Sedona Sustainable Tourism Plan

Connecting Sedona visitors to long-term destination sustainability
Executive Summary

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

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

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

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.

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### 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

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Short (12-18 months), Mid (2-3 years), Long (4-5 years)</th>
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</thead>
<tbody>
<tr>
<td>Impacted Pillars</td>
<td>Any pillars impacted by the tactic are depicted with their corresponding icons.</td>
</tr>
<tr>
<td>Lead Partner</td>
<td>The entity (or entities) primarily responsible for moving the tactic forward.</td>
</tr>
</tbody>
</table>

Supporting Partners: Partners who will be integral in implementing the tactic.

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.

Description: An explanation of the tactic providing insight and key elements.
**Introduction and Purpose**

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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.

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

- **Sustainable Destination Mgmt**
- **Social & Economic**
- **Community & Cultural**
- **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
<table>
<thead>
<tr>
<th>Sector</th>
<th>Affiliation</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>City of Sedona</td>
<td>Mayor Sandy Moriarty, Justin Clifton, Cynthia Lovely, McKenzie Jones</td>
</tr>
<tr>
<td>Nonprofit</td>
<td>Keep Sedona Beautiful</td>
<td>Joanne Kendrick, Rob Adams</td>
</tr>
<tr>
<td>Lodging</td>
<td>Ambiente – A Landscape Hotel, SCC&amp;TB Board Member</td>
<td>Lonnie Lillie</td>
</tr>
<tr>
<td>Tours/Attraction</td>
<td>Pink Jeep Tours</td>
<td>Mike Hermen</td>
</tr>
<tr>
<td>Arts/Culture</td>
<td>Goldenstein Gallery, SCC&amp;TB Board Member</td>
<td>Linda Goldenstein</td>
</tr>
<tr>
<td>Medical/Health</td>
<td>Verde Valley Medical Center</td>
<td>Russell Dilts</td>
</tr>
<tr>
<td>Attractions</td>
<td>Sedona Golf Resort, SCC&amp;TB Board Member</td>
<td>Jeremy Hayman</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Sustainability Alliance</td>
<td>Darcy Hitchcock</td>
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<tr>
<td>Sustainability</td>
<td>Sedona Compost</td>
<td>Kathleen Ventura, Brock Delinski</td>
</tr>
<tr>
<td>Media/Newspaper</td>
<td>Red Rock News, SCC&amp;TB Board Member</td>
<td>Kyle Larson</td>
</tr>
<tr>
<td>Public Lands</td>
<td>Slide Rock State Park</td>
<td>Hank Vincent</td>
</tr>
<tr>
<td>Public Lands</td>
<td>U.S. Forest Service</td>
<td>Nicole Branton, Julie Rowe</td>
</tr>
<tr>
<td>Resident</td>
<td>At Large</td>
<td>Cindy Hauserman</td>
</tr>
<tr>
<td>Chamber</td>
<td>SCC&amp;TB</td>
<td>Jennifer Wesselhoff, Michelle Conway</td>
</tr>
<tr>
<td>Consultant</td>
<td>Nichols Tourism Group</td>
<td>Mitch Nichols</td>
</tr>
<tr>
<td>Consultant</td>
<td>Arizona State University Center for Sustainable Tourism</td>
<td>Christine Vogt, Kathleen Andereck, Gyan Nyaupane, Christine Buzinde, Kim Pham</td>
</tr>
</tbody>
</table>
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>
<thead>
<tr>
<th>Year</th>
<th>Room Base</th>
<th>Occ Rate</th>
<th>Room Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2,319</td>
<td>63.2%</td>
<td>534,947</td>
</tr>
<tr>
<td>2013</td>
<td>2,319</td>
<td>63.5%</td>
<td>537,486</td>
</tr>
<tr>
<td>2014</td>
<td>2,319</td>
<td>64.1%</td>
<td>542,565</td>
</tr>
<tr>
<td>2015</td>
<td>2,319</td>
<td>68.1%</td>
<td>576,422</td>
</tr>
<tr>
<td>2016</td>
<td>2,472</td>
<td>68.6%</td>
<td>618,964</td>
</tr>
<tr>
<td>2017</td>
<td>2,472</td>
<td>69.0%</td>
<td>622,573</td>
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</table>

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.

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

As noted later in this section, ASU estimates approximately 37% of Sedona’s visitors do not stay overnight.
Marketing and Promotional Initiatives

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

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

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

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

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

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

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>
<thead>
<tr>
<th>TABLE 3-2: SCC&amp;TB BUDGET ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCE: SCC&amp;TB</strong></td>
</tr>
<tr>
<td><strong>FY18</strong></td>
</tr>
<tr>
<td>Programs</td>
</tr>
<tr>
<td>Marketing/Advertising</td>
</tr>
<tr>
<td>Reinvestment Programs</td>
</tr>
<tr>
<td>Personnel/Admin</td>
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<tr>
<td>Total Budget</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TABLE 3-3: LODGING DEMAND GROWTH BY SEASON*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCE: STR GLOBAL</strong></td>
</tr>
<tr>
<td>Season</td>
</tr>
<tr>
<td>Peak Season</td>
</tr>
<tr>
<td>Mid Season</td>
</tr>
<tr>
<td>Off Season</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Region</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sedona</td>
<td>-2.7</td>
<td>-1.4</td>
<td>0.8</td>
<td>1.0</td>
</tr>
<tr>
<td>Arizona</td>
<td>-0.01</td>
<td>3.7</td>
<td>1.6</td>
<td>2.8</td>
</tr>
</tbody>
</table>

### Figure 3-1: Occupancy (%) Comparison, Arizona FY 2018

Source: STR Global

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**Sedona Benchmark FY14**

**Sedona FY17**

**Sedona FY18**

**Scottsdale FY18**

**Arizona FY18**
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

<table>
<thead>
<tr>
<th>Region</th>
<th>ADR Change</th>
<th>Percentage (%) Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sedona</td>
<td>$221.59</td>
<td>+17.7</td>
</tr>
<tr>
<td>Arizona</td>
<td>$110.32</td>
<td>+7.6</td>
</tr>
</tbody>
</table>

### 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](http://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](http://SedonaSecret7.com)
SCC&TB VISITOR MANAGEMENT FLOW PROGRAMS

- WalkSedona Mobile Program
- Parking Signage
- Bike Share Feasibility Study
- Wayfinding Plan

WalkSedona Mobile Program

Bike Share Feasibility Study
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

<table>
<thead>
<tr>
<th>Community Amenities</th>
<th>n</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variety of Restaurants and Other Food and Beverage</td>
<td>342</td>
<td>2%</td>
<td>7%</td>
<td>91%</td>
<td>2.9</td>
</tr>
<tr>
<td>Variety of Festivals and Events</td>
<td>344</td>
<td>3%</td>
<td>17%</td>
<td>80%</td>
<td>2.8</td>
</tr>
<tr>
<td>Variety of Retail/Shopping</td>
<td>344</td>
<td>4%</td>
<td>25%</td>
<td>71%</td>
<td>2.7</td>
</tr>
<tr>
<td>Variety of Nearby Outdoor Recreation Opportunities</td>
<td>342</td>
<td>6%</td>
<td>23%</td>
<td>71%</td>
<td>2.7</td>
</tr>
<tr>
<td>Variety of Museums/Arts/ Cultural Venues and Activities</td>
<td>340</td>
<td>6%</td>
<td>33%</td>
<td>61%</td>
<td>2.6</td>
</tr>
</tbody>
</table>
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 3-8: ACCEPTABILITY OF ECONOMIC DEVELOPMENT OPTIONS

**SOURCE: ASU – CST RESIDENT SURVEY**

<table>
<thead>
<tr>
<th>Economic Activities</th>
<th>n</th>
<th>1</th>
<th>2 &amp; 3</th>
<th>4 &amp; 5</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical and Health</td>
<td>368</td>
<td>1%</td>
<td>16%</td>
<td>83%</td>
<td>4.4</td>
</tr>
<tr>
<td>Higher Education</td>
<td>365</td>
<td>5%</td>
<td>20%</td>
<td>75%</td>
<td>4.2</td>
</tr>
<tr>
<td>Craft Beverages</td>
<td>366</td>
<td>2%</td>
<td>32%</td>
<td>66%</td>
<td>4.0</td>
</tr>
<tr>
<td>Professional Services</td>
<td>369</td>
<td>1%</td>
<td>24%</td>
<td>75%</td>
<td>4.0</td>
</tr>
<tr>
<td>Retail and Other Services</td>
<td>365</td>
<td>2%</td>
<td>35%</td>
<td>63%</td>
<td>3.9</td>
</tr>
<tr>
<td>Technology</td>
<td>366</td>
<td>4%</td>
<td>34%</td>
<td>62%</td>
<td>3.8</td>
</tr>
<tr>
<td>Tourism/Outdoor Recreation</td>
<td>371</td>
<td>5%</td>
<td>37%</td>
<td>58%</td>
<td>3.7</td>
</tr>
<tr>
<td>Agriculture</td>
<td>363</td>
<td>12%</td>
<td>42%</td>
<td>46%</td>
<td>3.4</td>
</tr>
<tr>
<td>Federal/State/Local Government</td>
<td>368</td>
<td>10%</td>
<td>54%</td>
<td>36%</td>
<td>3.2</td>
</tr>
<tr>
<td>Construction</td>
<td>366</td>
<td>13%</td>
<td>62%</td>
<td>25%</td>
<td>2.9</td>
</tr>
<tr>
<td>Light Manufacturing</td>
<td>368</td>
<td>22%</td>
<td>45%</td>
<td>23%</td>
<td>2.6</td>
</tr>
</tbody>
</table>
## TABLE 3-9: ACCEPTABILITY OF ECONOMIC DEVELOPMENT OPTIONS

**SOURCE: ASU – CST RESIDENT SURVEY**

<table>
<thead>
<tr>
<th>How do you rate the current situation?</th>
<th>Community Characteristics</th>
<th>How much would you like to see in the future?</th>
<th>Difference Future – Current (Mean)</th>
</tr>
</thead>
<tbody>
<tr>
<td>n</td>
<td>Mean</td>
<td></td>
<td>n</td>
</tr>
<tr>
<td>365</td>
<td>4.6</td>
<td>Amount of Traffic</td>
<td>363</td>
</tr>
<tr>
<td>367</td>
<td>4.1</td>
<td>Number of Tourists</td>
<td>365</td>
</tr>
<tr>
<td>363</td>
<td>3.6</td>
<td>Noise</td>
<td>364</td>
</tr>
<tr>
<td>362</td>
<td>3.4</td>
<td>Lighting at Night</td>
<td>364</td>
</tr>
<tr>
<td>359</td>
<td>3.0</td>
<td>Variety of Attractions</td>
<td>360</td>
</tr>
<tr>
<td>361</td>
<td>3.0</td>
<td>Restaurants</td>
<td>361</td>
</tr>
<tr>
<td>361</td>
<td>2.9</td>
<td>Directional Signs</td>
<td>358</td>
</tr>
<tr>
<td>361</td>
<td>3.0</td>
<td>Trails</td>
<td>360</td>
</tr>
<tr>
<td>341</td>
<td>2.8</td>
<td>Disabilities Access</td>
<td>342</td>
</tr>
<tr>
<td>360</td>
<td>2.8</td>
<td>Built Environments</td>
<td>359</td>
</tr>
<tr>
<td>358</td>
<td>2.5</td>
<td>Parking Lots</td>
<td>357</td>
</tr>
<tr>
<td>356</td>
<td>2.5</td>
<td>Roads</td>
<td>358</td>
</tr>
<tr>
<td>348</td>
<td>2.4</td>
<td>Public Restrooms</td>
<td>350</td>
</tr>
<tr>
<td>365</td>
<td>2.4</td>
<td>Overall Community Walkability</td>
<td>365</td>
</tr>
<tr>
<td>363</td>
<td>2.0</td>
<td>Public Transportation</td>
<td>359</td>
</tr>
</tbody>
</table>

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

**TABLE 3-10: QUALITY OF LIFE – IMPORTANCE AND SATISFACTION**

**SOURCE: ASU – CST RESIDENT SURVEY**

**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)
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.
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%**

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.

![FIGURE 3-5: FUTURE ROLE FOR TOURISM IN SEDONA’S ECONOMY](source: ASU – CST BUSINESS SURVEY)

![TABLE 3-11: ACCEPTABILITY OF ECONOMIC ACTIVITIES](source: ASU – CST BUSINESS SURVEY)

<table>
<thead>
<tr>
<th>Economic Activities</th>
<th>n</th>
<th>1</th>
<th>2 &amp; 3</th>
<th>4 &amp; 5</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism/Outdoor Recreation</td>
<td>188</td>
<td>1%</td>
<td>17%</td>
<td>82%</td>
<td>4.3</td>
</tr>
<tr>
<td>Medical and Health</td>
<td>191</td>
<td>2%</td>
<td>25%</td>
<td>74%</td>
<td>4.2</td>
</tr>
<tr>
<td>Higher Education</td>
<td>191</td>
<td>0%</td>
<td>25%</td>
<td>75%</td>
<td>4.2</td>
</tr>
<tr>
<td>Professional Services</td>
<td>191</td>
<td>2%</td>
<td>28%</td>
<td>71%</td>
<td>4.2</td>
</tr>
<tr>
<td>Craft Beverages (Beer, Wine, etc.)</td>
<td>191</td>
<td>1%</td>
<td>28%</td>
<td>72%</td>
<td>4.1</td>
</tr>
<tr>
<td>Retail and Other Services</td>
<td>191</td>
<td>1%</td>
<td>35%</td>
<td>64%</td>
<td>4.1</td>
</tr>
<tr>
<td>Technology</td>
<td>191</td>
<td>7%</td>
<td>40%</td>
<td>53%</td>
<td>3.9</td>
</tr>
<tr>
<td>Agriculture</td>
<td>190</td>
<td>8%</td>
<td>52%</td>
<td>40%</td>
<td>3.6</td>
</tr>
<tr>
<td>Federal/State/Local Government</td>
<td>191</td>
<td>7%</td>
<td>46%</td>
<td>47%</td>
<td>3.3</td>
</tr>
<tr>
<td>Construction</td>
<td>190</td>
<td>11%</td>
<td>59%</td>
<td>31%</td>
<td>3.4</td>
</tr>
<tr>
<td>Light Manufacturing</td>
<td>189</td>
<td>1%</td>
<td>17%</td>
<td>82%</td>
<td>3.0</td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Importance</th>
<th>Quality of Life Factors</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>n</td>
<td>Mean</td>
<td>Quality of Life Factors</td>
</tr>
<tr>
<td>179</td>
<td>4.8</td>
<td>Safety/Lack of Crime</td>
</tr>
<tr>
<td>176</td>
<td>4.8</td>
<td>Limited Litter and Vandalism</td>
</tr>
<tr>
<td>179</td>
<td>4.7</td>
<td>Clean Air and Water</td>
</tr>
<tr>
<td>180</td>
<td>4.7</td>
<td>Conservation of Natural Areas</td>
</tr>
<tr>
<td>180</td>
<td>4.7</td>
<td>Attractiveness/Cleanliness</td>
</tr>
<tr>
<td>180</td>
<td>4.4</td>
<td>Preservation of Cultural/Historic Sites</td>
</tr>
<tr>
<td>180</td>
<td>4.4</td>
<td>Crowding of Roads</td>
</tr>
<tr>
<td>180</td>
<td>4.3</td>
<td>Quality Recreation Opportunities</td>
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<tr>
<td>179</td>
<td>4.3</td>
<td>Fair Prices of Goods and Services</td>
</tr>
<tr>
<td>177</td>
<td>4.2</td>
<td>Diversity and Quality of Employment</td>
</tr>
<tr>
<td>178</td>
<td>4.2</td>
<td>Tourist Spending</td>
</tr>
<tr>
<td>178</td>
<td>4.2</td>
<td>High Standard of Living</td>
</tr>
<tr>
<td>177</td>
<td>4.2</td>
<td>Cultural Activities for Residents</td>
</tr>
<tr>
<td>180</td>
<td>4.2</td>
<td>Peace and Quiet</td>
</tr>
<tr>
<td>178</td>
<td>4.1</td>
<td>Adequate Tax Revenues to Support City Services</td>
</tr>
<tr>
<td>178</td>
<td>4.1</td>
<td>Reasonable Real Estate Costs</td>
</tr>
<tr>
<td>179</td>
<td>4.1</td>
<td>Diverse Economy</td>
</tr>
<tr>
<td>180</td>
<td>4.1</td>
<td>Crowding of Trails</td>
</tr>
<tr>
<td>178</td>
<td>4.1</td>
<td>Crowding in Other Areas of Sedona</td>
</tr>
<tr>
<td>179</td>
<td>4.1</td>
<td>Community Identity</td>
</tr>
<tr>
<td>179</td>
<td>3.9</td>
<td>Crowding in Uptown</td>
</tr>
<tr>
<td>177</td>
<td>3.9</td>
<td>Authentic Culture</td>
</tr>
</tbody>
</table>

**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

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

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

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

Demographics

- The average age of the respondent was **47**, with the largest age groups being **50-64 (30%)** and **18-34 (28%).**
- Women (53%) respondents were slightly more common than men (47%).
- **9 out of 10** visitors (91%) were from the U.S. and 9% were international. Canada comprised 69% of the international visitor segment.
- Of the U.S. respondents, 35% were from Arizona. California residents (14%) comprised the second largest U.S. segment.
- Average party size was **3.6 persons** and ranged from one person to as many as 50. The most common group size was two persons.
- Most visitors (63%) stayed overnight in the Sedona area. 37% were day visitors.
- Those who stayed overnight averaged **3.5 nights** in Sedona. The most common length was **2 nights.**
- Arizona residents were more likely to be on a day trip (58%) than an out-of-state travel party.
- Hiking is the most popular activity in the visitor survey (72%), followed by shopping (68%), sightseeing (68%) and dining (66%).

Visitor Satisfaction

- **55%** of visitor respondents rate Sedona as “excellent.”
- **42%** rate the destination as “above average.”
- **3%** Sedona rate as “average.”
- No one gave the destination a “below average” rating.
- Overnight visitors have significantly higher satisfaction (59% “excellent”) than day trip visitors (48% “excellent”).

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

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

**FIGURE 3-7: VISITOR TRIP ORIENTATION**

**SOURCE: ASU – CST VISITOR SURVEY**

**Is this your first visit to Sedona?**

- **55%** First Time Visitor
- **55%** First Time Visitor

**How long is your visit to Sedona?**

- **63%** Overnight
- **37%** Day Trip

32
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>
<thead>
<tr>
<th>Features of Sedona</th>
<th>n</th>
<th>Mean</th>
<th>How much would you like to see in the future?</th>
<th>n</th>
<th>Mean</th>
<th>(Mean)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of Traffic</td>
<td>918</td>
<td>2.5</td>
<td>-1.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Tourists</td>
<td>908</td>
<td>2.8</td>
<td>-0.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shopping</td>
<td>869</td>
<td>3.1</td>
<td>-0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Built Environment</td>
<td>852</td>
<td>3.0</td>
<td>-0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noise</td>
<td>870</td>
<td>2.9</td>
<td>-0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting at Night</td>
<td>803</td>
<td>3.0</td>
<td>0.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td>836</td>
<td>3.1</td>
<td>0.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roads</td>
<td>855</td>
<td>3.2</td>
<td>0.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directional Signs</td>
<td>881</td>
<td>3.2</td>
<td>0.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variety of Attractions</td>
<td>875</td>
<td>3.2</td>
<td>0.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walking Space in Town</td>
<td>863</td>
<td>3.3</td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disabilities Access</td>
<td>776</td>
<td>3.2</td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurants</td>
<td>877</td>
<td>3.3</td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trails</td>
<td>856</td>
<td>3.4</td>
<td>0.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interaction with Residents</td>
<td>818</td>
<td>3.2</td>
<td>0.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restrooms</td>
<td>862</td>
<td>3.4</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Transportation</td>
<td>787</td>
<td>3.4</td>
<td>0.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Lots</td>
<td>857</td>
<td>3.6</td>
<td>1.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

*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.

- 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.
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:

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Short (12-18 months), Mid (2-3 years), Long (4-5 years).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impacted Pillars</td>
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</tr>
<tr>
<td>Lead Partner</td>
<td>The entity (or entities) primarily responsible for moving the tactic forward.</td>
</tr>
</tbody>
</table>

Supporting Partners

Partners who will be integral in implementing the tactic.

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.

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:**
  - Environmental

- **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:**
  - Environmental

- **TIMEFRAME:** Short-term (12-18 months)

- **LEAD PARTNER:** SCC&TB

- **SUPPORTING PARTNERS:**
  - City of Sedona, Sedona Businesses, Sedona Recycles, Sustainability Alliance

- **ALIGNING RESEARCH:**
  - Nonprofit Focus Group, Business Survey, Public Input

- **PROSPECTIVE METRICS:**
  1. Number of businesses participating in recycling programs
  2. Number of sustainability certified businesses
  3. Recycling volumes
  4. Benchmark through business surveys
  5. Percentage of waste diverted

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

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

---

**Sedona Recycles**
**Keeping the Red Rocks Green Since 1989**

---

44
Environmental Objectives and Strategies

**Environment | Objective A1**
Implement new waste prevention, reduction, and diversion strategies focused on visitors and their impacts in the Sedona region

<table>
<thead>
<tr>
<th>TACTIC A1.3</th>
<th>Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses</th>
</tr>
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<tbody>
<tr>
<td>IMPACTED PILLARS</td>
<td>![Green Leaf] ![Thumbs Up] ![Thermometer]</td>
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<tr>
<td>TIMEFRAME</td>
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<tr>
<td>LEAD PARTNER</td>
<td>Sustainability Alliance</td>
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<tr>
<td>SUPPORTING PARTNERS</td>
<td>SCC&amp;TB, Sedona Businesses, Sedona Lodging Council</td>
</tr>
<tr>
<td>ALIGNING RESEARCH</td>
<td>GSTC, Nonprofit Focus Group</td>
</tr>
<tr>
<td>PROSPECTIVE METRICS</td>
<td>1. Number of certified businesses 2. Number of enhanced certified levels and retention</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>TACTIC A1.4</th>
<th>Encourage ‘zero waste’ meetings and events</th>
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<tr>
<td>IMPACTED PILLARS</td>
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<tr>
<td>SUPPORTING PARTNERS</td>
<td>SCC&amp;TB, Sedona Event Organizers, Sedona Events Alliance, Sedona Lodging Council</td>
</tr>
<tr>
<td>ALIGNING RESEARCH</td>
<td>Resident Survey, Nonprofit Focus Group, Public Input, Industry Best Practices</td>
</tr>
<tr>
<td>PROSPECTIVE METRICS</td>
<td>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</td>
</tr>
</tbody>
</table>

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

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

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

The Sustainability Alliance will work with the SCC&TB to encourage signature events that embrace ‘zero waste’ initiatives. Sedona will decrease waste, create awareness among thousands who attend these events, and burnish a reputation as an environmentally conscious destination.
TACTIC A1.5 | Increase the number of water refilling stations in the area

**IMPACTED PILLARS**

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

**TIMEFRAME** Short-term (12-18 months)

**LEAD PARTNER** City of Sedona

**SUPPORTING PARTNERS** SCC&TB, Sedona Businesses, Sustainability Alliance, State Parks, Keep Sedona Beautiful


**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**

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

**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**
  - Icon

- **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, 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**
  - Icon

- **TIMEFRAME**
  - Mid-term (2-3 years)

- **LEAD PARTNER**
  - Keep Sedona Beautiful

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

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

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

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

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

The SCC&TB will build on the existing StrawFree Sedona program to encourage businesses and visitors to use alternatives (refillable water bottles, paper straws, canvas bags, etc.) to reduce disposable plastics in Sedona. The SCC&TB will create promotional campaigns to increase participation among businesses and visitors.
TACTIC A2.1 | Encourage businesses to implement water conservation programs

- IMPACTED PILLARS: Environment, Economy, Community
- 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: Environment, Economy, Community
- TIMEFRAME: Mid-term (2-3 years)
- LEAD PARTNERS: Friends of the Verde River, Oak Creek Watershed Council
- SUPPORTING PARTNERS: SCC&TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Other Nonprofit Organizations
- ALIGNING RESEARCH: Nonprofit Focus Group, Land Manager Focus Group, GSTC, Industry Best Practices
- PROSPECTIVE METRICS:
  1. Number of voluntourism programs
  2. Number of hours donated by volunteers
  3. Number of visitors participating

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

This tactic builds on this success, identifying other areas that merit attention, and promoting volunteer programs that help connect tourism businesses and their guests in voluntourism efforts.
TACTIC A2.3  |  Develop systems to monitor and report water quality at high-visitiation areas (e.g., Slide Rock State Park)

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

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

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

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

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

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

Several community organizations currently evaluate the potential impact of developing private and public land in the Sedona area. Keep Sedona Beautiful will take the lead in integrating these perspectives and providing input on development proposals to ensure alignment with broader destination sustainability goals.
TACTIC A4.3  |  Monitor trail utilization and implement programs that distribute visitation

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

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

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

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

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

Overflow parking at trailheads is a regional problem and is particularly prevalent at trails within City of Sedona, where parking can overflow to adjoining neighborhoods. Planning for new parking facilities, signage in neighborhoods, improved bicycle/pedestrian access, and trailhead transit options is underway. By engaging the tourism industry in efforts to find solutions and encouraging guests to embrace these solutions, trailhead parking challenges can be more effectively addressed.
TACTIC A4.5 | Encourage grandfathered businesses and residents to implement dark sky-compliant lighting

**IMPACTED PILLARS**

**TIMEFRAME** Mid-term (2-3 years)

**LEAD PARTNER** Keep Sedona Beautiful

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

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

**PROSPECTIVE METRICS**

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

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

This tactic encourages grandfathered businesses to adopt such lighting, even though they are not legally required to do so. Incentives or grant funding may motivate businesses to transition. By building broad participation, Sedona will be better positioned to maintain and build on its dark sky designation.

TACTIC A4.6 | Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands

**IMPACTED PILLARS**

**TIMEFRAME** Mid-term (2-3 years)

**LEAD PARTNER** To Be Determined

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

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

**PROSPECTIVE METRICS**

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

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

Voluntourism trail-building experiences would be developed and promoted by a mix of Sedona organizations.
TACTIC A4.7 | Encourage businesses and residents to eliminate the use of pesticides and other chemical products that may negatively impact the environment

IMPACTED PILLARS

TIMEFRAME
Long-term (3-5 years)

LEAD PARTNER
To Be Determined

SUPPORTING PARTNERS
SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Oak Creek Watershed Council

ALIGNING RESEARCH
Public Input

PROSPECTIVE METRICS
1. Benchmark through resident surveys
2. Benchmark through business surveys

Minimizing use of potentially damaging pesticides and other household chemicals represents a sustainability opportunity for Sedona. Developing a thematic message and educational materials in collaboration with nonprofits in the area, Sedona could communicate a consistent message, increasing the potential for positive impacts.
### TACTIC A5.1 | Adopt and expand *Leave No Trace* programs

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</tbody>
</table>
| 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

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<tr>
<td>ALIGNING RESEARCH</td>
<td>Business Survey, GSTC</td>
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</tbody>
</table>
| 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.

---

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

---

*PALAU PLEDGE*  
*REPUBLIC OF PALAU IMMIGRATION*
Quality of Life

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

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

### Assigned Tactics

**Each objective above is followed by a set of assigned tactics, which includes the following details:**

<table>
<thead>
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</table>
TACTIC B1.1  |  Build business support around SIM implementation steps and the Phase One initiatives

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<td>City of Sedona, SCC&amp;TB</td>
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<tr>
<td>SUPPORTING PARTNERS</td>
<td>Sedona Businesses</td>
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<tr>
<td>ALIGNING RESEARCH</td>
<td>Local Input</td>
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</table>
| 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

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<tr>
<td>SUPPORTING PARTNERS</td>
<td>SCC&amp;TB, Sedona Businesses, Local Media, Land Managers, Verde Valley Cyclists Coalition, Sedona Mountain Bike Coalition, Sedona Red Rock Trail Fund</td>
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</table>
| PROSPECTIVE METRICS | 1. WalkSedona.com utilization  
2. Number of outreach efforts  
3. Benchmark through visitor surveys  
4. Estimates of trail and sidewalk uses |

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

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

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

**IMPACTED PILLARS**

**TIMEFRAME**
Short-term (12-18 months)

**LEAD PARTNER**
City of Sedona

**SUPPORTING PARTNERS**
Counties, USFS, SCC&TB

**ALIGNING RESEARCH**
Business Survey, Local Input

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

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

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

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

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

The City of Sedona is currently undertaking an Uptown Parking Garage Study which will inform the next steps of this tactic.

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

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<td>SUPPORTING PARTNERS</td>
<td>City of Sedona, Sedona Businesses</td>
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<td>ALIGNING RESEARCH</td>
<td>Resident Survey, Business Survey, Public Input, GSTC</td>
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</table>
| 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

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<td>TIMEFRAME</td>
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<td>SCC&amp;TB</td>
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<tr>
<td>SUPPORTING PARTNERS</td>
<td>City of Sedona, Land Managers, State Parks, Private Business Rental Operations and Hotels with Bike Share Programs</td>
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<td>ALIGNING RESEARCH</td>
<td>Resident Survey, Business Survey, Visitor Survey, Local Input, GSTC</td>
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</tbody>
</table>
| PROSPECTIVE METRICS | 1. Number of industry outreach efforts  
2. Benchmark through visitor surveys  
3. Benchmark through business surveys  
4. Utilization numbers |

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

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

Visitor-industry businesses will be encouraged to support these options, helping minimize the number of cars on Sedona streets.
**TACTIC B2.1 | Develop programs to identify available parking areas and showcase real-time parking spaces**

**IMPACTED PILLARS**

**TIMEFRAME** Mid-term (2-3 years)

**LEAD PARTNERS** City of Sedona, SCC&TB

**SUPPORTING PARTNERS** Sedona Businesses

**ALIGNING RESEARCH** Resident Survey, Business Survey, Local Input

**PROSPECTIVE METRICS**
1. Number of apps and utilization
2. Benchmark through visitor surveys

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

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

Through these applications, visitors and residents can park more easily, minimizing the time spent driving in search of parking.

**TACTIC B2.2 | Utilize new technologies to help visitors understand options of getting around Sedona**

**IMPACTED PILLARS**

**TIMEFRAME** Long-term (4-5 years)

**LEAD PARTNER** SCC&TB

**SUPPORTING PARTNERS** City of Sedona, ADOT

**ALIGNING RESEARCH** Resident Survey, Business Survey, Visitor Survey, Local Input

**PROSPECTIVE METRICS**
1. Number of apps and utilization
2. Benchmark through visitor surveys

Many Sedona visitors use technology to navigate their destination.

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

Sedona can use technology to effectively manage ‘visitor flow,’ influencing when and how visitors move around the area.
TACTIC B3.1 | Expand communication with Sedona residents focusing on benefits and impacts of tourism and available resources

- **IMPACTED Pillars**: Residents, Visitors
- **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**: Residents
- **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**: 
  - Supporting Farmers
  - Sustainably Made
  - Socially-Conscious
  - Eco Friendly
  - Ethically Sourced
  - Family Owned
  - Small Batch
  - Handcrafted

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

**IMPACTED PILLARS**

**TIMEFRAME**
Mid-term (2-3 years)

**LEAD PARTNER**
SCC&TB

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

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

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

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

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

**Sedona Brand Themes**

- Sustainability
- Outdoor Adventure
- Arts & Culture
- Wellness
TACTIC B5.1 | Pursue new state legislative authority to manage Short Term Rentals (STR)

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNER
City of Sedona

SUPPORTING PARTNERS
SCC&TB, Sedona Lodging Council

ALIGNING RESEARCH

PROSPECTIVE METRICS
1. Range of lobbying initiatives
2. Ultimate ability to regulate

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

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

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

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNER
SCC&TB

SUPPORTING PARTNERS
City of Sedona, Sedona Lodging Council

ALIGNING RESEARCH
Industry Best Practices

PROSPECTIVE METRICS
1. Number of STR owners participating
2. Benchmark resident attitudes towards STRs

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

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

Rather than operating as a distinct segment somewhat removed from the broader industry, STR owners and operators would increasingly be a collaborative partner in ensuring long-term sustainability of Sedona’s tourism industry.
TACTIC B5.3 | Provide Short Term Rental (STR) research and impacts

IMPACTED PILLARS
Sustainable Communities
Sustainable Tourism
Sustainable Development

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.

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

IMPACTED PILLARS
Sustainable Communities
Sustainable Tourism
Sustainable Development

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.

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MARKET GRADE
B+ (77 of 100)

Rental Demand 85
Revenue Growth 77
Seasonality 62
Regulation 64
Investability 61

AVERAGE DAILY RATE $208

Dec: $217
Jan: $186

OCCUPANCY RATE 62%

Dec: 48%
Mar: 90%

Above: City of Sedona Official Zoning Map
Adopted November 14, 2018 – Ordinance #2018-12.
Effective: December 14, 2018.
TACTIC B6.1  |  Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption

**IMPACTED PILLARS**

**TIMEFRAME**
Short-term (12-18 months)

**LEAD PARTNERS**
City of Sedona, USFS

**SUPPORTING PARTNERS**
SCC&TB, Keep Sedona Beautiful, Sustainability Alliance, Rental Companies, Tour Operators

**ALIGNING RESEARCH**
Resident Survey, Nonprofit Focus Group, Land Manager Focus Group, Public Input

**PROSPECTIVE METRICS**
1. Number of complaints
2. Benchmark through residential surveys
3. Number of brochures distributed, website views
4. Vehicle counts at high-use areas

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

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

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

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

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

**IMPACTED PILLARS**

**TIMEFRAME**
Short-term (12-18 months)

**LEAD PARTNERS**
City of Sedona, SCC&TB

**SUPPORTING PARTNERS**
Keep Sedona Beautiful, Counties, Airport Authority, Tour Companies

**ALIGNING RESEARCH**
Resident Survey, Nonprofit Focus Group, Land Manager Focus Group, Public Input

**PROSPECTIVE METRICS**
1. Number of agreements with tour companies
2. Benchmark noise levels
3. Number of brochures distributed, website views
4. Vehicle counts at high-use areas

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:

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<thead>
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<th>Timeframe</th>
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<tbody>
<tr>
<td>Impacted Pillars</td>
<td>Any pillars impacted by the tactic are depicted with their corresponding icons.</td>
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<tr>
<td>Lead Partner</td>
<td>The entity (or entities) primarily responsible for moving the tactic forward.</td>
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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.

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**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.
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**

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

**IMPACTED PILLARS**

**TIMEFRAME**
Short-term (12-18 months)

**LEAD PARTNER**
SCC&TB

**SUPPORTING PARTNERS**
Land Managers, Nonprofit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative

**ALIGNING RESEARCH**
Nonprofit Focus Group, Land Managers Focus Group, Public Input, GSTC

**PROSPECTIVE METRICS**
1. Number of collaborative meetings
2. Examples of new collaborative outcomes

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

The SCC&TB will expand its services to take on this role, helping ensure collaborative solutions to issues facing the city.
TACTIC C2.2 | Investigate supply chain opportunities and identify new economic clusters

**IMPACTED PILLARS**

**TIMEFRAME**
Mid-term (2-3 years)

**LEAD PARTNER**
City of Sedona

**SUPPORTING PARTNERS**
Yavapai College, Regional Economic Development Center, Small Business Development Center, Verde Valley Regional Economic Organization

**ALIGNING RESEARCH**
Industry Best Practices

**PROSPECTIVE METRICS**
1. Range of opportunities targeted for attraction and retention
2. Successful attraction of new businesses and retention

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

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

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

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

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

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

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

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

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

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

This could result in the SCC&TB reallocating resources to match the needs of positive economic times and those periods of moderated economic performance.
## TACTIC C4.1 | Continue to investigate new approaches to provide range of workforce housing for Sedona employees

<table>
<thead>
<tr>
<th>IMPACTED PILLARS</th>
<th><img src="image1" alt="Image" /> <img src="image2" alt="Image" /> <img src="image3" alt="Image" /></th>
</tr>
</thead>
<tbody>
<tr>
<td>TIMEFRAME</td>
<td>Short-term (12-18 months)</td>
</tr>
<tr>
<td>LEAD PARTNER</td>
<td>Housing Taskforce</td>
</tr>
<tr>
<td>SUPPORTING PARTNERS</td>
<td>City of Sedona, SCC&amp;TB, Local Nonprofits, Sedona Businesses</td>
</tr>
<tr>
<td>ALIGNING RESEARCH</td>
<td>Business Survey, Public Input</td>
</tr>
<tr>
<td>PROSPECTIVE METRICS</td>
<td></td>
</tr>
<tr>
<td>1. Track number of affordable units/affordability index (in Sedona and region)</td>
<td></td>
</tr>
<tr>
<td>2. Proportion of Sedona employees living in Sedona area</td>
<td></td>
</tr>
<tr>
<td>3. Benchmark through business and employee surveys</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>IMPACTED PILLARS</th>
<th><img src="image1" alt="Image" /> <img src="image2" alt="Image" /></th>
</tr>
</thead>
<tbody>
<tr>
<td>TIMEFRAME</td>
<td>Mid-term (2-3 years)</td>
</tr>
<tr>
<td>LEAD PARTNERS</td>
<td>NACOG, Yavapai College</td>
</tr>
<tr>
<td>SUPPORTING PARTNERS</td>
<td>SCC&amp;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</td>
</tr>
<tr>
<td>ALIGNING RESEARCH</td>
<td>Business Survey</td>
</tr>
<tr>
<td>PROSPECTIVE METRICS</td>
<td></td>
</tr>
<tr>
<td>1. Range of training initiatives</td>
<td></td>
</tr>
<tr>
<td>2. Number of participants in training programs</td>
<td></td>
</tr>
<tr>
<td>3. Benchmark through visitor satisfaction surveys</td>
<td></td>
</tr>
</tbody>
</table>

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.
## Assigned Tactics

### 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

---

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Short (12-18 months), Mid (2-3 years), Long (4-5 years).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impacted Pillars</td>
<td>Any pillars impacted by the tactic are depicted with their corresponding icons.</td>
</tr>
<tr>
<td>Lead Partner</td>
<td>The entity (or entities) primarily responsible for moving the tactic forward.</td>
</tr>
<tr>
<td>Supporting Partners</td>
<td>Partners who will be integral in implementing the tactic.</td>
</tr>
<tr>
<td>Prospective Metrics</td>
<td>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.</td>
</tr>
<tr>
<td>Description</td>
<td>An explanation of the tactic providing insight and key elements.</td>
</tr>
</tbody>
</table>
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.
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

<table>
<thead>
<tr>
<th>IMPACTED PILLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Experience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term (12-18 months)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEAD PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCC&amp;TB</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUPPORTING PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Sedona, Sedona Verde Valley Tourism Council, Verde Front Collaborative, Verde Valley Regional Economic Organization</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ALIGNING RESEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry Best Practices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROSPECTIVE METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of page views</td>
</tr>
<tr>
<td>2. Benchmark visitor utilization</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>IMPACTED PILLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Experience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term (12-18 months)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEAD PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verde Front Collaborative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUPPORTING PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Sedona, SCC&amp;TB, Sedona Verde Valley Tourism Council</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ALIGNING RESEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonprofit Focus Group, Land Managers Focus Group</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROSPECTIVE METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number and range of integrated experiences</td>
</tr>
<tr>
<td>2. Committee participation numbers by community</td>
</tr>
</tbody>
</table>

The Verde Front Collaborative fosters dialogue, coordination, and collective action on stewardship of natural and cultural resources. It includes representatives from local tribes, governments, land management agencies, and at-large community members. Connections with the Verde Front Collaborative will be expanded to incorporate concepts and recommendations from this body in maximizing sustainable visitor experiences.
TACTIC D2.3  |  Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions

IMPACTED PILLARS

TIMEFRAME
Short-term (12-18 months)

LEAD PARTNERS
SCC&TB, Sedona Verde Valley Tourism Council

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

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

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

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

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

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

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

- Environment
- Resident Quality of Life
- Quality of the Economy
- Visitor Experience

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

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

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

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Reporting Cycle</th>
<th>Responsible Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number and percentage of events engaging in decreasing waste</td>
<td>Semi-Annually</td>
<td>City of Sedona</td>
</tr>
<tr>
<td>2. Traffic wait times (select location points in VOC, West Sedona/Airport Road, and Uptown)</td>
<td>Semi-Annually</td>
<td>City of Sedona</td>
</tr>
<tr>
<td>3. Benchmarks on third party residential surveys: National Citizen’s Survey</td>
<td>Every five years</td>
<td>City of Sedona</td>
</tr>
<tr>
<td>4. Benchmarks on internal residential surveys</td>
<td>Annually</td>
<td>City of Sedona, SCC&amp;TB</td>
</tr>
<tr>
<td>5. Helicopter noise volumes, number of originating flights, percentage of flights over impacted neighborhoods</td>
<td>Semi-Annually</td>
<td>TBD</td>
</tr>
<tr>
<td>6. Number and utilization of STRs</td>
<td>Semi-Annually</td>
<td>City of Sedona</td>
</tr>
</tbody>
</table>
### TABLE 5-3: POSSIBLE DYNAMIC QUALITY OF ECONOMY METRICS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Reporting Cycle</th>
<th>Responsible Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sales tax collections (benchmarked to prior year and five-year average)</td>
<td>Quarterly</td>
<td>City of Sedona</td>
</tr>
<tr>
<td>2. Bed tax collections (benchmarked to prior year and five-year average)</td>
<td>Quarterly</td>
<td>City of Sedona</td>
</tr>
<tr>
<td>3. Average OCC% (benchmarked to prior year and five-year average)</td>
<td>Quarterly</td>
<td>SCC&amp;TB</td>
</tr>
<tr>
<td>4. Average daily rates (benchmarked to prior year and five-year average)</td>
<td>Quarterly</td>
<td>SCC&amp;TB</td>
</tr>
</tbody>
</table>

### TABLE 5-4: POSSIBLE DYNAMIC VISITOR EXPERIENCE METRICS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Reporting Cycle</th>
<th>Responsible Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Visitor satisfaction</td>
<td>Quarterly</td>
<td>SCC&amp;TB</td>
</tr>
<tr>
<td>2. Uptown visitor center tracking</td>
<td>Quarterly</td>
<td>City of Sedona</td>
</tr>
<tr>
<td>3. Number of negative references on Trip Advisor</td>
<td>Quarterly</td>
<td>SCC&amp;TB</td>
</tr>
<tr>
<td>4. Percentage of visitor adjusting experiences based on SCC&amp;TB recommendations</td>
<td>Quarterly</td>
<td>SCC&amp;TB</td>
</tr>
<tr>
<td>5. Track trail utilization at 2-3 key locations</td>
<td>Quarterly</td>
<td>USFS</td>
</tr>
<tr>
<td>6. Uptown visitor concentration tracking at 2-3 key locations</td>
<td>Quarterly</td>
<td>SCC&amp;TB in conjunction with the Uptown businesses</td>
</tr>
</tbody>
</table>
### APPENDIX: ENVIRONMENT PILLAR

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

<table>
<thead>
<tr>
<th>Objective A1</th>
<th>Implement new waste prevention, reduction, and diversion strategies, focused on visitors and their impacts in the Sedona region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tactic A1.1</strong></td>
<td>Deploy wider range of recycling sources/containers in high visitation areas and create effective branding to enhance utilization</td>
</tr>
<tr>
<td><strong>Tactic A1.2</strong></td>
<td>Build tourism industry’s understanding of local recycling capabilities and ways to embrace</td>
</tr>
<tr>
<td><strong>Tactic A1.3</strong></td>
<td>Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses</td>
</tr>
<tr>
<td><strong>Tactic A1.4</strong></td>
<td>Encourage ‘zero waste’ meetings and events</td>
</tr>
<tr>
<td><strong>Tactic A1.5</strong></td>
<td>Increase the number of water refilling stations in the area</td>
</tr>
<tr>
<td><strong>Tactic A1.6</strong></td>
<td>Expand the capacity of local organizations to deepen the range of waste prevention and recycling</td>
</tr>
<tr>
<td><strong>Tactic A1.7</strong></td>
<td>Educate and encourage businesses to implement waste reduction and prevention programs</td>
</tr>
<tr>
<td><strong>Tactic A1.8</strong></td>
<td>Encourage less consumption of single use plastics</td>
</tr>
<tr>
<td><strong>Objective A2</strong></td>
<td>Encourage businesses to implement minimal water usage and protect water quality</td>
</tr>
<tr>
<td><strong>Tactic A2.1</strong></td>
<td>Encourage businesses to implement water conservation programs</td>
</tr>
<tr>
<td><strong>Tactic A2.2</strong></td>
<td>Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek and the Verde River</td>
</tr>
<tr>
<td><strong>Tactic A2.3</strong></td>
<td>Develop systems to monitor and report water quality at high visitation areas</td>
</tr>
</tbody>
</table>

**Legend**
- Green checkmark: Pillar met
- Yellow checkmark: Pillar in progress
- Red X: Pillar not met

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Timeframe</th>
<th>Lead Partner(s)</th>
<th>Supporting Partners</th>
<th>Prospective Metrics for Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Environ</strong></td>
<td>Short</td>
<td>Lead Partner(s)</td>
<td>Supporting Partners</td>
<td>Prospective Metrics for Consideration</td>
</tr>
<tr>
<td><strong>Quality of Life (QOL)</strong></td>
<td>Mid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Green Economy (QE)</strong></td>
<td>Long</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Visitor Experience (Vis)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short</strong></td>
<td><strong>Mid</strong></td>
<td><strong>Long</strong></td>
<td><strong>Pillars</strong></td>
<td><strong>Timeframe</strong></td>
</tr>
<tr>
<td><strong>Objective A1</strong></td>
<td>Implement new waste prevention, reduction, and diversion strategies, focused on visitors and their impacts in the Sedona region</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.1</strong></td>
<td>Deploy wider range of recycling sources/containers in high visitation areas and create effective branding to enhance utilization</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.2</strong></td>
<td>Build tourism industry’s understanding of local recycling capabilities and ways to embrace</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.3</strong></td>
<td>Expand the Sustainability Alliance Business Certification program by creating a promotional program for participating businesses</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.4</strong></td>
<td>Encourage ‘zero waste’ meetings and events</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.5</strong></td>
<td>Increase the number of water refilling stations in the area</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.6</strong></td>
<td>Expand the capacity of local organizations to deepen the range of waste prevention and recycling</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A1.7</strong></td>
<td>Educate and encourage businesses to implement waste reduction and prevention programs</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Objective A2</strong></td>
<td>Encourage businesses to implement minimal water usage and protect water quality</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A2.1</strong></td>
<td>Encourage businesses to implement water conservation programs</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A2.2</strong></td>
<td>Develop voluntourism opportunities that focus on restoration and enhancement of Oak Creek and the Verde River</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td><strong>Tactic A2.3</strong></td>
<td>Develop systems to monitor and report water quality at high visitation areas (e.g., Slide Rock State Park)</td>
<td>Envir</td>
<td>ROOL</td>
<td>GOE</td>
</tr>
<tr>
<td>Objective A3</td>
<td>Create new programs to help businesses and visitors moderate energy use and utilize alternative forms of energy</td>
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</tr>
<tr>
<td>Tactic A3.1</td>
<td>Add additional vehicle charging stations in the Sedona area</td>
<td></td>
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<tr>
<td>Tactic A3.2</td>
<td>Expand educational outreach on how businesses and visitors can moderate energy use</td>
<td></td>
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<tr>
<td>Tactic A3.3</td>
<td>Launch programs that recognize businesses that are using innovative approaches to moderate energy consumption and show how others can duplicate</td>
<td></td>
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<tr>
<td>Tactic A3.4</td>
<td>Develop carbon offset programs and demonstrate how visitors can support</td>
<td></td>
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<tr>
<td>Objective A4</td>
<td>Launch initiatives that lessen impacts to lands (including noise, air, and light pollution), and stimulate efforts for long-term sustainability</td>
<td></td>
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<tr>
<td>Tactic A4.1</td>
<td>Develop programs to achieve sustainable funding for trail development and maintenance</td>
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<tr>
<td>Tactic A4.2</td>
<td>Advocate that development of private/public lands is in alignment with sustainability goals</td>
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<tr>
<td>Tactic A4.3</td>
<td>Monitor trail utilization and implement programs that distribute visitation</td>
<td></td>
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<tr>
<td>Tactic A4.4</td>
<td>Investigate approaches to limit impacts of trailhead parking in Sedona neighborhoods</td>
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<tr>
<td>Tactic A4.5</td>
<td>Encourage grandfathered businesses and residents to implement dark sky-compliant lighting</td>
<td></td>
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<tr>
<td>Tactic A4.6</td>
<td>Develop voluntourism opportunities that focus on restoration and enhancement of trails and lands</td>
<td></td>
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<tr>
<td>Tactic A4.7</td>
<td>Encourage businesses and residents to eliminate the use of pesticides and other chemical products that may negatively impact the environment</td>
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</tbody>
</table>

**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** |
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</thead>
<tbody>
<tr>
<td>City of Sedona</td>
<td>SCC&amp;TB, Local Businesses</td>
<td>1. Number of charging stations in and around Sedona</td>
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<tr>
<td>Arizona Public Service, City of Sedona</td>
<td>SCC&amp;TB, Local Businesses, Sedona Lodging Council</td>
<td>1. Number of programs developed 2. Output of energy 3. Number of channels to connect with visitors and businesses</td>
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<tr>
<td>Arizona Public Service, City of Sedona</td>
<td>SCC&amp;TB, Local Businesses, Sedona Lodging Council</td>
<td>1. Number of programs developed 2. Number of businesses participating</td>
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<tr>
<td>Northern Arizona Climate Alliance/NAU Climate Program</td>
<td>Sustainability Alliance, SCC&amp;TB, World Survival Foundation</td>
<td>1. Number of businesses participating in carbon offset programs 2. Number of visitors participating in carbon offset programs 3. Value of the offsets</td>
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<tr>
<td>Sedona Red Rock Trail Fund</td>
<td>SCC&amp;TB, USFS, Sedona Businesses</td>
<td>1. Funding levels for trails</td>
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<tr>
<td>Keep Sedona Beautiful</td>
<td>City of Sedona, USFS, State Parks, Sustainability Alliance, SCC&amp;TB, Counties</td>
<td>1. Number of times to weigh in on specific projects 2. Monitor open space availability</td>
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<tr>
<td>USFS, City of Sedona</td>
<td>SCC&amp;TB, Keep Sedona Beautiful, Sustainability Alliance, Homeowners Associations, Counties, Sedona Red Rock Trail Fund</td>
<td>1. Number of cars parking in neighborhoods 2. Survey specific areas impacted to benchmark improvements</td>
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<tr>
<td>Keep Sedona Beautiful</td>
<td>SCC&amp;TB, City of Sedona, Sedona Businesses</td>
<td>1. KSB annual sign/light audit 2. Benchmark through business surveys</td>
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<tr>
<td>To Be Determined</td>
<td>SCC&amp;TB, USFS, State Parks, Sustainability Alliance, Keep Sedona Beautiful, Sedona Red Rock Trail Fund, Other Nonprofit Organizations</td>
<td>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</td>
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<tr>
<td>To Be Determined</td>
<td>SCC&amp;TB, Keep Sedona Beautiful, Sustainability Alliance, Oak Creek Watershed Council</td>
<td>1. Benchmark through resident surveys 2. Benchmark through business surveys</td>
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### APPENDIX: RESIDENT QUALITY OF LIFE PILLAR

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

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Envir</td>
<td>RQOL</td>
</tr>
</tbody>
</table>

| 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 |  |  |  |  |  |  | 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, USPS, 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 |

<p>| Tactic B1.6 | Promote a full range of multi-modal transportation options, actively promoting their use among visitors |  |  |  |  |  |  | SCC&amp;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 |</p>
<table>
<thead>
<tr>
<th>Objective B2</th>
<th>Expand use of technology to help solve transportation challenges</th>
<th>Envir</th>
<th>QOE</th>
<th>Vis</th>
<th>Exp</th>
<th>Short 12-18 mos</th>
<th>Mid 2-3 yrs</th>
<th>Long 4-5 yrs</th>
<th>Lead Partner(s)</th>
<th>Supporting Partners</th>
<th>Prospective Metrics for Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactic B2.1</td>
<td>Develop programs to identify available parking areas and showcase real-time parking spaces</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>City of Sedona, SCC&amp;TB</td>
<td>Sedona Businesses</td>
<td>1. Number of apps and utilization 2. Benchmark through visitor surveys</td>
</tr>
<tr>
<td>Tactic B2.2</td>
<td>Utilize new technologies to help visitors understand options of getting around Sedona</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>SCC&amp;TB</td>
<td>City of Sedona, ADOT</td>
<td>1. Number of apps and utilization 2. Benchmark through visitor surveys</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Objective B5</th>
<th>Manage current and future accommodations in ways that increase their balance with long-term sustainability</th>
<th>Envir</th>
<th>QOE</th>
<th>Vis</th>
<th>Exp</th>
<th>Short 12-18 mos</th>
<th>Mid 2-3 yrs</th>
<th>Long 4-5 yrs</th>
<th>Lead Partner(s)</th>
<th>Supporting Partners</th>
<th>Prospective Metrics for Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactic B5.1</td>
<td>Pursue new state legislative authority to manage Short Term Rentals (STR)</td>
<td></td>
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<td>✔️</td>
<td>✔️</td>
<td>City of Sedona</td>
<td>SCC&amp;TB, Sedona Lodging Council</td>
<td>1. Range of lobbying initiatives 2. Ultimate ability to regulate</td>
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<tr>
<td>Tactic B5.2</td>
<td>Engage Short Term Rental (STR) Hosts/Owners to bring collaborative solutions and support of sustainable practices</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>SCC&amp;TB</td>
<td>City of Sedona, Sedona Lodging Council</td>
<td>1. Number of STR owners participating 2. Benchmark resident attitudes towards STRs</td>
<td></td>
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<tr>
<td>Tactic B5.3</td>
<td>Provide Short Term Rental (STR) research and impacts</td>
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<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>City of Sedona</td>
<td>SCC&amp;TB, Sedona Lodging Council</td>
<td>1. Range of statistics</td>
<td></td>
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<tr>
<td>Tactic B5.4</td>
<td>Provide clarification to residents regarding Community Planning and Development policies related to lodging and other further developments</td>
<td></td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>City of Sedona</td>
<td>SCC&amp;TB, Sedona Lodging Council, Keep Sedona Beautiful</td>
<td>1. Presence of a clear position 2. Range of approaches for resident communication</td>
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</table>
### Objective B6
Launch initiatives that lessen tourism impacts to residents (including noise, air, and light pollution) to strengthen resident quality of life

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Description</th>
<th>Envir</th>
<th>RQOL</th>
<th>QOE</th>
<th>Vis Exp</th>
<th>Short 12-18 mos</th>
<th>Mid 2-3 yrs</th>
<th>Long 4-5 yrs</th>
<th>Lead Partner(s)</th>
<th>Supporting Partners</th>
<th>Prospective Metrics for Consideration</th>
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</thead>
<tbody>
<tr>
<td>B6.1</td>
<td>Expand marketing to educate visitors in ways to monitor and limit negative impacts of OHVs including noise and neighborhood disruption</td>
<td>🟢</td>
<td>🟡</td>
<td>🟠</td>
<td>🟢</td>
<td>✅</td>
<td></td>
<td></td>
<td>City of Sedona, SCC&amp;TB</td>
<td>Keep Sedona Beautiful, Sustainability Alliance, Rental Companies, Tour Operators</td>
<td>1. Number of complaints 2. Benchmark through residential surveys 3. Number of brochures distributed, website views 4. Vehicle counts at high-use areas</td>
</tr>
<tr>
<td>B6.2</td>
<td>Develop initiatives that monitor and moderate noise levels and intrusion of helicopter tours</td>
<td>🟢</td>
<td>🟡</td>
<td>🟠</td>
<td>🟢</td>
<td>✅</td>
<td></td>
<td></td>
<td>City of Sedona, SCC&amp;TB</td>
<td>Keep Sedona Beautiful, Counties, Airport Authority, Tour Companies</td>
<td>1. Number of agreements with tour companies 2. Benchmark noise levels</td>
</tr>
</tbody>
</table>

### APPENDIX: QUALITY OF ECONOMY PILLAR

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>Pillar</th>
<th>Timeframe</th>
<th>Envir</th>
<th>RQOL</th>
<th>QOE</th>
<th>Vis Exp</th>
<th>Short 12-18 mos</th>
<th>Mid 2-3 yrs</th>
<th>Long 4-5 yrs</th>
<th>Lead Partner(s)</th>
<th>Supporting Partners</th>
<th>Prospective Metrics for Consideration</th>
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<tbody>
<tr>
<td>C1</td>
<td>Monitor and adapt levels of economic activity in need periods and moderate congestion by dispersing visitors</td>
<td>Monitor and adapt marketing initiatives and recognize changing economic realities</td>
<td>SCC&amp;TB</td>
<td>City of Sedona, Sedona Lodging Council</td>
<td>1. Track changes in demand seasonality 2. Track key performance indicators in need periods</td>
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<tr>
<td>C1.2</td>
<td>Develop and report on a range of dynamic indicators of overtourism factors and adjust accordingly</td>
<td>SCC&amp;TB</td>
<td>City of Sedona, ADOT, Land Managers</td>
<td>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</td>
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<tr>
<td>C1.3</td>
<td>Expand interagency collaboration among diverse Sedona organizations</td>
<td>SCC&amp;TB</td>
<td>Land Managers, Nonprofit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative</td>
<td>1. Number of collaborative meetings 2. Examples of new collaborative outcomes</td>
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<tr>
<td>C1.5</td>
<td>Investigate supply chain opportunities and identify new economic clusters</td>
<td>SCC&amp;TB</td>
<td>Land Managers, Nonprofit Organizations, Sedona Lodging Council, Keep Sedona Beautiful, Sedona Verde Valley Tourism Council, Verde Valley Regional Economic Organization, Verde Front Collaborative</td>
<td>1. Range of opportunities targeted for attraction and retention 2. Successful attraction of new businesses and retention</td>
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</table>
### Objective C3
Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy

<table>
<thead>
<tr>
<th>Objective C3</th>
<th>Monitor and adjust tourism marketing to achieve a balance between quality of life and a healthy economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Envir</td>
<td>RQOL</td>
</tr>
<tr>
<td>Tactic C3.1</td>
<td>Review current tourism funding levels in the context of competitive destinations</td>
</tr>
<tr>
<td>Tactic C3.2</td>
<td>Annually review and adjust SCC&amp;TB budget allocation based on dynamic indicators to meet economic and sustainability goals</td>
</tr>
</tbody>
</table>

### Objective C4
Pursue innovative approaches to employee housing and training

<table>
<thead>
<tr>
<th>Objective C4</th>
<th>Pursue innovative approaches to employee housing and training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Envir</td>
<td>RQOL</td>
</tr>
<tr>
<td>Tactic C4.1</td>
<td>Continue to investigate new approaches to provide range of workforce housing for Sedona employees</td>
</tr>
<tr>
<td>Tactic C4.2</td>
<td>Launch and promote training programs around the needs of employees and employers</td>
</tr>
</tbody>
</table>

### APPENDIX: VISITOR EXPERIENCE PILLAR

<table>
<thead>
<tr>
<th>Goal Statement</th>
<th>Continue to provide an excellent visitor experience that highlights Sedona’s sustainability values and keeps visitors coming back.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pillar</td>
<td>Timeframe</td>
</tr>
<tr>
<td>Objective D1</td>
<td>Deepen understanding of existing experiences, how best to access them, and how to apply sustainable practices while visiting</td>
</tr>
<tr>
<td>Envir</td>
<td>RQOL</td>
</tr>
<tr>
<td>Tactic D1.1</td>
<td>Review and update SCC&amp;TB promotional materials with sustainable initiatives</td>
</tr>
<tr>
<td>Tactic D1.2</td>
<td>Identify and promote experiences that are synergistic with Sedona’s dark sky designation</td>
</tr>
<tr>
<td>Tactic D1.3</td>
<td>Craft programs to explain how to recreate sustainably on Oak Creek and the Verde River area</td>
</tr>
<tr>
<td>Tactic D1.4</td>
<td>Develop series of videos and downloadable content that provides a “local story,” while weaving sustainable practices</td>
</tr>
<tr>
<td>Objective D2</td>
<td>Work to disperse visitors across the broader Verde Valley region to help moderate congestion at key Sedona experiences</td>
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<tr>
<td>Tactic D2.1</td>
<td>Build on the success of Sedona’s Secret 7 to distribute visitor impacts and lessen environmental impacts on selected trails and areas</td>
</tr>
<tr>
<td>Tactic D2.2</td>
<td>Continue to expand participation in the Verde Front Collaborative deepening connections with land management organizations and other communities</td>
</tr>
<tr>
<td>Tactic D2.3</td>
<td>Spread visitor impacts regionally by supporting the Sedona Verde Valley Tourism Council and promoting awareness of Sedona/Verde Valley MapGuide and other regional attractions</td>
</tr>
</tbody>
</table>

Resident Survey Findings
Business Survey Findings
Visitor Survey Findings
Sedona Focus Groups Findings
Survey Comparison Report
Strategic Destination Responses

Global Sustainable Tourism Council Report
The GSTC Assessment Executive Summary and full report can be found at SedonaSustainable.com
Sedona Sustainable Tourism Plan

Connecting Sedona visitors to long-term destination sustainability