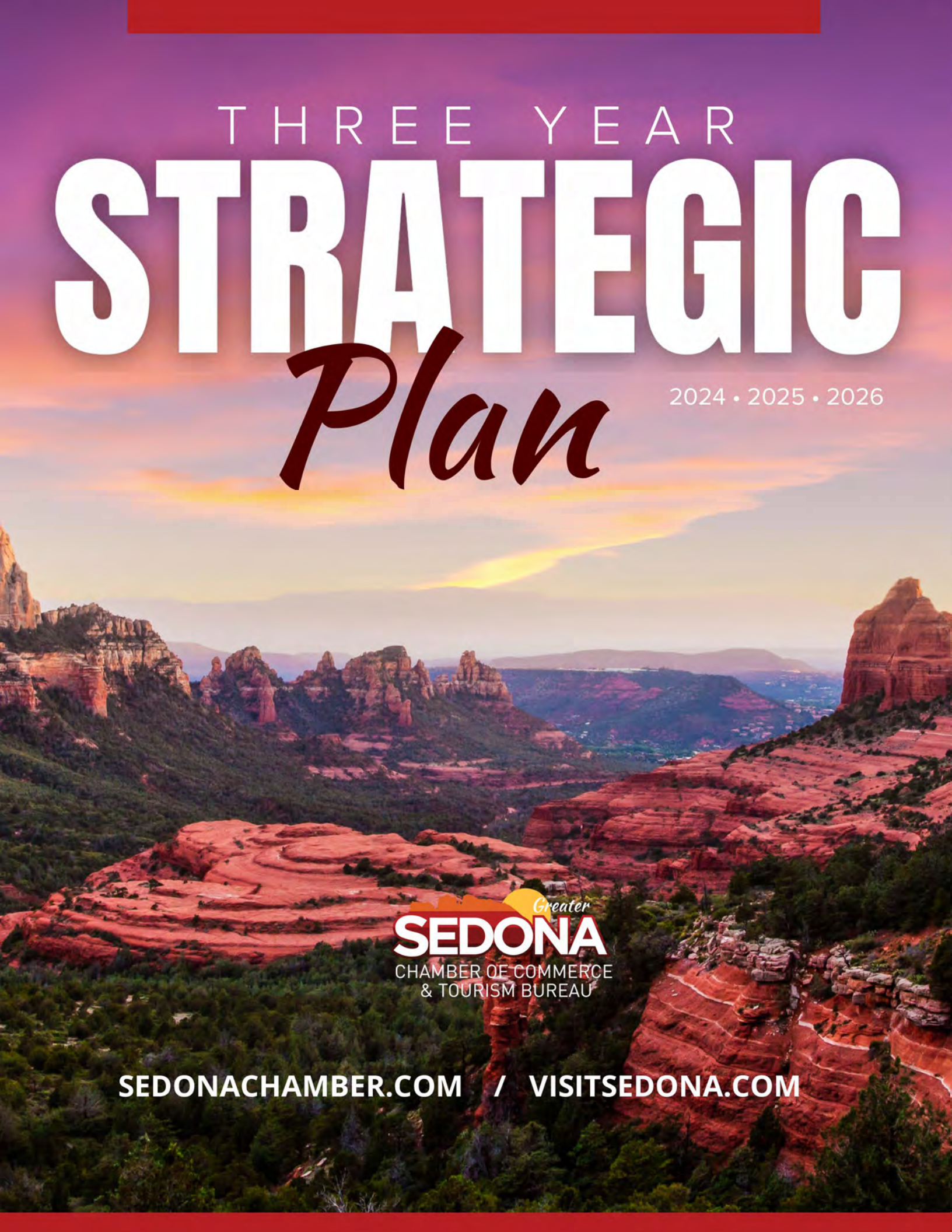
THREE YEAR
STRATEGIC
Plan
2024 • 2025 • 2026
Greater
SEDONA
CHAMBER OF COMMERCE
& TOURISM BUREAU
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MESSAGE FROM OUR PRESIDENT/CEO

Michelle Kostecki
President/CEO
Greater Sedona Chamber of Commerce & Tourism Bureau

It is with great pleasure that we introduce to you our 3-Year Strategic Plan. This plan took several months of development, including over 30 interviews with a diverse selection of your membership peers. We dug deep to understand what you want and need from your chamber of commerce. Now more than ever, we are representing business, and working hard to ensure an environment that celebrates your growth and helps you to thrive.

We are dedicated in representing the Greater Sedona business community, including the Village of Oak Creek, Oak Creek Canyon and the areas that extend beyond the city boundaries. We will continue to have the region in mind and will offer our benefits and programs to all businesses in the area.

With over 70 years' experience as a chamber of commerce, we understand your concerns as a business owner. With our new funding structure, we are able to do what needs to be done to support you like never before. From advocating for a pro-business environment, to maximizing your membership value; from strengthening our organization's procedures and operations, to providing A-list marketing and promotional benefits along with robust events and workshops: our vision is to be an indispensable driving force behind the economic vitality and advancement of our region's businesses.

I've enjoyed serving Sedona businesses and the Chamber for the past 15 years. With this Plan, the Chamber now has a framework for guiding its very bright future. Thank you for your support and guidance in its creation.

MESSAGE FROM THE CHAIR

Mike Wise
Board Chair
Greater Sedona Chamber of Commerce & Tourism Bureau

The Greater Sedona Chamber of Commerce & Tourism Bureau has seen much change in the last three years.

As your Chamber charts its way forward with a new 3-Year Strategic Plan, our emphasis will be on maintaining and enhancing member benefits that give you the best chance for success in an ever-evolving business environment.

> *Our emphasis will be on maintaining and enhancing member benefits that give you the best chance for success in an ever-evolving business environment.*

We will also continue to focus on bolstering our operations in effort to persevere with our influence and advocacy for business and Sedona's regional tourism industry that contributes such significance to our livelihoods and quality of life.

As a long-time resident and professional, I'm pleased and confident in the direction of the Greater Sedona Chamber of Commerce & Tourism Bureau and look forward to our ongoing relationship with each of you in the business community.

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ABOUT THE STRATEGIC PLAN

What is the Strategic Plan?

The Greater Sedona Chamber of Commerce and Tourism Bureau's 3-year strategic plan outlines a collective vision and four key strategic priorities aimed at shaping the future of both the chamber and the region. This comprehensive plan identifies top projects crucial for achieving the vision and priorities throughout 2024, 2025 and 2026. It will undergo annual updates, incorporating progress reports and revised project listings. The chamber's board and staff will periodically reassess the organization's mission, values, and vision, crafting a fresh strategic plan every three to five years to ensure alignment with evolving goals and market changes.

Why create a Strategic Plan?

A Strategic Plan is essential for fostering alignment among members, the board, staff, and the community regarding the envisioned future, areas requiring enhancement and the strategic allocation of resources to progress towards that desired future. Through establishing a common vision and a roadmap for action, a Strategic Plan enables the cultivation of a bright and successful future for members, the community and all involved stakeholders.

MISSION • VALUES • VISION

Mission Statement

The mission of the Greater Sedona Chamber of Commerce and Tourism Bureau is to champion business interests through collaboration and the development of strategic partnerships, maximize member value, promote our members and business community and demonstrate organizational excellence.

Core Values

Professionalism

Innovation

Dedication

Effectiveness

Accountability

Advocacy

Inclusivity

Collaboration

Transparency

Resilience

Vision Statement

Our vision is to be an indispensable driving force behind the economic vitality and advancement of our region's businesses.

SUMMARY

The Chamber has unveiled a strategic vision to further itself as the preeminent force ensuring business success and economic vitality across the Greater Sedona region.

Built upon a mission to champion business interests, ensure strong organizational financial health, promote our members and community and demonstrate organizational excellence, the plan outlines four key priorities.

First, the Chamber will solidify its role as the unified **Voice of the Business Community**, adamantly advocating for members' interests at all levels to foster a thriving ecosystem.

Simultaneously, it will focus on **ensuring financial stability** to ensure that members continue to receive significant value and benefits for their membership.

Marketing initiatives will be enhanced to shine a **spotlight on members and the area's unique arts & culture, wellness, outdoor recreational activities and culinary appeal.** Innovative marketing will attract discerning consumers and visitors to enjoy the community's gems.

Supporting it all, the Chamber is continually improving comprehensive upgrades and best practices to regularly achieve **organizational excellence.** Realigned operations will cultivate an agile, innovative culture of efficiency and exceptional service delivery.

With a shared vision of advancing the Greater Sedona region to new economic heights, the strategic plan positions the Chamber as an indispensable catalyst for its members' profitability, growth and success.

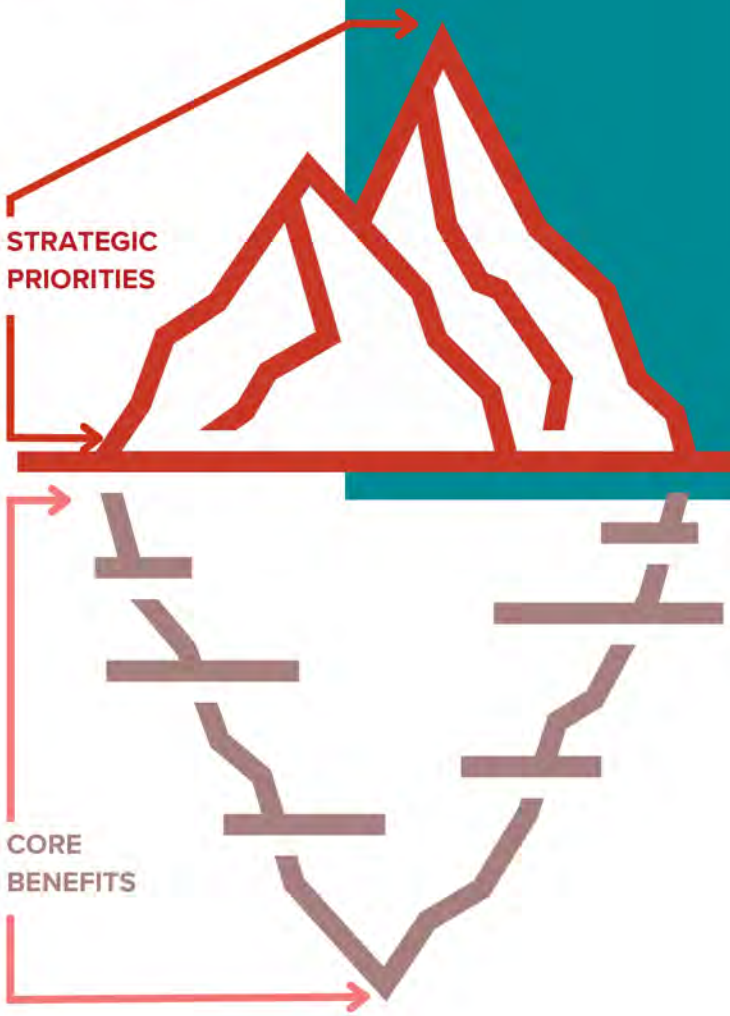
STRATEGIC PRIORITIES

What are strategic priorities?

Strategic priorities refer to the key areas of focus that an organization identifies as crucial for achieving its long-term goals and vision. These priorities guide the allocation of resources and efforts towards initiatives that will have a significant impact on the organization's success and future development.

Strategic priorities help outline the most important objectives that will ensure progress and create a better future for members and the region.

While **core benefits** of membership provide immediate value, strategic priorities ensure that the chamber is strategically positioned to address broader challenges and opportunities, much like the visible tip of an iceberg representing focused initiatives above the waterline, while core benefits represent the substantial support and value provided beneath the surface.



STRATEGIC PRIORITIES

VOICE OF BUSINESS

The Greater Sedona Chamber of Commerce & Tourism Bureau is dedicated to being the strong, unified voice of the business community, advocating for our members' interests and working tirelessly to create a favorable business environment.

We build partnerships with entities such as the Arizona Lodging & Tourism Association, providing a strategic alliance and larger sphere of influence.

We will amplify our members' voices, ensuring that their concerns, ideas, and successes are heard and recognized at the local, regional and national levels.

Through our efforts, we aim to foster a thriving business ecosystem that benefits our members and the community as a whole.

STRATEGIC PRIORITIES

ENSURE FINANCIAL STABILITY

The Chamber is committed to maximizing member value and optimizing the business community, which directly ensures our financial stability.

By delivering innovative, high-value benefits, we aim to expand our membership base and strengthen our financial foundation.

Initiatives like the voluntary Greater Sedona Business Improvement District strengthen not only those businesses who participate but also the Chamber.

This strategic approach ensures revenue growth and builds reserves, aligning with our goal of creating exceptional value for members and the community.

Our focus on fiscal health and membership value empowers us to adapt to economic changes, invest in growth initiatives, and consistently deliver on our mission, guaranteeing a thriving and financially secure Chamber.

STRATEGIC PRIORITIES

BOOSTING OUR COMMUNITY AND YOUR BUSINESS

We're elevating our efforts to spotlight members and the unique qualities of our region.

With innovative marketing we're set to highlight our businesses in fresh, new ways.

Get ready for increased attention from both the local community and visitors with a penchant for arts & culture, wellness, adventure and culinary delights.

Our goal is to attract discerning consumers who value and support the local treasures we have to offer, ensuring your business not only shines but thrives.

STRATEGIC PRIORITIES

ORGANIZATIONAL EXCELLENCE

The Chamber is dedicated to fostering an exceptional organizational culture through continuous improvement and innovation.

We are implementing robust systems, including upgraded email services, website design, and CRM capabilities, to streamline operations and enhance both member and customer experiences.

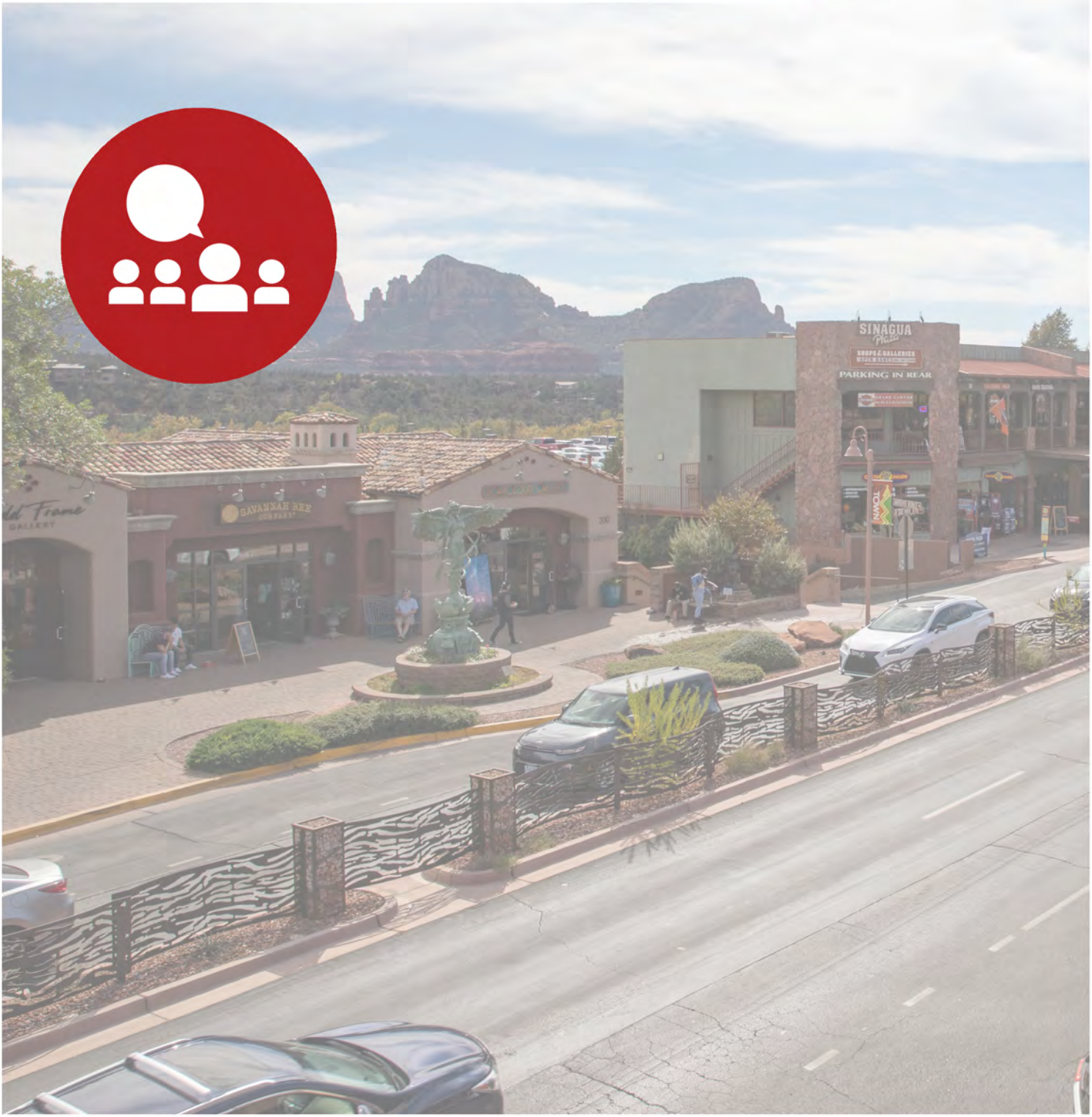
Regularly reviewing and revising our policies and bylaws to align with best practices ensures effective governance and operational integrity.

Additionally, by shifting our fiscal year to better synchronize with the business cycle of our members, we promote better financial planning and alignment.

Plus, ensuring our staff has ongoing opportunities for professional development creates a culture of passionate professionals who strive for your success.

These strategic initiatives are designed to create an agile and dynamic organizational culture that emphasizes adaptability, efficiency, and exceptional service delivery, empowering our staff to drive the Chamber's success.

VOICE OF BUSINESS



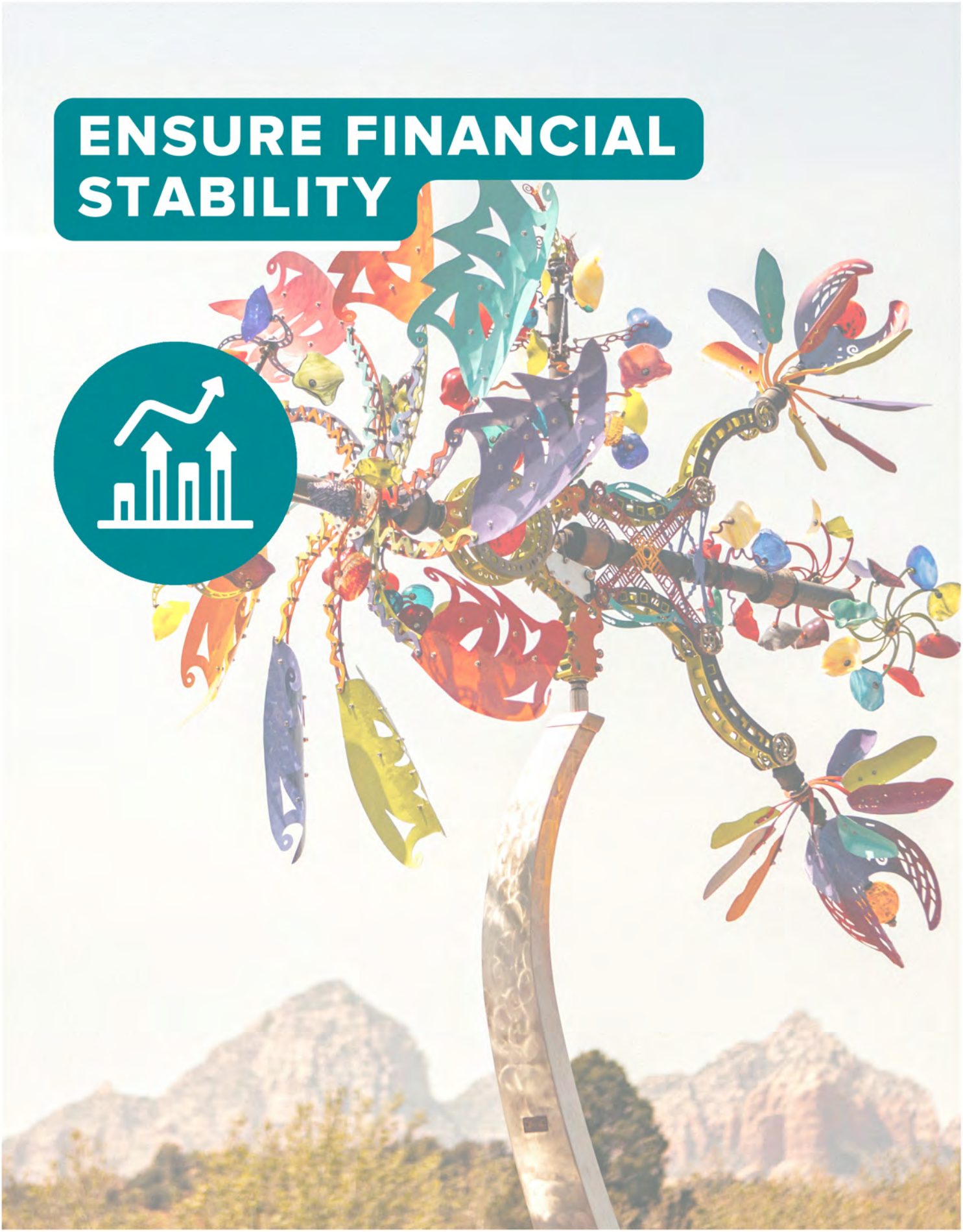
1. VOICE OF BUSINESS

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
1a) Position Government Affairs Committee	■			Develop a clear purpose statement outlining the committee's objectives and scope of influence within the Chamber's strategic framework. Actively seek out and enlist members who possess both a deep understanding of and a keen interest in policy and advocacy, ensuring the committee is well-equipped to advance the Chamber's governmental relations and advocacy efforts.
1b) Hold Candidate & Community Forums	■	■	■	Organize candidate forums and community forums open to the public on an annual basis. These events are designed to foster open dialogue between the community, business leaders and local elected officials and candidates. Seek to actively engage a diverse range of participants, including Chamber members, local business owners, community leaders and the general public to ensure a broad spectrum of perspectives and concerns are represented. Community forums are based on long term planning, while candidate forums are held to address local political races.
1c) Develop Policy Positions Paper		■	■	Draft a comprehensive policy positions paper, detailing the Chamber's stance on critical issues affecting the business community. Schedule the draft for completion and presentation to the board for approval in 2025. The paper should encapsulate key policy priorities, supported by data and research, to inform and guide advocacy efforts. It will serve as a foundational document for communicating the Chamber's positions to stakeholders, policymakers and the community. Engage with subject matter experts and stakeholders within the Chamber's network during the drafting process to ensure a well-rounded and inclusive representation of views. Incorporate feedback mechanisms prior to board review to refine and strengthen the document.

1. VOICE OF BUSINESS

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
1d) Launch and Fund 501c3 Foundation		■		The creation of the 501(c)(3) Foundation will enable the Chamber to access grant funding specifically aimed at addressing business-centric community challenges. This strategic move expands the Chamber's financial resources and impact potential. The Foundation will be governed by its own board, ensuring a dedicated leadership focused on its unique mission and goals. The Director of Finance is tasked with the formation of the Foundation, laying the groundwork for its financial and operational protocols. Subsequently, the President/CEO will oversee the Foundation's daily operations and strategic direction, ensuring alignment with the Chamber's overarching vision and objectives.
1e) Advocate for Regional Tourism through Strategic Partnerships	■	■	■	The Northern Arizona region is ripe for industry collaboration but due to its geographic expanse and varied community issues, it's often been difficult to coordinate the various needs. Strategic partnerships are key. The Chamber's President/CEO is set to chair the Arizona Lodging and Tourism Association for Northern Arizona beginning in 2024. Through this leadership role, the Chamber aims to organize regional leaders who will educate on local issues; identify collaborative partners; and, support the advocacy efforts of AzLTA thereby amplifying the Northern Arizona regional tourism voice and ensuring that voice is incorporated into holistic state initiatives and efforts.

ENSURE FINANCIAL STABILITY



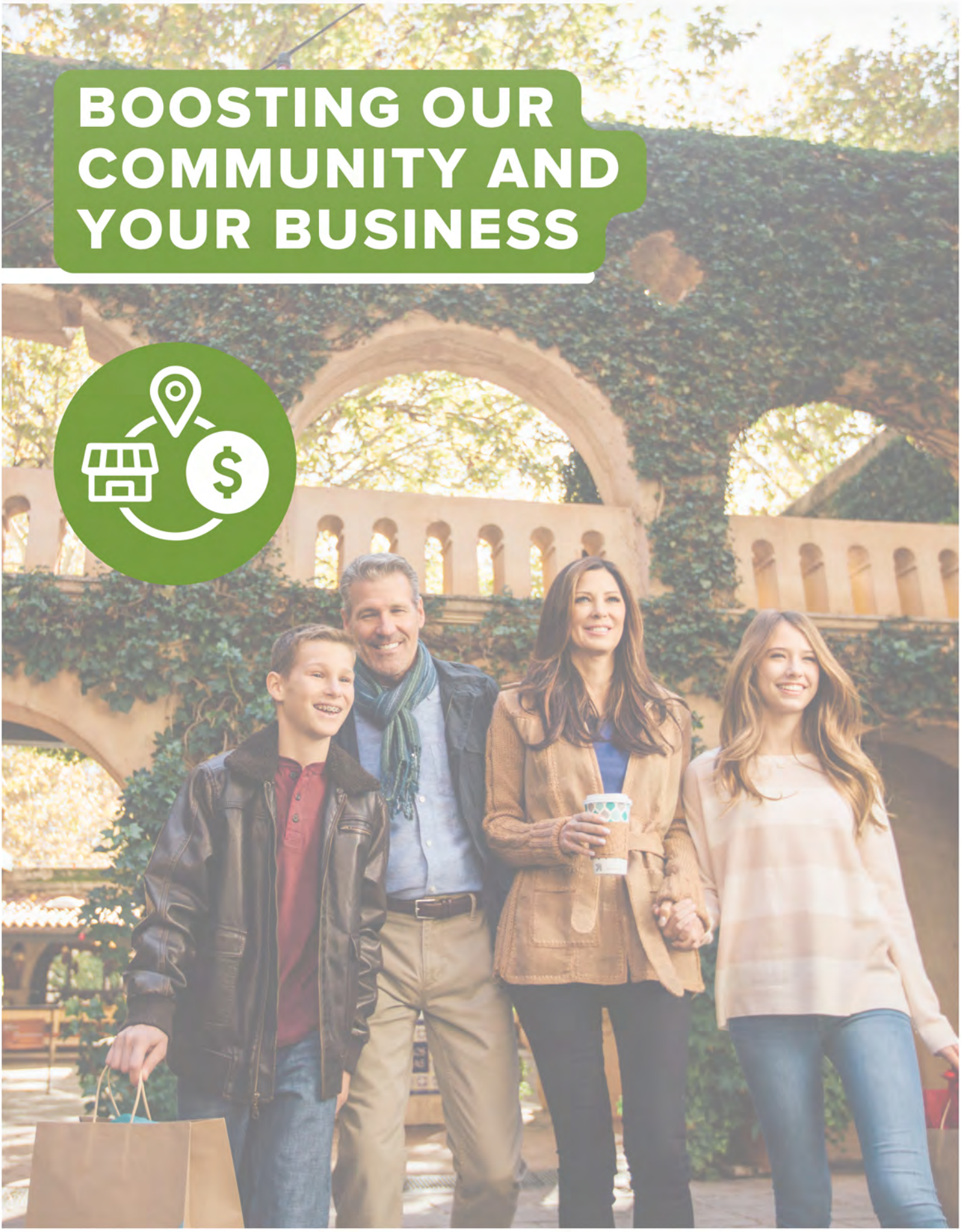
2. ENSURE FINANCIAL STABILITY

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
2a) Expand Greater Sedona Business Improvement District	■	■	■	A Business Improvement District (BID) is a collection of businesses that pay an assessment on individual guest tickets. The assessment—a nominal fee passed onto the customer—provides funding for business promotion to encourage an increase in bookings/sales. Upon successful launch of the original Lodging BID in 2023, the Chamber will look to expand the program by adding additional hotels as well as other sectors such as retail and outdoors.
2b) Add Membership Salesperson	■			The new salesperson role will be dedicated to driving growth in three key areas: membership sales, securing sponsorships and managing advertisement/marketing sales. This strategic addition aims to increase revenue streams and member engagement. The position will receive commissions, providing incentives for achieving and surpassing sales targets. This approach is designed to motivate high performance and align the salesperson's interests with the Chamber's growth objectives.
2c) Launch Refined Membership Tiers	■			Collaborate with a specialized consultant to tailor the tiered membership structure specifically to our Chamber's needs and member demographics. Commit to an ongoing review and refinement process. This ensures that the Chamber remains responsive to changes in the business environment and member expectations, thereby continuously enhancing value for all membership levels.
2d) Rent Underutilized Office Space	■			Conduct a thorough market analysis to assess the demand for office space in our area. This will include evaluating potential rental rates, understanding the competitive landscape, and identifying potential tenants' needs and preferences. Review and identify underutilized areas within the Chamber's administrative office that could be offered for rent. Analyze the financial implications of renting out space, including potential revenue, tax implications and operational costs. Develop a detailed plan for marketing the available space, managing tenant relations and maintaining the space.

2. ENSURE FINANCIAL STABILITY

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
2e) Taskforce to Evaluate Event Development	■	■	■	Signature Chamber events provide high-value visibility opportunities for member businesses through a myriad of sponsorship opportunities and networking.
2f) Launch Ambassador Committee		■		The Ambassador Committee will play a crucial role in enhancing the Chamber's engagement and support for its members. It will assist with new member onboarding, facilitating ribbon-cutting ceremonies, generating leads, coordinating and supporting events and contributing to member retention efforts. Through these activities, the Ambassador Committee aims to foster a welcoming and supportive community for members, enhancing their experience and engagement with the Chamber. This initiative is designed to strengthen the Chamber's relationship with its members, ensuring they receive the full benefits of their membership and feel valued within the community.
2g) Create Sponsorship Opportunities		■	■	Expand and diversify the range of sponsorship opportunities available to our members. This initiative is designed to foster goodwill and enhance awareness for our members by offering ways to showcase their commitment to the community. Ensure that the new sponsorship opportunities cater to a wide spectrum of interests, industries and investment levels, allowing all members to participate in a manner that aligns with their marketing strategies and budgetary considerations. Focus on creating sponsorship packages that provide valuable exposure and recognition for sponsors, leveraging Chamber events, programs and digital platforms to highlight their contributions and support.
2h) Launch Additional Business Training Sessions		■	■	Address the member expectation for ongoing information and education on business-related topics by offering additional business training sessions. These sessions will cover a wide range of subjects pertinent to modern business challenges and opportunities, equipping members with the knowledge and tools needed for success. Beyond the educational benefits, these sessions are designed as valuable networking platforms. Members can connect with peers, share insights and foster collaborative relationships. The dual focus on education and networking underscores the Chamber's commitment to member value, aiming to not only inform and educate but also to build a more supportive business community.

BOOSTING OUR COMMUNITY AND YOUR BUSINESS



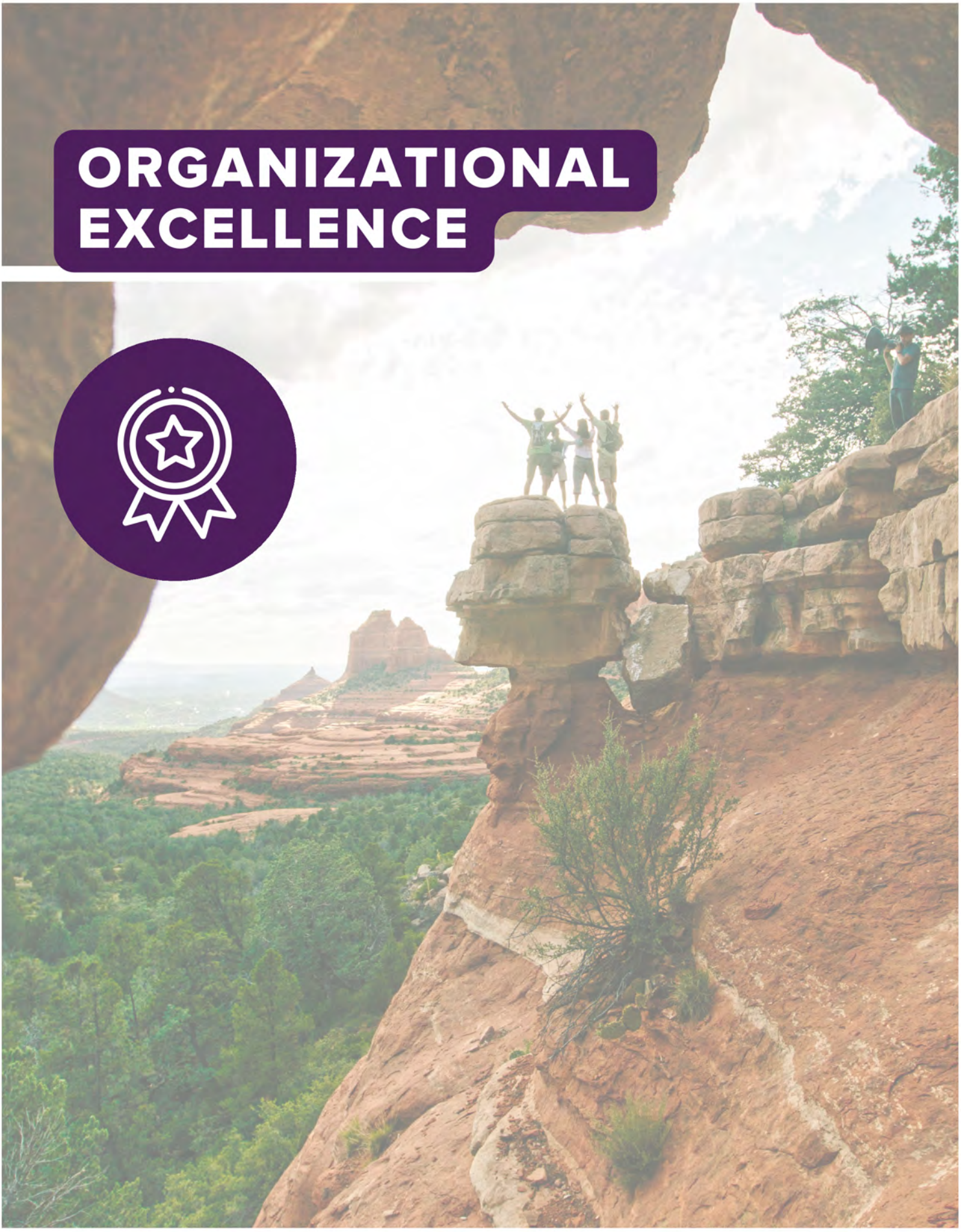
3. BOOSTING OUR COMMUNITY AND YOUR BUSINESS

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
3a) Revamp SedonaChamber.com		■		Establish a task force led by Chamber staff dedicated to the website upgrade project. This team will spearhead the efforts to overhaul the website, ensuring it meets the current and future needs of the Chamber, its members and the community. The task force will focus on enhancing the website's usability, design and content. Key objectives include improving navigation, ensuring mobile responsiveness, and updating content for relevance and engagement. The aim is to create a more user-friendly, modern, professional and visually appealing online presence that serves as a valuable resource for members. Engage with members and stakeholders during the redesign process to gather input and feedback, ensuring the new website accurately reflects the needs and preferences of the members and community. Regular maintenance will be required to stay relevant given user and technological advances.
3b) Update SedonaChamber.com Hosting		■		Conduct thorough research to explore and evaluate hosting options that can offer improved performance, reliability and scalability for the Chamber's website. This process will consider factors such as uptime, support, security features and scalability to support the growing needs of the Chamber. Aim to make an informed decision on the new hosting service by the end of 2024, with a plan in place for a smooth transition to the new hosting environment in 2025. This timeline allows for careful planning, minimal disruption and a seamless migration process. The focus will be on selecting a hosting solution that not only meets our current requirements but is also capable of accommodating future expansions, ensuring the Chamber's online presence remains robust and responsive to the needs of its members and the community.
3c) Upgrade Email Communication Tool		■		Undertake comprehensive research to identify and invest in the most effective email communication tool suitable for the Chamber's needs. This tool will enhance our capability to engage with members, prospects and the broader community more effectively. Select a tool that offers advanced features for segmentation, personalization and analytics. These features will enable targeted and meaningful communication, ensuring messages resonate with each segment of our audience. By upgrading, we aim to improve the reach and impact of our communication efforts. This enhancement is crucial for keeping our community informed, engaged and connected with the Chamber's initiatives and opportunities.

3. BOOSTING OUR COMMUNITY AND YOUR BUSINESS

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
3d) Leverage Consumer Tourism Email List		■	■	Initiate the segmentation of the tourism-related email list to tailor communication effectively. This approach allows for targeted messaging that resonates with specific interests and demographics, maximizing engagement and response rates. Integrate this segmented email strategy to benefit Chamber members directly, offering them exclusive opportunities to reach potential customers through this expansive network. Explore and implement monetization strategies for the email list, such as sponsored content and advertising opportunities. This not only serves as a valuable resource for members looking to increase their visibility but also represents a significant revenue stream for the Chamber, supporting its initiatives and services.
3e) Rebrand the Chamber			■	Undertake a full rebranding to update the Chamber's visual identity, including its logo, fonts, color scheme, and overall look and feel. This initiative aims to refresh and modernize the Chamber's image to better reflect its current values, mission and the vibrancy of the community it serves. Ensure the rebranding effort aligns with the Chamber's strategic goals, enhancing its appeal to both existing members and potential new members while reinforcing its position as a leading advocate for the business community. Engage with members, stakeholders and a professional design team to gather insights and feedback throughout the rebranding process, ensuring the new brand identity resonates with all constituents and accurately represents the Chamber.
3f) Launch Storytelling Campaigns			■	Develop and launch storytelling campaigns that vividly bring to life the unique aspects of the area's arts & culture, outdoor adventure recreation, health & wellness, spirituality, and exceptional food & lodging offerings. These narratives will showcase the rich diversity and appeal of the community, drawing attention from both locals and visitors. The goal is to increase engagement, attract high-end tourism, and provide significant visibility for Chamber members involved in these sectors.
3g) Chamber Community Guide			■	Develop a Chamber Guide that serves the community by promoting the various and numerous businesses (members) and resources available to Greater Sedona residents.

ORGANIZATIONAL EXCELLENCE



4. ORGANIZATIONAL EXCELLENCE

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
4a) Update Bylaws	■			Initiate a thorough review of the current bylaws to identify areas that require updates to align with contemporary best practices and the latest legal requirements. Engage legal experts and stakeholders within the Chamber to ensure the revised bylaws reflect not only legal standards but also the operational realities and aspirations of the Chamber. Upon approval of the updated bylaws, implement a communication plan to inform members and relevant parties of the changes.
4b) Update Formation Documents	■			Undertake a thorough review of the Chamber's articles of incorporation to ensure they accurately reflect the current operational, legal and strategic framework of the organization. This review will identify any necessary amendments to align with contemporary business practices and regulatory requirements.
4c) Change to Calendar Year	■			Assess the current fiscal year structure and its impact on the Chamber's operations, financial reporting and planning processes. The goal is to realign the fiscal year to better coincide with the business cycles of our members, facilitating smoother financial planning and budgeting for both the Chamber and its members.
4d) Update CRM		■		Upgrade to a leading CRM solution specifically designed for chamber needs, aiming to enhance member management, engagement and data analysis capabilities. This best-in-class CRM will facilitate more personalized communication, efficient event management and streamlined operations. Conduct a thorough evaluation of available CRM systems, considering features, scalability, user experience and integration capabilities with other tools. The goal is to select a platform that not only meets our current needs but is also adaptable to future growth and changes. Plan for a structured rollout of the new CRM, including comprehensive training for staff to ensure they can fully leverage the system's capabilities. This process will involve migrating data, configuring workflows and setting up dashboards to monitor engagement and performance metrics.

4. ORGANIZATIONAL EXCELLENCE

STRATEGIC PRIORITIES	2024	2025	2026	ONGOING PRIORITY FOR THE CHAMBER
4e) Update Policy Manual		■		Conduct a comprehensive review of the existing policy manual to ensure alignment with the latest best practices in chamber operations, member services and governance. This review will identify areas for improvement, modernization and clarification. Following the update, communicate the changes with all staff to familiarize them with the new policies. Ensure effective communication of the updated manual's contents to guarantee smooth implementation and adherence across the organization.
4f) Activate Volunteers Through Committees			■	Expand and diversify the opportunities for volunteer involvement by establishing or revitalizing committees that align with the Chamber's strategic priorities and operational needs. This approach aims to harness the skills, enthusiasm and perspectives of our volunteer base. By deepening volunteer engagement through committee involvement, the Chamber not only enhances its capacity to serve its members and the community but also enriches the volunteer experience. Develop a systematic approach to recruit volunteers, matching their interests and skills with appropriate committees. Implement a recognition program to acknowledge the valuable contributions of volunteers, reinforcing their importance to the Chamber's mission and success.

MONITORING & UPDATING

MONITORING PROGRESS

To ensure accountability and oversight, progress on the Strategic Priorities will be measured and reported through succinct monthly progress updates integrated into the Chamber's monthly board meetings. These updates will allow the board to track advancement on each priority, identify areas requiring additional attention or resources, and make course corrections as needed.

UPDATING THE PLAN

To maintain the relevance and effectiveness of our strategic plan, an annual update process will be instituted. This yearly review ensures that our plan remains aligned with the evolving needs of our members and the dynamic business environment we operate within. Through this structured review and update cycle, we commit to keeping our strategic vision fresh, relevant, and responsive to the needs of those we serve.

STAKEHOLDER ENGAGEMENT PROCESS

The Greater Sedona Chamber of Commerce and Tourism Bureau's strategic plan for 2024-2026 was developed through careful deliberation by the board of directors in collaboration with staff, members and the community.

A strategic planning consultant with deep expertise in the chamber industry was brought in to interview stakeholders, facilitate a board of directors' retreat and work with staff. The process took approximately eight weeks.

February 2024 – Explore and Evaluate

Deep dive on the chamber's situation
Consultant meetings with staff and community leaders
Stakeholder interviews and community meetings
Facilitated board of directors strategic planning session
Staff retreat and brainstorming session

April 2024 – Update Mission, Values, and Vision

April 2024 – Evaluate and Decide on Strategic Priorities and Projects

May 2024 – Draft Strategic Plan Accepted

July 2024 – Final Strategic Plan Accepted, Business/Action Plan Accepted

2024 GREATER SEDONA CHAMBER OF COMMERCE & TOURISM BUREAU BOARD OF DIRECTORS

MIKE WISE, CHAIR
STAN KANTOWSKI, VICE CHAIR
CHERYL BARRON, SECRETARY
CLIFFORD LOADER, TREASURER

JESSE ALEXANDER
GARY GLENN
KC KINSEY
LONNIE LILLIE
LESLIE MCLEAN
JULIE RICHARD
MACKENZIE RODGERS
ED ROSE
DANIELLE SONN
MARK TUFTE

The Greater Sedona Chamber of Commerce & Tourism Bureau would like to thank the members of the chamber, the Board of Directors, and the community leaders who contributed to this effort.

Greater SEDONA
CHAMBER OF COMMERCE & TOURISM BUREAU

Michelle Kostecki
President/CEO

Victoria Latunski
Visitor Services Director

Eric Nguyen
Membership & Marketing Sales Director

Donna Retegan
Member Services Director

Gary Stewart
Finance Director

Erin Burd
Communications & Marketing Manager

Shanandoah Sterling
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