must be received no later than **5pm PST on March 18, 2022**.

Proposal submissions shall be e-mailed to:

Visit Spokane
ATTN: Meg Winchester
mwinchester@visitspokane.com

Questions and comments must be received in writing via email no later than **5pm PST on March 4, 2022**. For information, contact:

Meg Winchester
E-mail: mwinchester@visitspokane.com

Once notified, finalists must be available to appear before a Review Panel (via Zoom) if required on **April 12, 2022**.

The DMO, without liability, cost or penalty may at any time prior to or after closing alter any dates within the RFP, cancel the RFP, amend, or supplement the RFP, issue a new RFP for the same or similar services.

Background

Visit Spokane is the region's official destination marketing and leadership organization charged with furthering the destination's thriving visitor economy.

Visit Spokane is a public/private partnership. Visit Spokane is a self-governing private not-for-profit corporation with a Board of Directors elected by dues paying members. Public support through the Lodging Tax and the TPA funds are allocated based upon annual projections. Although a not-for-profit entity, Visit Spokane operates in a world of for-profit entities and measures returns in dollars in addition to services provided to constituents.

The DMO is governed by a Board of Directors elected by our membership, and by our Executive Committee. Several committees are actively dedicated to specific Board priorities.

Visit Spokane's budget includes raising operating capital through partnership dues, participation fees, and cooperative programming, in addition to funding agreements made through lodging tax applications and TPA (Tourism Promotion Area). Additional funds are through support, voluntary contributions, and other private sector businesses.

Most of the funds received are considered restricted and must be used to fulfill the funding agreements made through application. Visit Spokane must demonstrate a direct benefit to the municipality or organization contributing the specified funds.

Vision Statement

Visit Spokane shall be recognized as the premier destination marketing organization for the Inland Northwest. We will pursue our mission with a focus on innovation, partnerships, and results. We will measure our success when our business model attracts funding; when our programming attracts partners; when our brand is recognized across all stakeholder groups; when our deployment strategies are recognized as innovative and “leading edge”; when occupancy levels rise and when our management practices are fully accountable and considered “top of class.”

Mission Statement

The mission of Visit Spokane is to help promote economic development for Spokane County through tourism and tourism promotion.

Purpose

Visit Spokane, the region’s official destination marketing and leadership organization seeks a firm to help build a 5-year strategic plan. The Plan will provide a roadmap for our efforts to increase sustainable economic growth and development through tourism. This work will advance our brand through the varied communities that contribute to this diverse destination experience.

The contracted firm will provide consulting, original research, applied data interpretation and written reports to develop the Strategic Plan. The successful firm will be selected based on:

- demonstrated competence and qualifications for the project; a detailed knowledge of successful tourism and destination development initiatives; a creative and comprehensive overview that considers all components of destination development; and
- competent project management, group facilitation and report writing skills (minimum of 10 years’ experience, 20 preferred).

Scope of Work

The contracted firm will be expected to perform the following steps to develop and deliver the 5-year Strategic Plan. Throughout the process the firm will work directly with leadership from Visit Spokane as the DMO assists the process by providing existing information, introductions to key partners, input, and suggestions.

The Plan should focus on the following objectives:

Competitive Analysis: Identify and assess gaps and specific niches in the area's tourism infrastructure which, if filled, would position Spokane as a competitive destination. This analysis is envisioned to include:

- Assessment of the region's destination asset mix;
- Strategies to enhance attractions, events, or assets to drive or support demand;
- Strategies for support in Product Development for the region;
- Review all available regional data to provide context to the competitive opportunities and potential obstacles that impact success.

Partner Analysis: Conduct a partner analysis with business owners and their employees, community leaders, developers, elected officials, attraction/venue operators (all those that might have direct and/or indirect contact with the region's tourism industry) with the emphasis on hotel partners in a positive, direct, and forward-thinking review.

Recovery & Opportunities: The plan should explicitly establish objectives and associated implementation strategies to navigate Visit Spokane's direction through COVID recovery while also easily transitioning into longer-range opportunities when appropriate. Vulnerability and opportunity themes should be summarized and connected to key scenarios and decision points established through the planning process.

Deliverable Plan: The final 5-year Strategic Plan should include, but not be limited to:

1. An evaluation of Spokane's assets and how they can be leveraged to achieve community goals.
2. Evaluation of Spokane's position as a meeting and leisure travel destination.
3. Evaluation and prioritization of any key product strengths or deficiencies. This evaluation should provide recommendations for making the best use of the current and future planned infrastructure while identifying additional infrastructure needs.
4. Identified areas of collaboration and communication with each level of municipal government across each city.
5. A comparison of how Visit Spokane compares to no less than three competitive cities or aspirational destinations.
6. Development of strategies, actions, goals, and assignments to swiftly implement the plan, including the identified recovery steps.
7. Develop a communication tool to separately highlight recovery strategies and longer-term direction.
8. Presentation materials and delivery of the Plan to identified partners groups upon completion.

Contract Terms

The successful proposer will enter into an agreement with Visit Spokane. The duration of the initial contract between Visit Spokane and the successful Agency is expected to begin on June 1, 2022 and will terminate on December 31, 2022 .

Response Format

Proposers must submit their proposal based on the RFP qualifications and questions below. Submissions must indicate the name and contact information of the proposer, the company name, address, and telephone number. Submissions must be signed above the printed name and title of the primary contact responsible for the submission.

Timeframe

Visit Spokane anticipates the following timeline:

February 18, 2022	– Issue RFP
March 4, 2022	– Questions/Comments Due
March 18, 2022	– Proposals Due by 5:00 pm PST
April 12, 2022	– Review Panel Presentation Date
April 21, 2022	– Finalist Chosen

Submission Requirements

Submissions shall include enough information for the selection committee to apply the criteria outlined in this RFP including but not limited to:

1. A cover letter to include company name, address, phone number, and project contact is required.
2. The letter should include a statement of the firm's philosophy and goals.
3. A detailed description of the firm's approach to the objectives and desired deliverables noted above. Include any additional tasks and their purposes as needed to fully explain the work considered necessary for this project.
4. Project schedule showing key task target dates and estimated task duration.
5. The identification and description of any sub-contractors or additional firms needed to comprise the final project team.
6. Examples of work that most directly relates to the scope of the project and reference for each example.
7. Provide three comparable references.
8. Resumes for key personnel that will be used on the project, including qualifications and experience in preparing tourism and destination strategic plans and other relevant strategic plans.

9. Identify Strategic Plans Project Manager and day-to-day point of contact.
10. A budget for all services to be performed based upon the scope provided in this RFP.

Selection Criteria

Visit Spokane will evaluate the proposals to determine those firms who meet the criteria set forth in this RFP. If two or more candidates are equally qualified, the top candidates may be interviewed by the evaluation committee prior to awarding the contract.

Visit Spokane will evaluate all eligible responses on the following criteria:

1. Clarity and thoroughness of proposal as it relates to accomplishing the goals of the project.
2. Creative and comprehensive approach incorporating all components of regional destination recovery and opportunity identification.
3. Qualifications of the team assigned to the project.
4. Evidence of the ability to provide thorough and practical plans and recommendations.
5. Consideration given to proposals that meet budget commiserate to industry standards for strategic plans.

General Information to Proposers

The DMO makes best efforts to solicit active participation by certified minority or women-owned business enterprises (MWBES).

The DMO discourages any lobbying to individual board members or professional staff during the entire RFP process.

Clallam County Lodging Tax Advisory Committee

Strategic Tourism Plan Research Sedona



REQUEST FOR PROPOSAL

Sustainable Tourism Development
Strategic Plan

REQUEST FOR PROPOSAL:

Provision of Consulting Services for Assessment of the Capacity and Potential of the Sedona Tourism Industry and the Development of a Sustainable Tourism Development Strategic Plan (2018-22).

The following document outlines the specific criteria for eligible firms to submit a proposal for the provision of consulting services to the Sedona Chamber of Commerce & Tourism Bureau for an assessment of the capacity and potential of the Sedona area tourism industry and the development of a Sustainable Tourism Development Strategic Plan (2018-2022).

- I. Background Information
- II. Identified Objectives and Scope of Work for Consultant
- III. Consultant Criteria/Capabilities
- IV. Instructions for Submission
- V. Evaluation Criteria
- VI. Timeline

Section I: Background

The Sedona area's tourism industry has been developing for the last 50 years. Sedona is known for its stunning red rock scenery and pristine natural environment. One of the region's major attractions is the Coconino National Forest Red Rock Ranger District which surrounds the City of Sedona. The area's 300+ miles of trails include iconic red rock formations, archeological and heritage sites, Oak Creek, wilderness areas, national monuments, and state parks, making Sedona one of the nation's top outdoor recreational destinations. Other attractions include the city's rich arts, film and Native American culture, as well as the unique spiritual energy which draws thousands to the area.

Annual visitation to Sedona has historically hovered around 2.8 million visitors per year, however, peak seasons and holidays bring an influx of visitors. High visitation to Grand Canyon National Park (just two hours from Sedona) has pushed infrastructure capacity and sustainability issues to a tipping point.

Furthermore, with the increased growth of occupancy and average daily rates, Sedona is poised for major future lodging developments. Other projects under consideration include upgraded infrastructure, public transportation, new attractions, and other initiatives geared towards enhancing the visitor experience. At the same time, there are serious concerns about how this growth impacts the quality of life for residents. There is a growing segment that is questioning tourism's value to Sedona.

Role of the Sedona Chamber of Commerce & Tourism Bureau (SCC&TB)

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

The SCC&TB's mission is to serve the community by enhancing economic vitality and stimulating economic growth by promoting Sedona and providing an exceptional visitor experience. The SCC&TB develops

promotional programs to raise awareness of Sedona, and increase the number of overnight visitors, their average length of stay and spending.

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

Destination management focused DMMOs perform a broader role in all parts of tourism in the destination. They are not merely “promotion or sales agencies” but leaders and coordinators in every aspect of tourism.

Effective destination management requires long-term vision and tourism planning. The planning should be guided by goals, objectives, and specific projects that promote the sustainability of tourism and align with residential, stakeholder and visitor concerns and desires.

Vision

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

Mission

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

Core Values

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

Stakeholder Promise

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

Community promise

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

Visitor Promise

We commit to providing memorable visitor experiences.

Brand Promise

Sedona will change you.



Impact of Sedona Tourism

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

Destination Services

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

Marketing, sales, public relations efforts and product development are at the core of the SCC&TB's efforts.

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

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

The SCC&TB's Tourism Product Development Committee is responsible for developing new and existing products to enhance the visitor experience in the Sedona area. An assessment was conducted in FY17 to



establish a baseline for the Sedona area to attain at least the minimum global destination sustainability criteria established by the Global Sustainable Tourism Council (GSTC). Highlights of the assessment are included in Appendix B.

The challenges and opportunities

The Sedona tourism industry is displaying signs of classic later stages of the "tourism lifestyle life cycle" (exploration, involvement, development and consolidation) before reaching a point of stagnation and then decline - or rejuvenation.

The Sedona area must engage in a multi-pronged approach to ensure the rejuvenation process is sustainable over the long run.

The primary goals for the SCC&TB are to 1) attract, manage and monitor tourism for the benefit of residents, industry and visitors, 2) to make visiting Sedona a positive and seamless process, and 3) to sustain a reasonable balance between tourism and the quality of life in Sedona.

A key component for success of the tourism industry is visitor satisfaction. While current visitor satisfaction rates score extremely high – 98% report that Sedona is an “excellent” or “good” place to visit, there is growing concern that traffic congestion and destination degradation will impede the future tourism industry.

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

In addition, if tourism results in a decline in the quality of life for locals, efforts to grow the industry will meet stiff resistance or backlash.

Section II – Identified Objectives and Scope of Work for the Consultant

Scope of Work

The following items have highlighted the need to monitor and manage potential physical, environmental and social impacts in the medium to long term:

- The anticipated growth of visitation to Sedona
- Increased numbers of visitors using USFS for outdoor adventure including hiking, biking, jeeping, ATVing, etc. and associated impacts of this increased usage including parking, overflow, noise pollution, litter and other natural impacts
- Expanding accommodation capacity including potential new developments and short-term rentals
- Increased traffic congestion due to limited road infrastructure
- Growing concern among residents that the tourism industry is negatively affecting quality of life

It has therefore become increasingly important to understand limits of acceptable change, and to create visitor management systems to determine capacity and sustainable approaches to development.

The following issues should be addressed in the Sustainable Tourism Development Strategic Plan:

- What level and nature of tourism activity is right for the Sedona area, specifically in terms of the tourism product (lodging facilities, attractions, land usage, infrastructure and services)?
- What do Sedona residents and stakeholders want from tourism and where is there congruence / divergence between residents, stakeholders and visitors?

- How can tourism be best managed to ensure the right balance is maintained between the economic, environmental and social impacts over the next five years and beyond?
- What is the Sedona's capacity to absorb tourism activity?
- What is the market potential for tourism growth?

The SCC&TB Role in Planning

The SCC&TB and its partners are willing to conduct and assist the consultant on several fronts of the project. The organizations and associated agencies can provide human resources, data collection and research (STR, visitor profiles, economic impact studies, PRIZM analysis, etc.). Other assistance may include but not limited to stakeholder outreach, facilitating information collection, follow up on any assigned work, etc. The consultant may propose work that could be completed by SCC&TB so that budgeted dollars are focused on the highest value components of the scope of work including insights, best practices, big picture organization and final deliverables.

Overall Objectives

1. Review the status of the Sedona tourism industry in terms of visitor trends, accommodation capacity, tourism-related infrastructure and tourism product offerings through the lens of destination competitiveness and sustainability.
2. Engage residents and businesses in the overall vision of tourism in Sedona.
3. Provide recommendations of the limits of acceptable change the tourism industry should strive to not exceed.
4. Develop a visitor management system that takes into consideration anticipated growth in visitation.
5. Create a framework of key indicators for measuring/monitoring the impacts of tourism (economic, social, environmental) that can be used during the 5-year plan and beyond.
6. Create a Sustainable Tourism Management Plan to cover the period 2018- 2022 (five years) based on the community's vision for tourism, the market potential for tourism growth, and a sustainable tourism development approach.

Specific Objectives

In carrying out this project, the following specific objectives should be met:

1. Conduct a situational analysis of tourism in the Sedona area (including tourism product, destination marketing strategy, SWOT or other analysis).
2. Provide recommendations to enhance visitor management at the most visited sites and attractions.
3. Address existing and foreseeable challenges that may arise from growth in visitation.
4. Conduct an exercise with residents and key stakeholders to develop a vision for tourism.
5. Taking into consideration the situational analysis, destination sustainability assessment results, desired vision for tourism, target market analysis and relevant tourism-related public and private sector initiatives, provide a Strategic Plan with specific recommendations on the type and pace of sustainable tourism development for the Sedona area for the next five years (2018 -2022).

Budget

The budget range for fulfilling the scope of work is \$50,000 - \$60,000, including any required travel to the Sedona area.

The Consultant should not exceed the budget but in the event of additional fees, SCC&TB should be advised in advance for approval.

Technical Requirements and Deliverables

The deliverables in the form of reports should be submitted electronically and as three hard copies.

a) Deliverables

- Inception Report
- Situational Analysis
- Analysis of Survey Results (illustrating congruence and divergence)
 - Resident Survey
 - Stakeholder Survey (executed by SCC&TB)
 - Visitor Survey (executed by SCC&TB)
- Visitor Management Strategy
- Tourism Visioning Report
- Draft Sustainable Tourism Strategic Plan (2018-2022)
 - Executive Summary
 - Situational Analysis
 - Tourism Vision
 - Recommendations for Sustainable Tourism Development
 - Specific strategies and tactics, milestones and responsible parties
- Presentation summarizing key findings and recommendations from Draft Plan
- Final Sustainable Tourism Strategic Plan
- Presentation (summarizing key findings and recommendations from Final Plan)

Proposed Timeline*:

- RFP issued by: June 16, 2017
- Deadline for Proposals: July 21, 2017
- Contract to start: August / September 2017

Timeline is to be expedient but determined by the consultant. Timeline milestones may include:

- Inception Report
- Situation Analysis
- Preliminary results of surveys
- Visitor Management Strategy
- Tourism Visioning Report
- Draft Sustainable Tourism Strategic Plan and presentation
- Final Sustainable Tourism Strategic Plan and presentation

Section III – Consultant Criteria/Capabilities

Overall:

- Relevant experience with projects of a similar scope and complexity
- Demonstrated related work experience and client references
- A sound understanding of the tourism industry
- Experience in sustainability efforts and demonstrated samples of long range plans with a focus on sustainability issues
- Ability to communicate clearly in writing and in presentations
- Ability to meet deadlines and pay attention to detail
- Demonstrated ability to engage with large stakeholder groups and ability to facilitate public outreach programs to garner input in a safe environment
- Evidence of high level of commitment to client service in terms of quality, thoroughness of strategic approach and follow through of project

Section IV – Instructions on Preparation and Submission of Proposals

Structure of Proposal

The Proposal should cover a 7-month period during the **September 2017-March 2018 period**. It should not exceed 20 pages (excluding appendices). It should specify how each element of the Scope of Work will be approached and completed and should incorporate the following:

1. The title of the proposal should contain your firm's name, address, telephone number, principal contact and email address.
1. Description and history of the Consultant/company
2. Brief of relevant prior experience of the Consultant/company
3. Links to or actual copies of previously produced relevant material showcasing the quality of your work and testimonials where applicable
4. Consulting team: name, title and a brief CV for the Team Leader and each team member, inclusive of their roles and responsibilities for the proposed project
5. Understanding of the scope of work and objectives
6. Outline of project approach, strategy for carrying out the scope of work and methodology
7. Detail the time to be spent on the project
8. Financials should include a detailed "line item" breakdown of costs for the project
9. Identify any possible adjustments to the scope of work that would ensure a high value product
10. Propose work that could be completed by SCC&TB so that budgeted dollars are focused on the highest value components of the scope of work
11. Any other information deemed appropriate for this project

Submission of Proposals

Contractors are required to submit an electronic (PDF) copy of the Proposal or three (3) hard copies. The deadline for receipt of proposals is 5:00pm (PST) on July 15, 2017. Submissions received after the deadline will not be accepted.

If mailed, proposals should be addressed to:

Jennifer Wesselhoff, Sedona Chamber of Commerce & Tourism Bureau
45 Sunset Drive, Sedona, AZ 86336

Should you have any questions regarding this proposal or the preparation of the submissions or if emailing a proposal, please direct them to:

Jennifer Wesselhoff, President/CEO
Sedona Chamber of Commerce & Tourism Bureau
jwesselhoff@sedonachamber.com, 928-204-1123

Any clarifications brought to the attention of the identified contact above must be submitted in writing at the earliest opportunity and well before the date for the return of the tender.

The Sedona Chamber of Commerce & Tourism Bureau will not defray any submission costs incurred by the tendering company.

Section V – Evaluation Criteria

Evaluation of Proposals

All proposals will be reviewed during the week July 17. Top companies may be asked to answer additional questions via Skype or in-person. The successful company will be notified by August 15.

Proposals will be evaluated by a Committee based on the following criteria:

1. Understanding of Scope of Work and Objectives
2. Project Approach, Strategy and Methodology
3. Relevant Prior Experience
4. Quality of consultant staffing
5. Pricing of project

Evaluation Criteria

Criteria	Weighting	Rating					Total Points
	%	1 (low)	2	3 (average)	4	5 (high)	
1. Understanding of scope of work and objectives	15						
a. Plan covers all requirements of the RFP	5						
b. Plan addresses project scope	5						
c. Plan clearly demonstrates knowledge of project description	5						
2. Project Approach, Strategy and Methodology	20						
a. Plan demonstrates effective approach and strategy	10						
b. Plan demonstrates effective methodology	10						
3. Relevant Prior Experience	30						
a. Success in similar prior projects	10						
b. Experience in tourism industry	10						
c. Experience in the Southwest region within past five - 10 years	10						
4. Quality of consultant staffing	25						
a. Project management qualifications and experience	5						
b. Tourism qualifications and experience	5						
c. Strategic planning experience	5						
d. Stakeholder consultations experience	5						
e. Evidence of ability to meet deadlines and pay attention to details	5						
5. Pricing of project	10						
a. Thoroughness of financial information	5						
b. Total cost relative to expected deliverables	5						

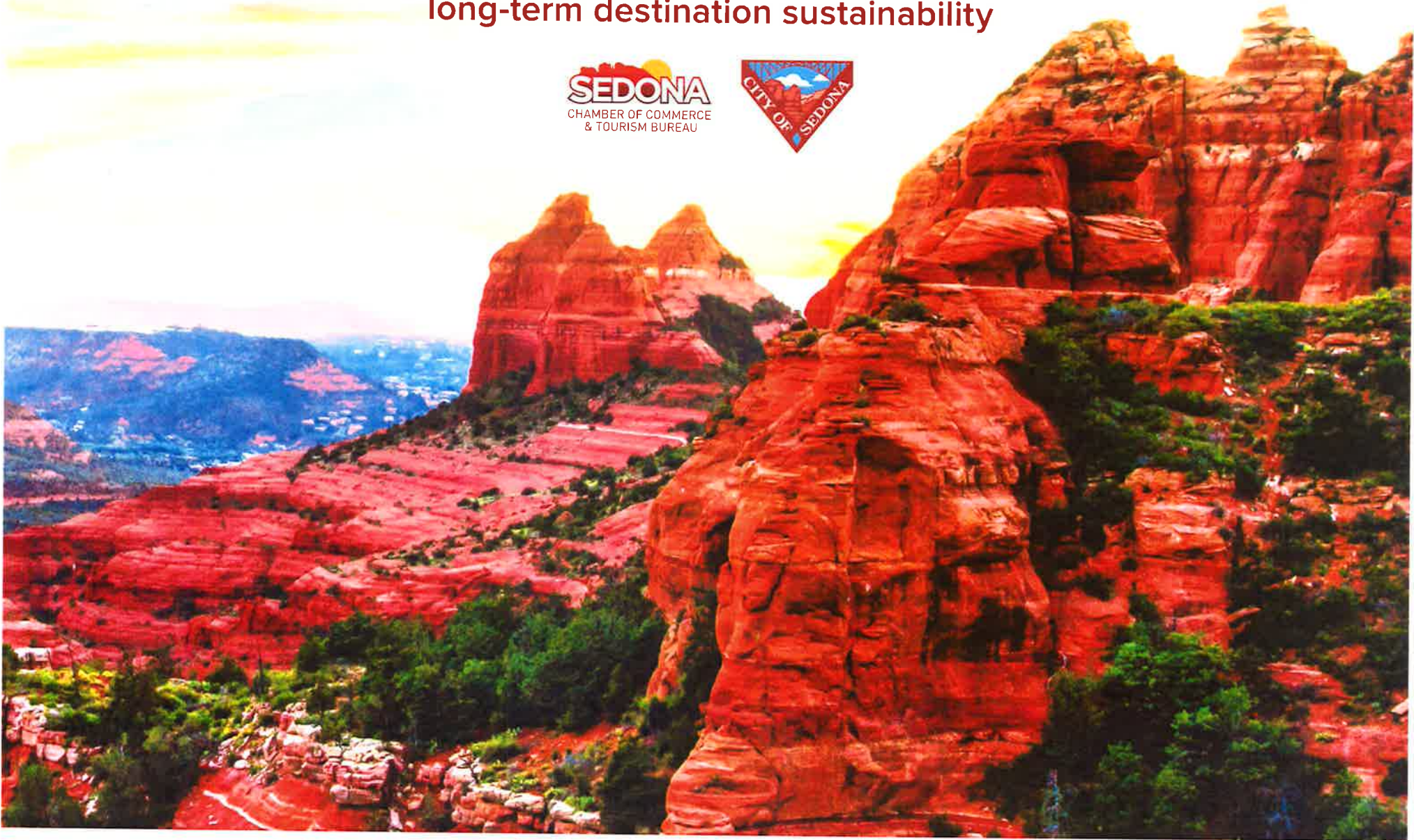
Appendix

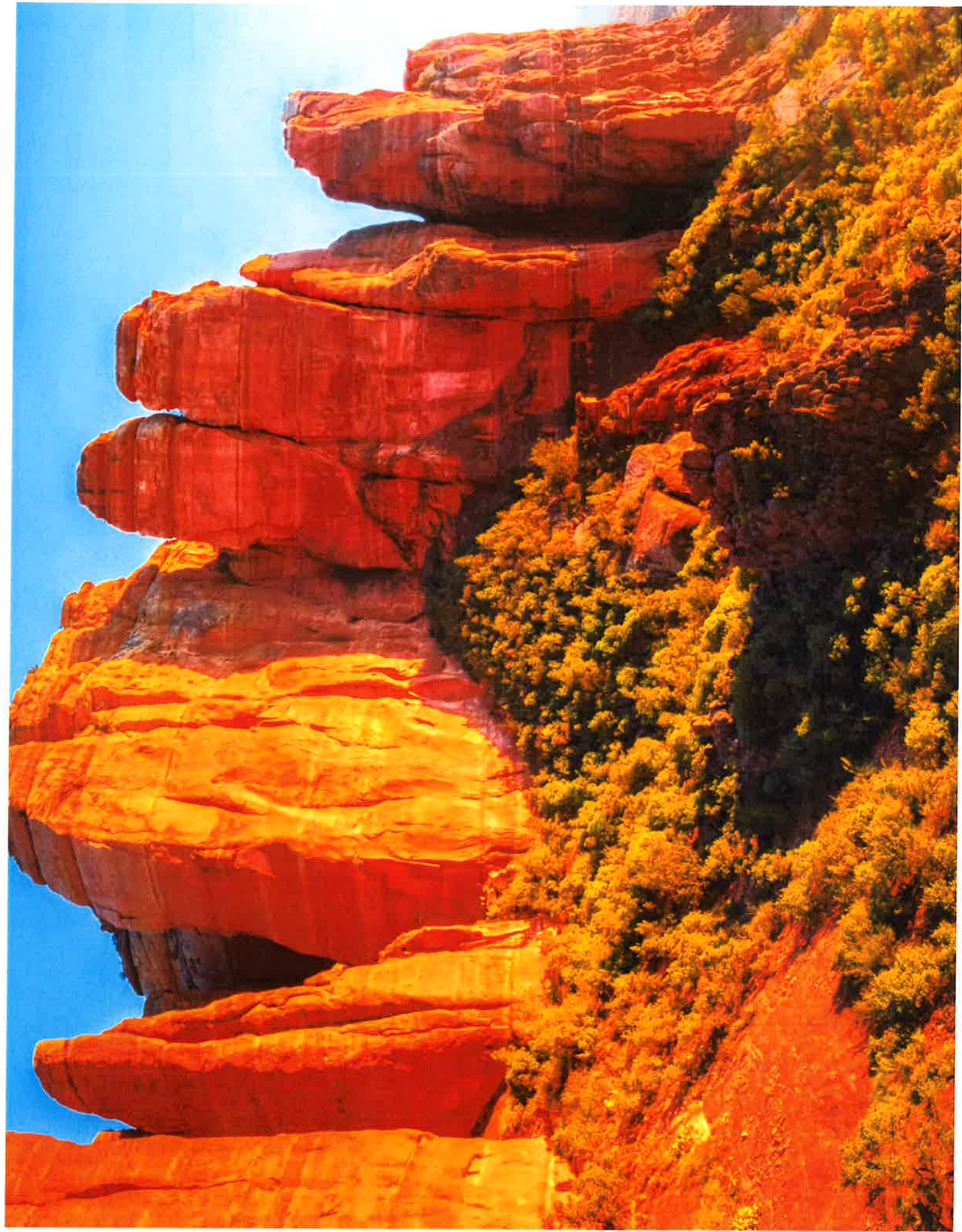
A. Marketing & Destination Plan FY18

B. Global Sustainable Tourism Council Assessment

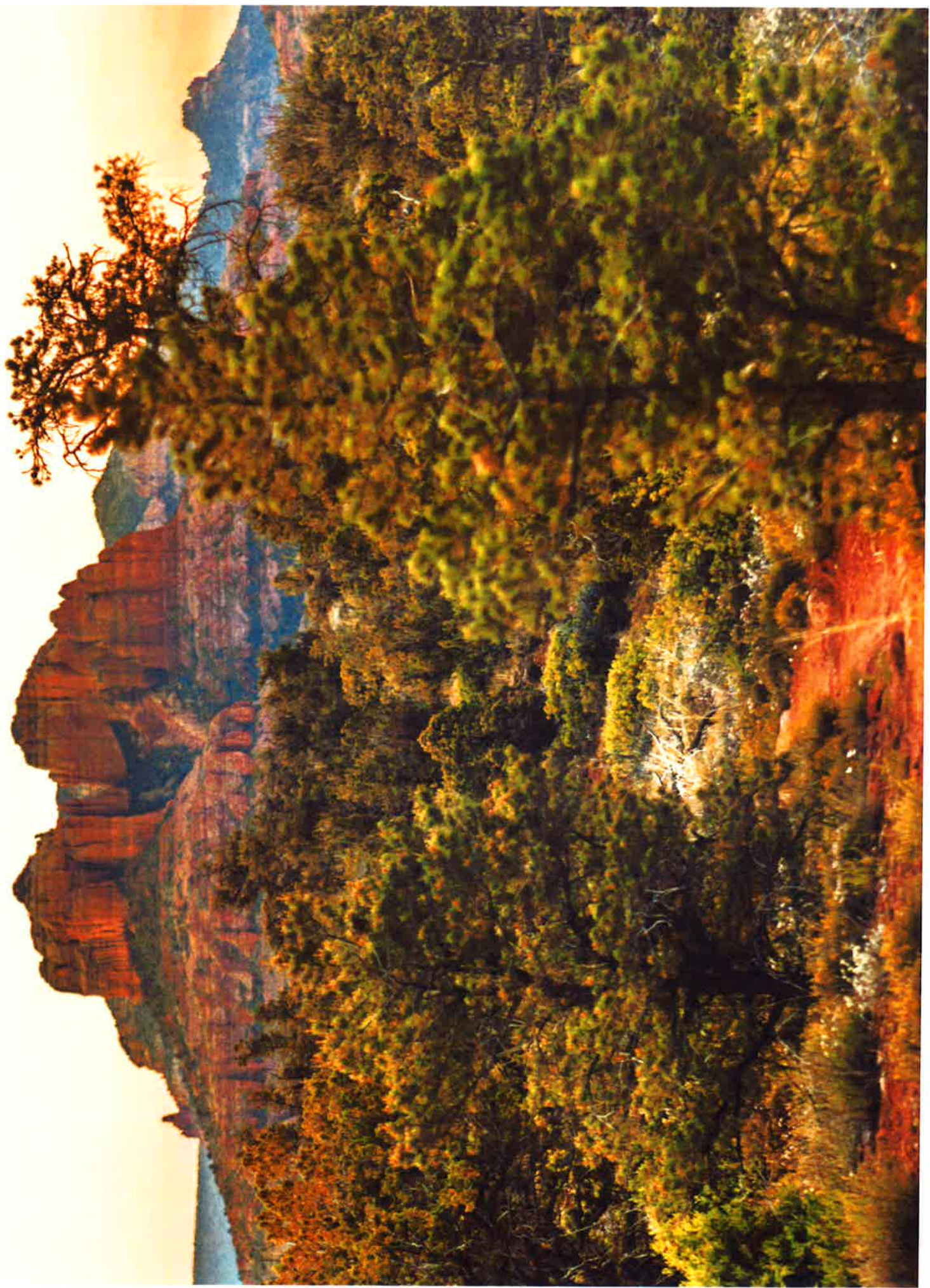
Sedona Sustainable Tourism Plan

Connecting Sedona visitors to
long-term destination sustainability





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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.

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

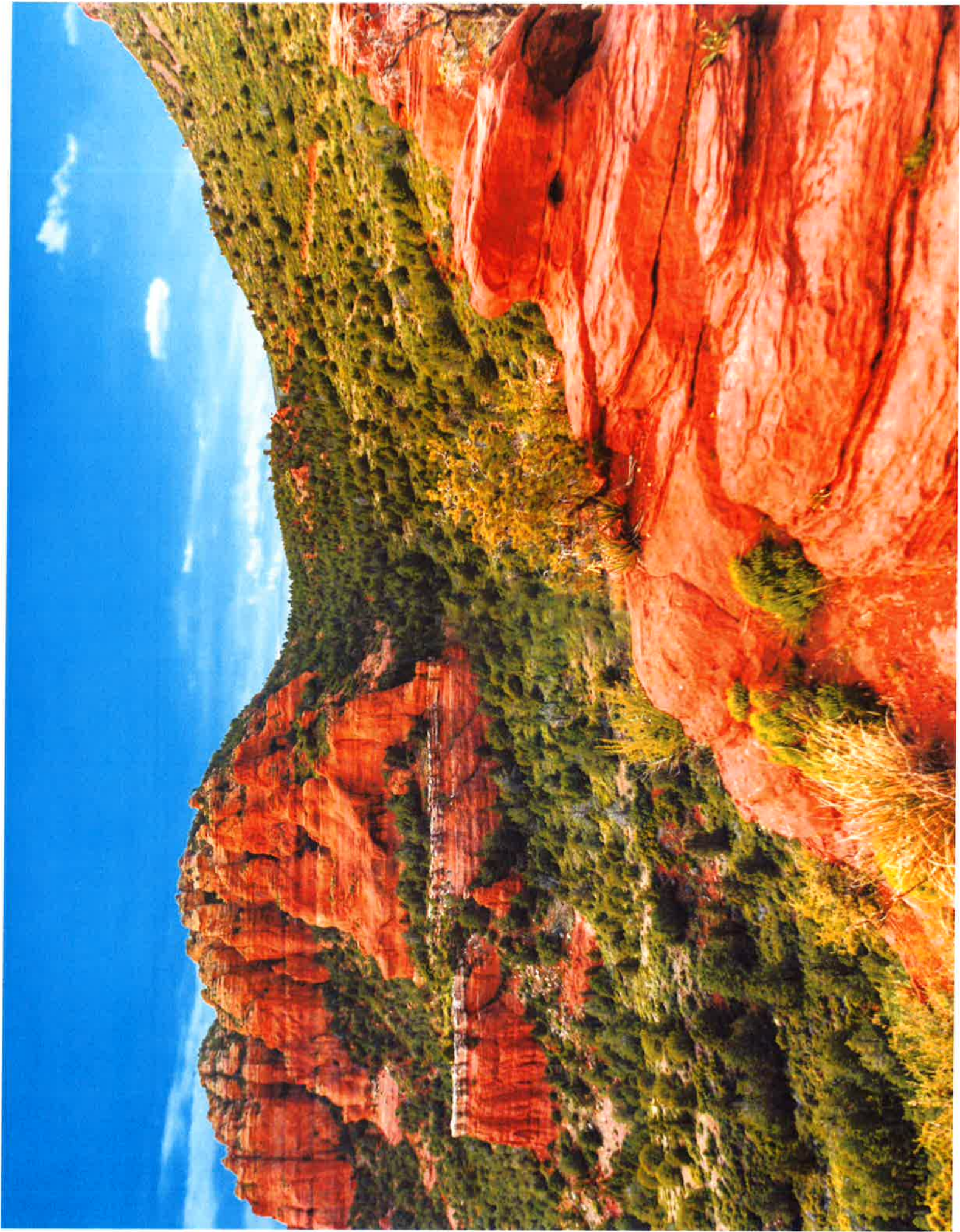
C1	Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors
C2	Expand interagency collaboration among diverse Sedona organizations
C3	Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy
C4	Pursue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

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

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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.

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.



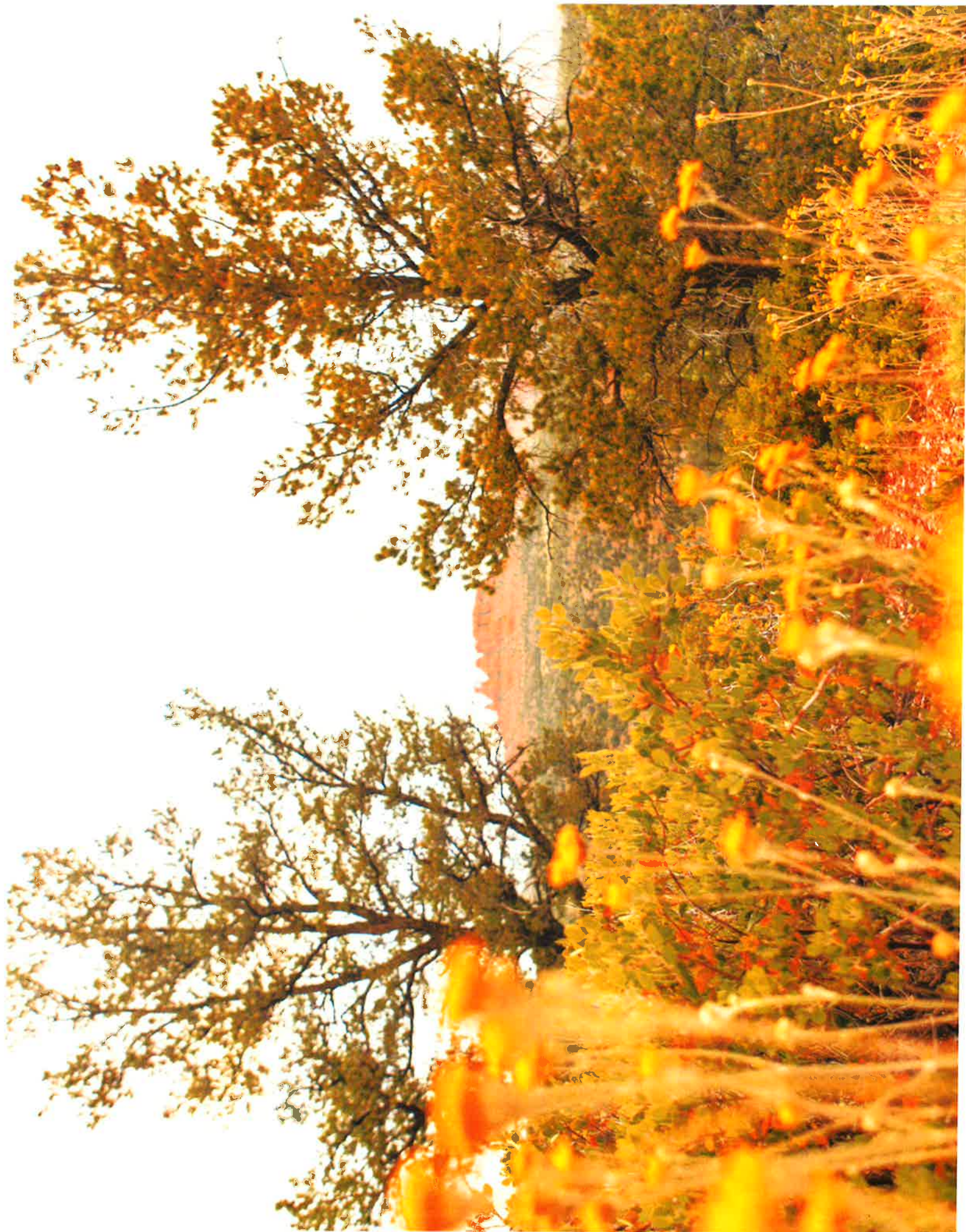
One of the first steps undertaken as this Planning process was launched was the identification of an **Advisory Committee** that would help direct the work of the professionals. The makeup of this committee was carefully evaluated to ensure representation of a broad range of interests in the planning 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

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.

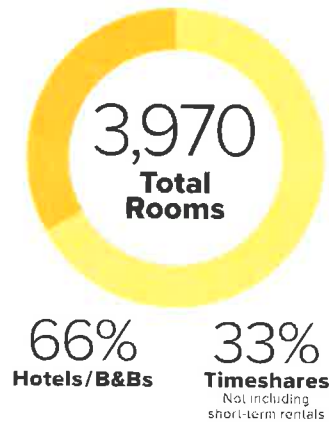
There are approximately 1,600 hotel and B&B rooms in the city and an additional 870 rooms in the Village of Oak Creek and surrounding areas – a base of 2,470 rooms (not including timeshares).

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



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.

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

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



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 3-3: 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

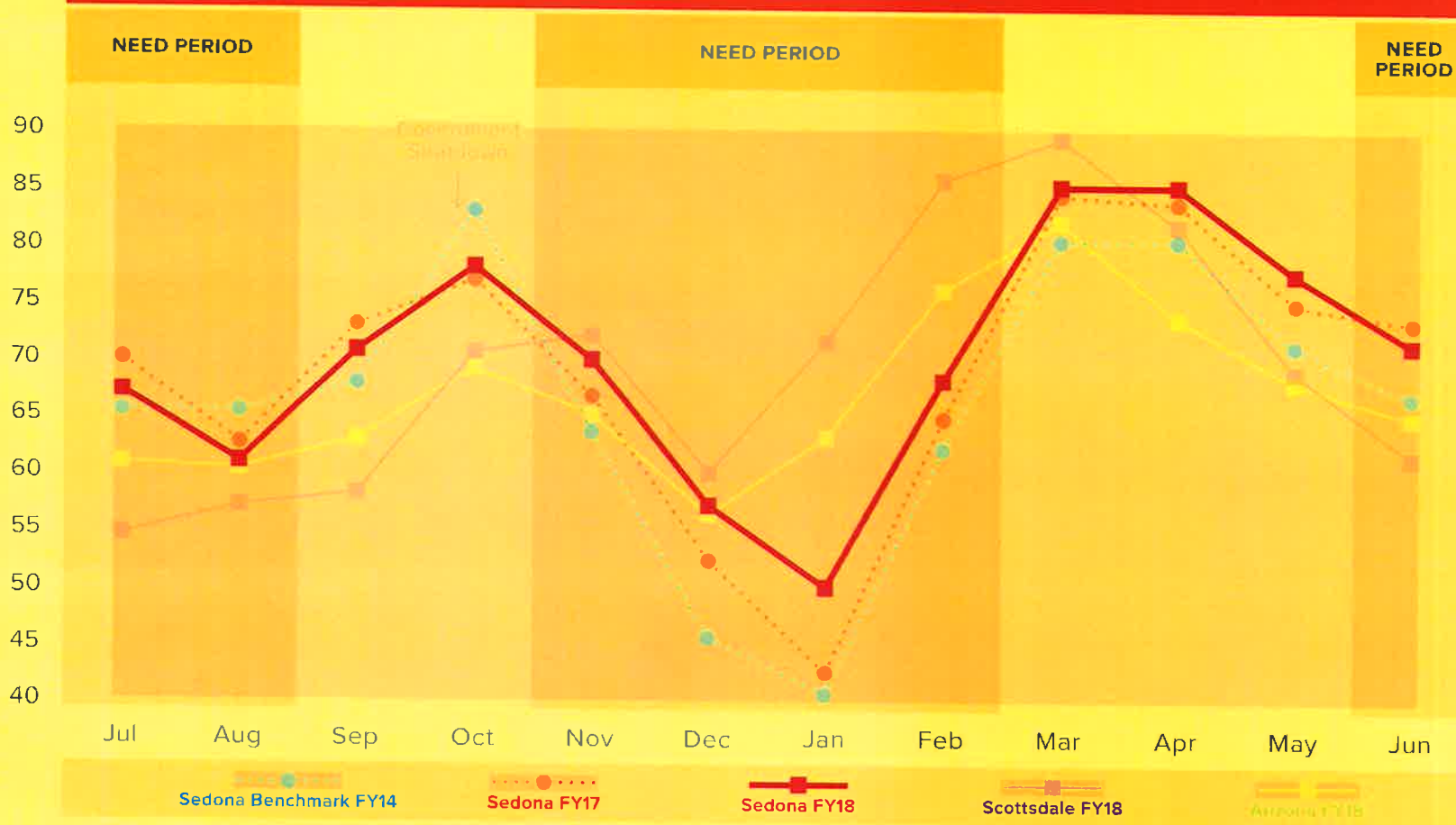
In response to concerns about too much visitation and traffic congestion, the SCC&TB eliminated marketing in Phoenix during the summer of 2018. This had a very clear impact on hotel occupancy, which declined significantly in June and July, and increased at levels significantly below overall Arizona occupancy 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%.

TABLE 3-4: 2018 MONTHLY ROOM DEMAND CHANGE
SOURCE: STR GLOBAL

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.

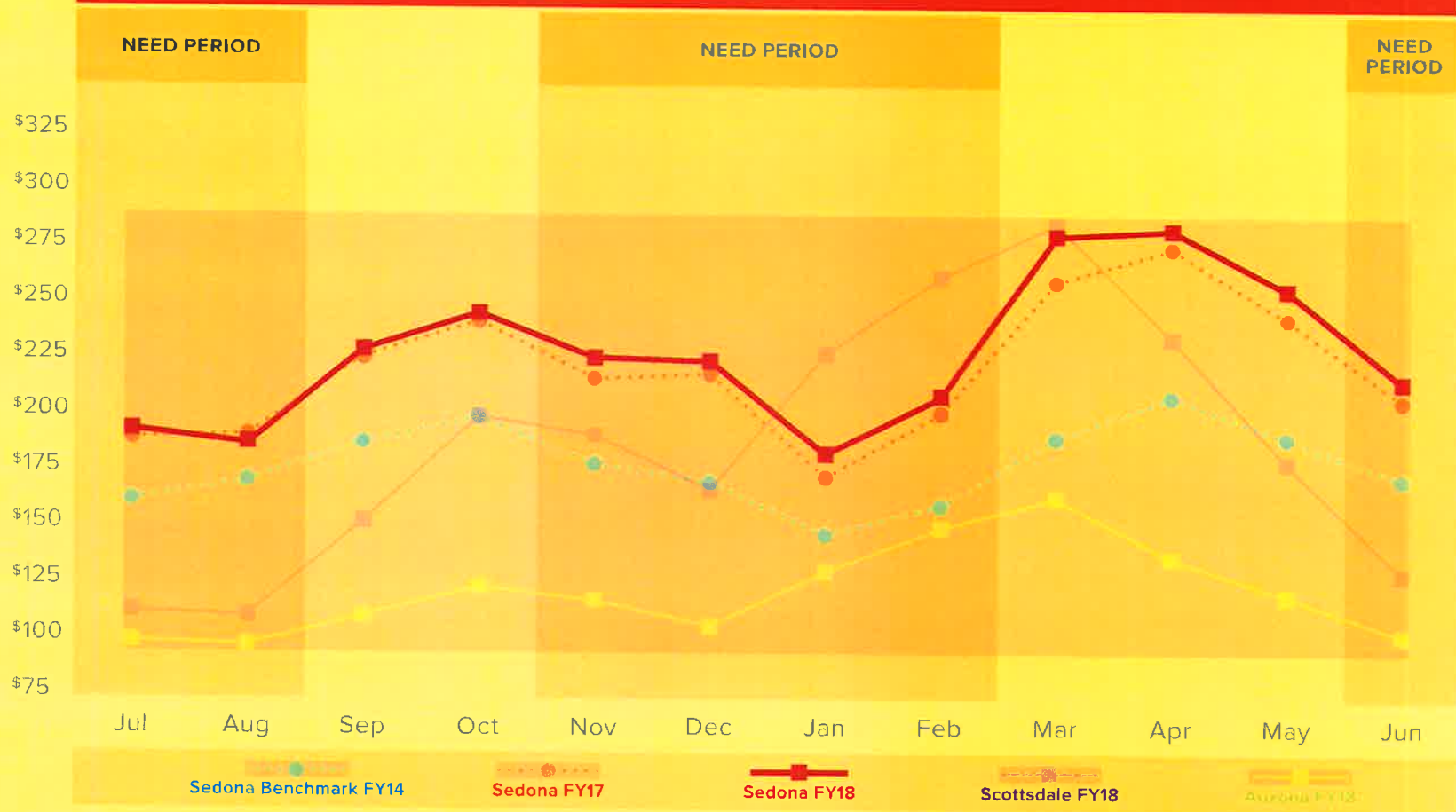
TABLE 3-5: AVERAGE DAILY RATE CHANGE, 2017 VS 2015

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

TABLE 3-8: ACCEPTABILITY OF ECONOMIC DEVELOPMENT OPTIONS
SOURCE: ASU – CST RESIDENT SURVEY

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

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 (Mean)
n	Mean		n	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 n	Mean	Quality of Life Factors	Satisfaction		Satisfaction- Importance (Mean)
			n	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

A word cloud of terms related to tourism and its impacts, set against a solid red background with a faint pattern of tulips at the bottom. The words are in white, sans-serif font, with varying sizes indicating their relative frequency or importance. The largest word is 'traffic-congestion'. Other prominent words include 'short-term-rentals', 'overtourism', 'public-green-transportation', 'road-construction', and 'pollution'. Smaller words include 'art-culture', 'local-businesses', 'crowding', 'noise', 'city-budget', 'medical-care', 'airport', 'taxes', 'affordable-housing', 'fire-danger', and 'job-salary'.

art-culture
local-businesses crowding
medical-care short-term-rentals
city-budget airport overtourism noise
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.

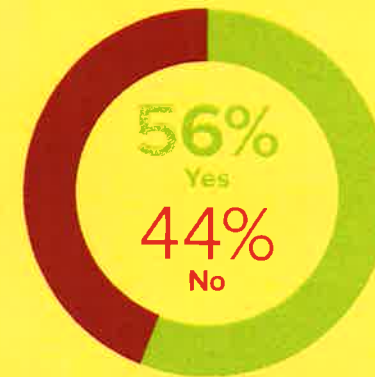
262 completed surveys were received.

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?



Does your business benefit from the tourism industry?



Tourism's Role in the Economy

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

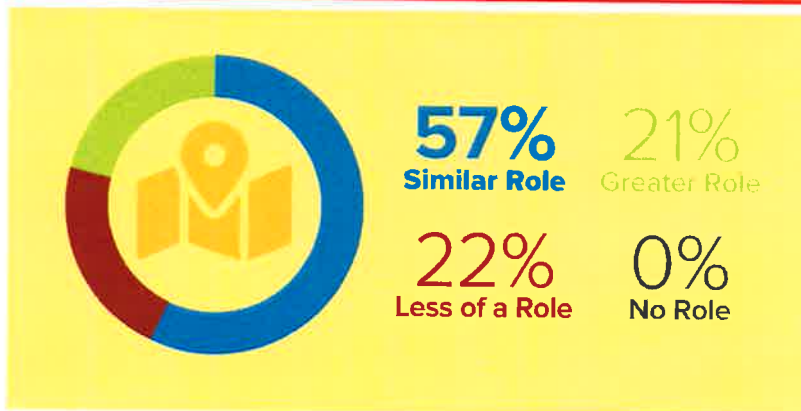
- **8 out of 10** say tourism plays a significant role in the City having no residential property tax.
- **37%** believe visitor-paid taxes fund between **61%-81%** of the City's budget.
- **51%** place the number of tourism jobs at **61%-80%** of the total jobs in the region.

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



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		Quality of Life Factors	Satisfaction	
n	Mean		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 <i>Leave No Trace</i> 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*** (2) 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?



How long is your visit to Sedona?



FIGURE 3-8: VISITOR SATISFACTION

SOURCE: ASU – CST VISITOR SURVEY

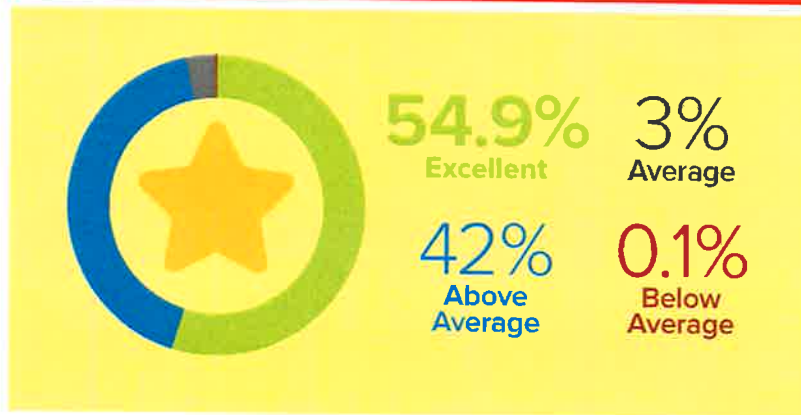


TABLE 3-14: IMPORTANCE OF SUSTAINABLE INITIATIVES

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 <i>Leave No Trace</i> 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?			How much would you like to see in the future?		
n	Mean	Features of Sedona	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

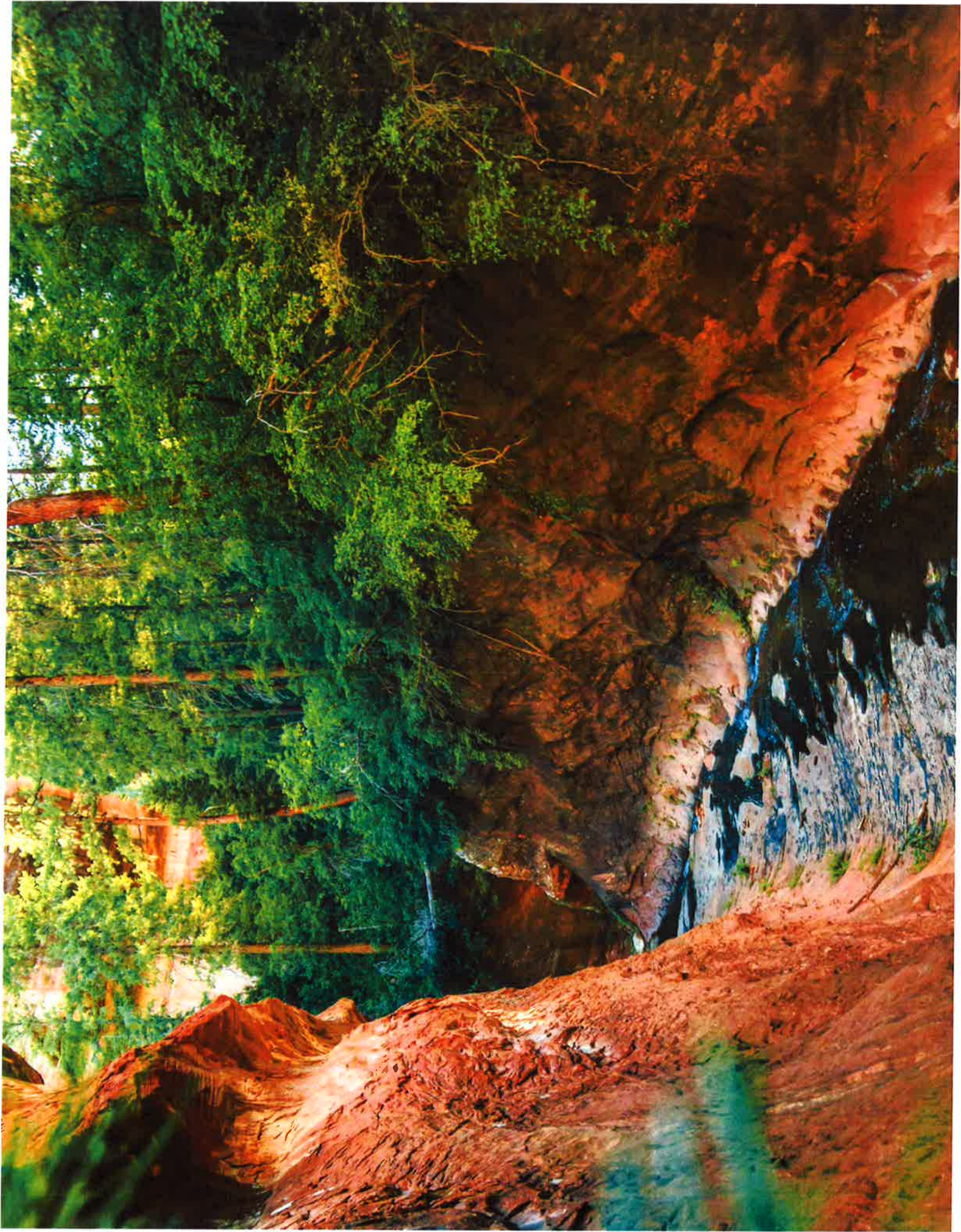
- Half of Sedona businesses consider themselves tourism businesses. 84% recognize they benefit from tourism.
- Approximately three-quarters of Sedona businesses have fewer than 10 employees.
- Just over half of responding business owners live in Sedona.
- Sedona business owners understand tourism's economic 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



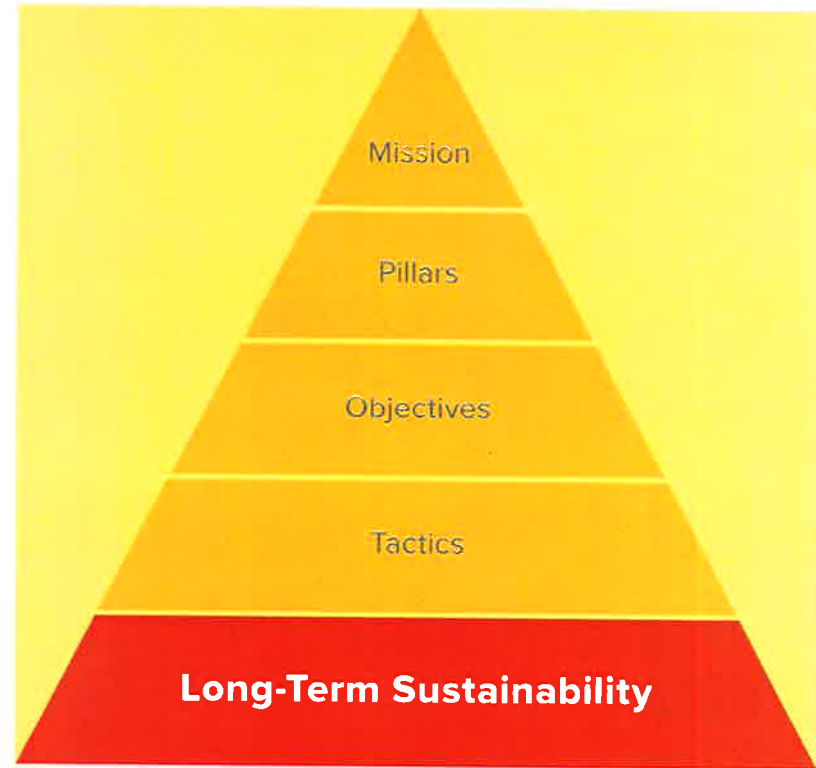
Resident Quality of Life



Quality of the Economy



Visitor Experience





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.



Environment | Objective A1

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

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.





Environment | Objective A1

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

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.



Environment | Objective A1

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

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.





Environment | Objective A1

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

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.





Environment | Objective A2

Expand programs that encourage minimal water usage and protect water quality

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

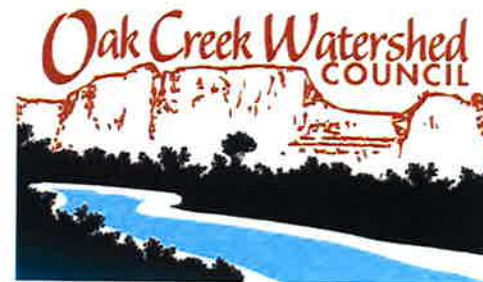
Nonprofit Focus Group, Land Manager Focus Group, GSTC, Industry Best Practices

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.





Environment | Objective A2

Expand programs that encourage minimal water usage and protect water quality

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

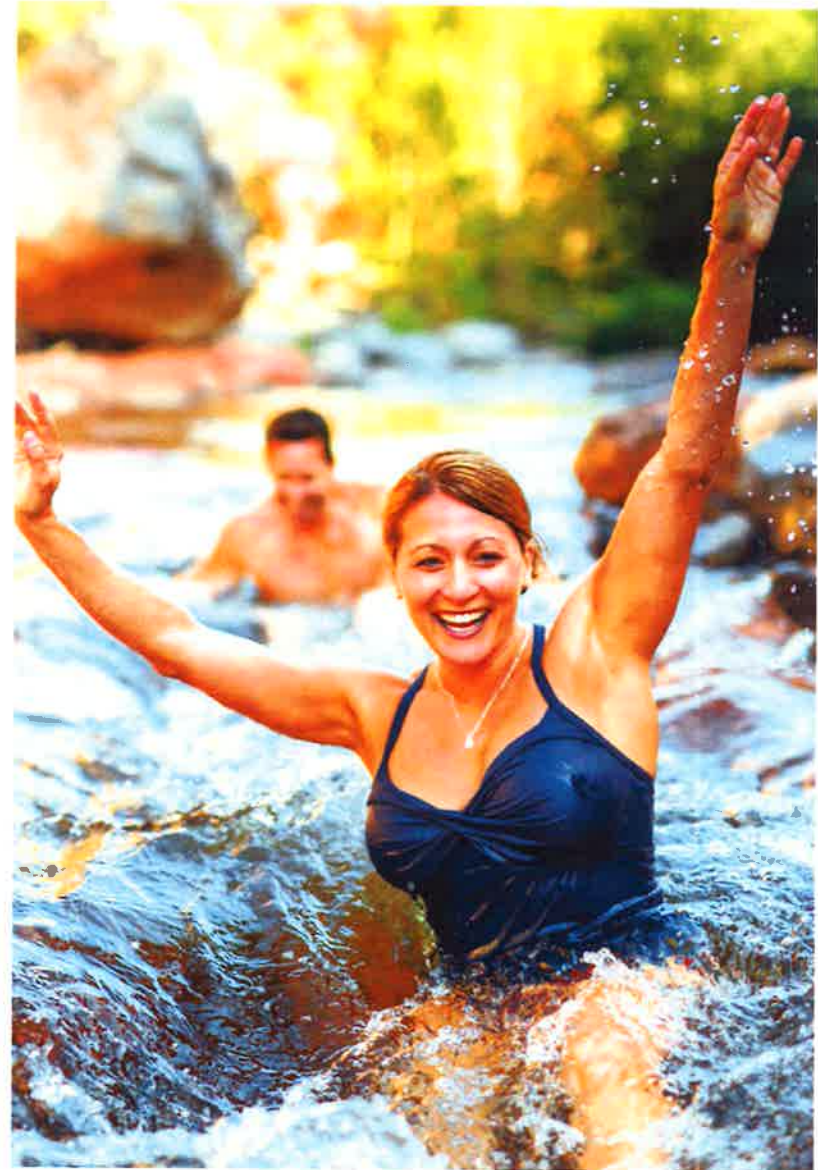
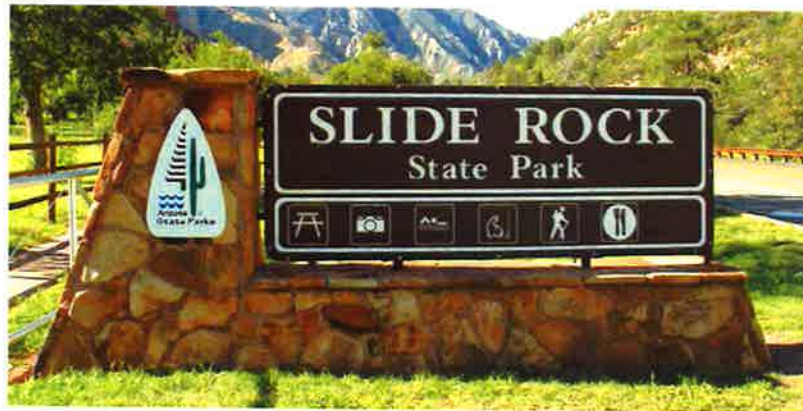
ALIGNING RESEARCH

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.





Environment | Objective A3

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

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.





Environment | Objective A3

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

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 Change 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



Environment | Objective A4

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

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.





Environment | Objective A4

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

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.





Environment | Objective A4

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

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

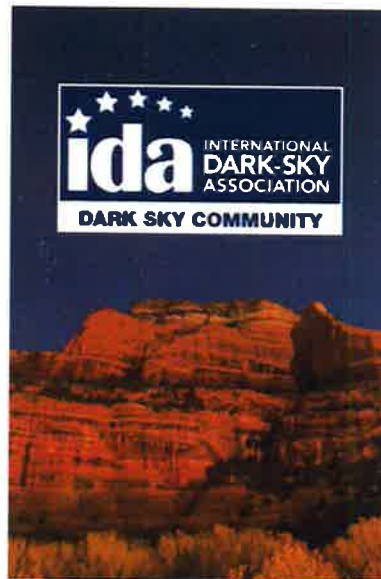
Resident Survey, Business Survey, Nonprofit Focus Group, Public Input, Industry Best Practices

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.





Environment | Objective A4

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

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.





Environment | 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

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.





Environment | 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

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.



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.



Quality of Life | Objective B1

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

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.





Quality of Life | Objective B1

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

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.



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.





Quality of Life | Objective B1

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

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.





Quality of Life | Objective B2

Expand use of technology to help solve transportation challenges

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

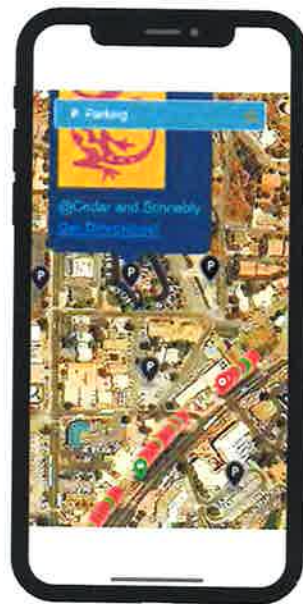
PROSPECTIVE METRICS

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.





Quality of Life | Objective B3

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

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.





Quality of Life | Objective B4

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

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.



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.





Quality of Life | Objective B4

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

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



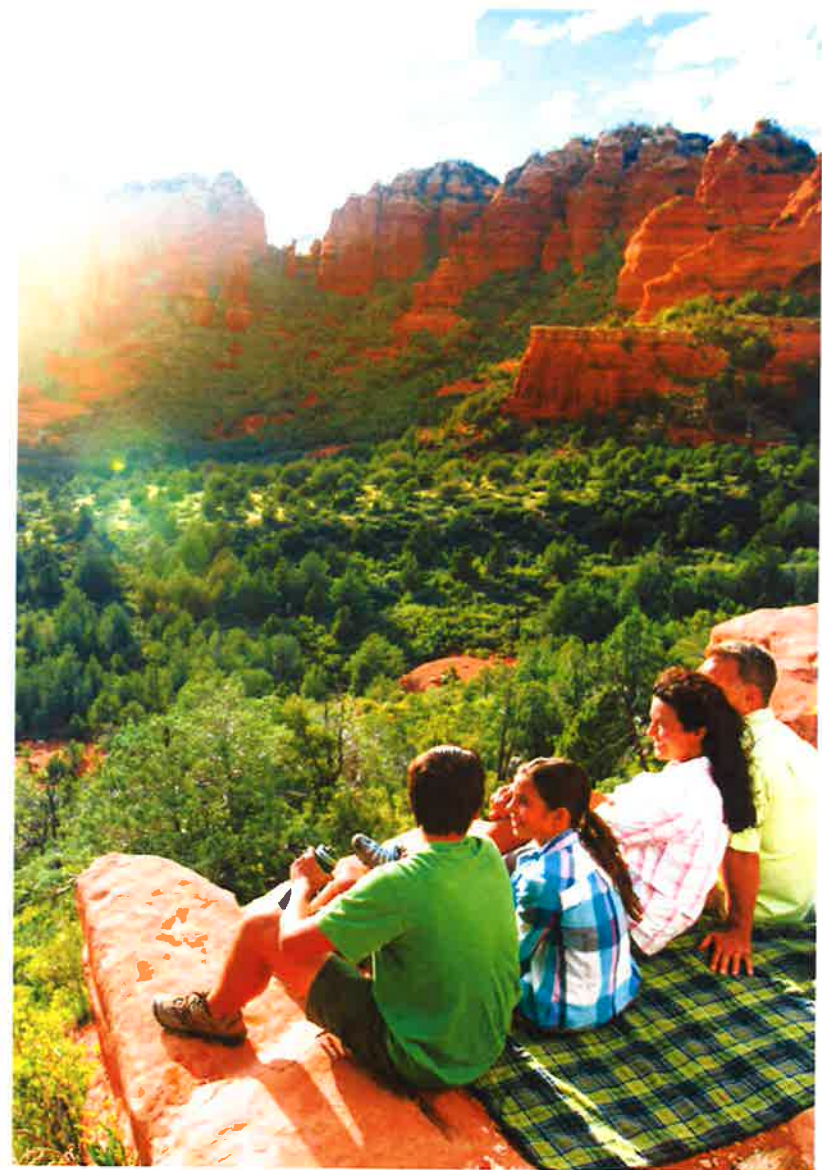
Outdoor Adventure



Arts & Culture



Wellness





Quality of Life | Objective B5

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

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.





Quality of Life | Objective B5

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

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)



AVERAGE DAILY RATE **\$208**



OCCUPANCY RATE **62%**



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

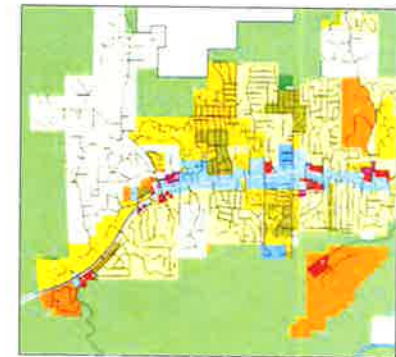
SUPPORTING PARTNERS SCC&TB, Sedona Lodging Council, Keep Sedona Beautiful

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



Quality of Life | Objective B6

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

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.



Quality of Economy | Objective C1

Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors

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
- Sales tax collections
- Average daily rates
- 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.





Quality of Economy | Objective C1

Monitor and adjust levels of economic activity in need periods and moderate congestion by dispersing visitors

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.





Quality of Economy | Objective C2

Expand interagency collaboration among diverse Sedona organizations

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

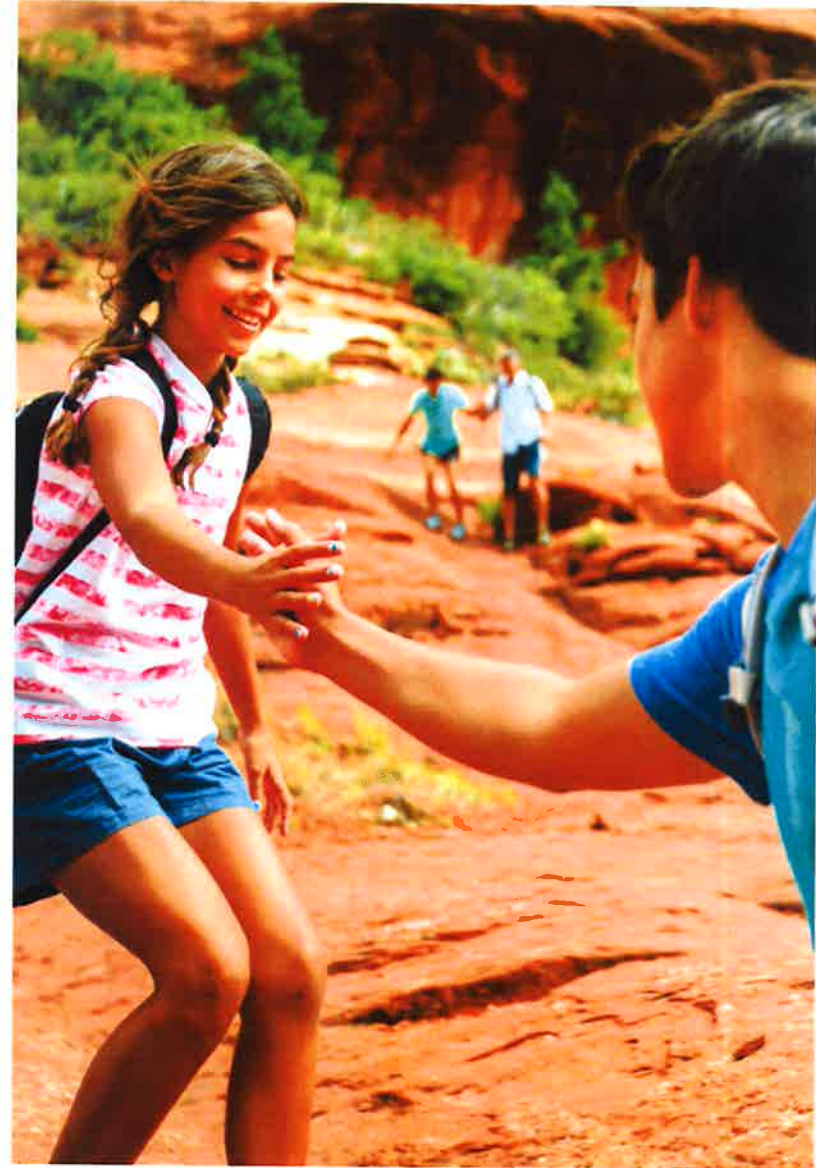
Nonprofit Focus Group, Land Managers Focus Group, Public Input, GSTC

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.





Quality of Economy | Objective C2

Expand interagency collaboration among diverse Sedona organizations

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

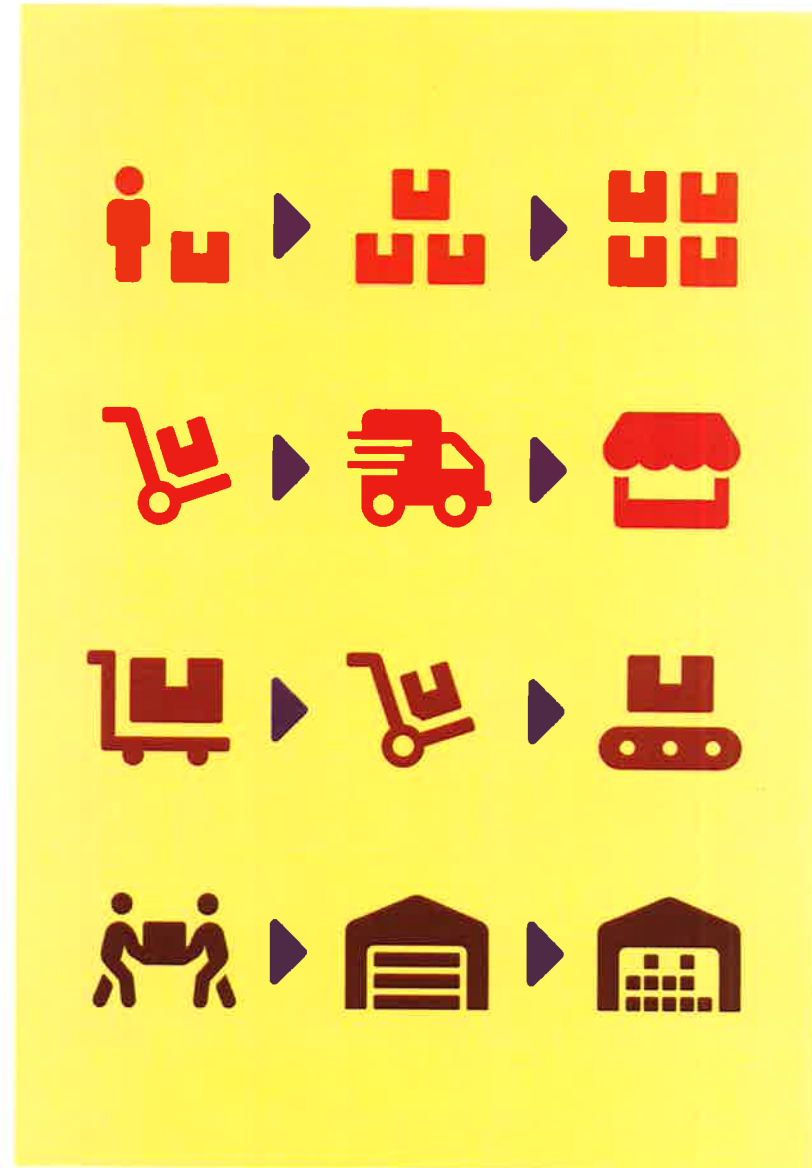
PROSPECTIVE METRICS

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.





Quality of Economy | Objective C3

Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy

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

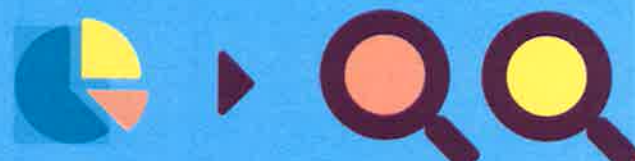
1. Demonstrate refinements to funding allocations

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.





Quality of Economy | Objective C4

Pursue innovative approaches to employee housing and training

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.



Visitor Experience | Objective D1

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

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

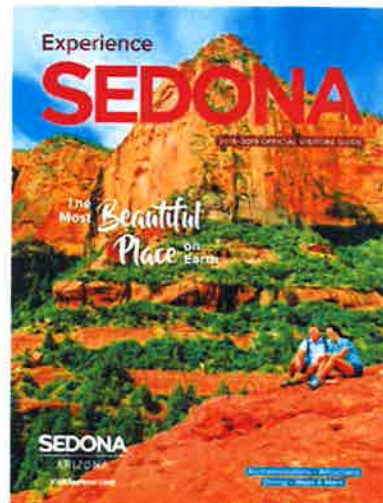
Nonprofit Focus Group, Land Managers Focus Group, Public Input

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.





Visitor Experience | Objective D1

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

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.



Visitor Experience | Objective D2

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

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.





Visitor Experience | Objective D2

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

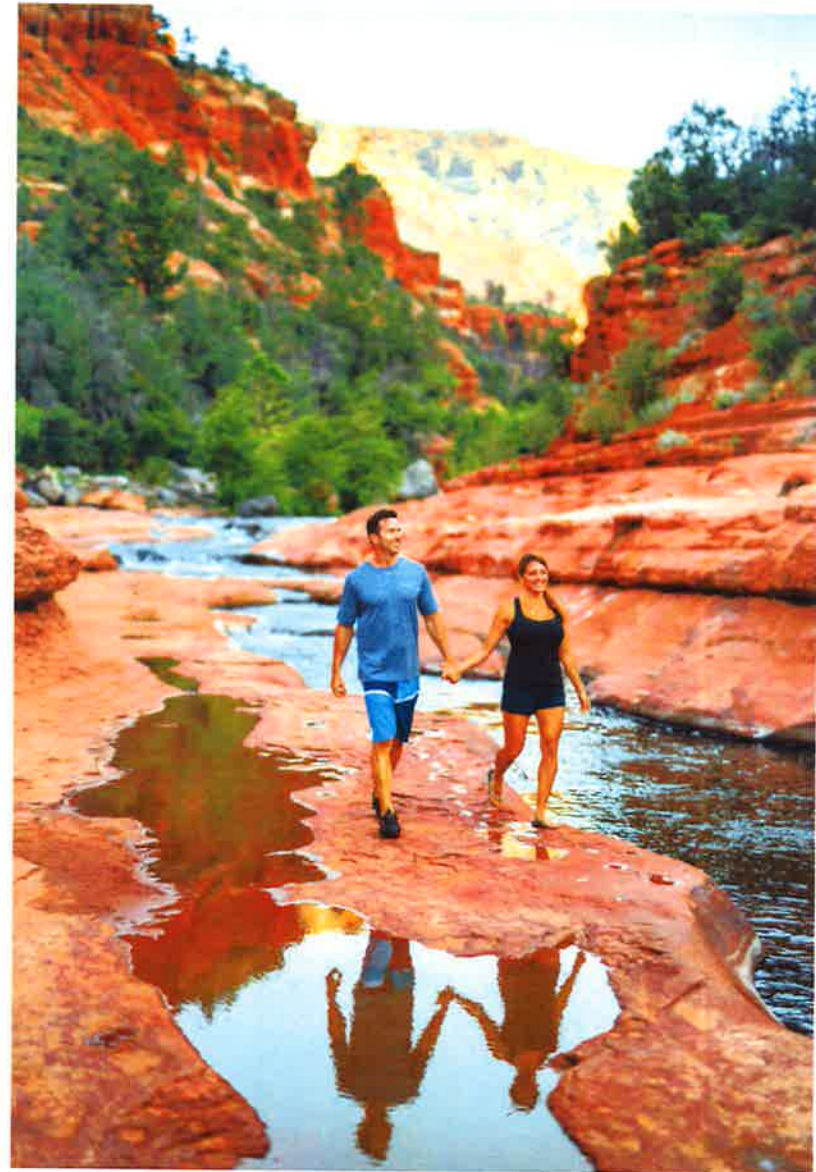
PROSPECTIVE METRICS

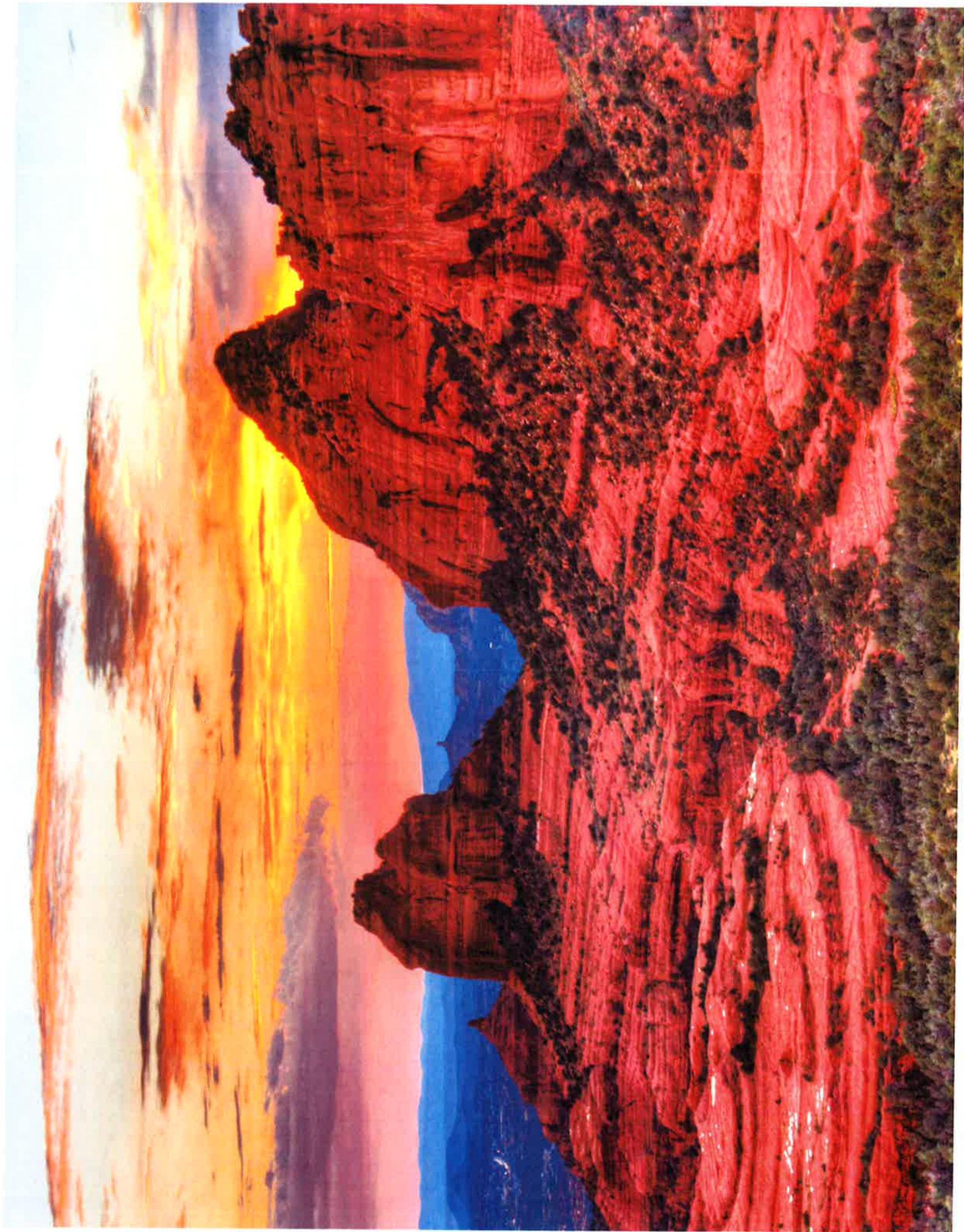
1. Number and range of integrated experiences
2. Benchmark through visitor surveys (including regional spending and participation)

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.



NATIONAL
GEOGRAPHIC





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:



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	Vls 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	Vls 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. KSR 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	GOE	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	GOE	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	ROOL	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	ROOL	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	ROOL	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](https://www.sedonasustainable.com)

Sedona Sustainable Tourism Plan

Connecting Sedona visitors to
long-term destination sustainability



