

## Sedona 2018 Business Survey Report

Report date: October 10, 2018

### Overview

In an effort to develop a sustainable tourism plan for the community of Sedona including residents and businesses in partnership with the Chamber and Tourism Bureau, new insights from visitors, residents and businesses were needed to construct a plan for today's situation and a desired future state. This report provides primary data on Sedona's businesses from a modified list of business owners or managers and their email addresses which were provided by the Sedona Chamber of Commerce & Tourism Bureau. A non-chamber member subset was considered, but the other available list was business licenses from the City of Sedona and the nature of the files were very different. After several attempts to merge the files, we decided on a chamber list only. The survey was conducted in June 2018. The survey was nine-pages and 33 questions and was programmed into Qualtrics (the instrument is included at the end of the report). Of the 730 unique business contacts, 50 were bad email addresses and were returned to the sender as ASU, four reported to be closed businesses in Sedona or no longer live in Sedona, 262 completed the survey after three reminders timed over several weeks. The response rate was 36%.

### Key Findings

The data results from the study are organized into the following themes – business profile and workforce, transportation practices, knowledge and opinion about tourism, opinions about business environment and sustainability, sustainability self-assessment, and segmentation.

#### *Business Profile and Workforce*

- Over half (56%) of the respondents consider themselves as a tourism business, while 84% benefit from the tourism industry. *Figures 1 and 2.*
- On average, businesses have been in operation in Sedona for 18 years with a range going up to 74 years. Businesses were also asked if they have operations outside of Sedona. Just under half (47%) do not. *Tables 1 and 2.*
- There was almost an equal split between those who own their building/location (48%) versus lease (47%) with another 5% who indicated leasing but wanting to purchase. The type of business that responded was diverse. Retail (13%), accommodations (12%) and spiritual/personal enrichment (12%) were the most common business categories. Respondents were asked where they live. Over half (57%) live within the City of Sedona,

24% live in the general Sedona area, and 19% live outside the area. *Figure 3 and Tables 3 and 4.*

- Most businesses (57%) sell/service only consumers and another 37% indicated selling to businesses and consumers. Only 6% of the respondents were only B-to-B. The cohort that these Sedona business respondents consider to be their primary customers are Generation X (41%) and Baby Boomers (53%). Businesses affiliate widely in the community. Over one quarter (26%) of the respondents affiliate with some type of general community support association, 18% affiliate with recycling associations, and 12% affiliate with an educational organization. *Figure 4 and Tables 5 and 6.*
- Businesses largely employ 10 or less full-time employees (76%), 10 or less part-time employees (87%), and 10 or less seasonal employees (91%). Business owners/managers indicated that all of their employees reside in Sedona (37%), followed by 50 to 99% employees live in Sedona (27%), and 1 to 49% (26%). Ten percent of respondents indicated that none of their employees live in Sedona. *Tables 7 to 10.*

#### *Transportation Practices*

- Transportation has been a significant focus in the community and for the City and Chamber in the current year. Businesses were asked questions to help understand employees' and customers' transportation behaviors and future needs.
- Employees largely use the businesses' private lot (69%) with designated public parking lots (18%) and free street parking (13%) as other options. Most employees (81% of businesses) parked near the entry of a business. Businesses that responded estimated whether employees walk or bike to work. Over three-quarters (78%) indicated no one walks or bikes. Two out of ten respondents (21%) indicated somewhere between 1 and 10 employees walk or bike to work. Similar results were found with the use of public transportation by employees. *Figure 5 and Tables 11 to 13.*
- Customers largely use the businesses' private lot for parking (67%) according to business owners. Thirty percent use public lots or free parking on the streets and three percent use meters. Customers are able to park near the business according to 86% of business owners. Six percent of customers walk or bike to the business; 2 percent use public transportation to access the business. *Figure 6 and Tables 14 to 16.*

#### *Businesses' Knowledge and Opinions about Tourism*

- Eight out of ten business respondents expressed that tourism plays a significant role in the city having no residential property tax. Slightly more than one-third (37%) of the businesses selected that the city's annual operating budget is funded by visitors somewhere in the 61% to 80% of the budget. Over fifty percent (51%) place the number of tourism jobs as 61% to 80% of the total jobs in the region. *Figure 7 and Tables 17 and 18.*
- A high proportion of business owners selected that a variety of amenities in Sedona exist because of tourism. These include: restaurants and food and beverage (94% great impact), festivals and events (84%), retail/shopping (83%), outdoor recreation (80%), and museums, cultural venues, and activities (72%). *Table 19.*

- Business owners/managers were asked if tourism should play a different role than currently in Sedona. Over half (57%) of businesses said “a similar role,” and 21% a greater a role and 22% less of a role. No business said “no role.” *Figure 8.*
- Half of the businesses rate Sedona as an “above average” travel destination and 39% rate it as “excellent.” *Figure 9.*

#### *Businesses’ Opinions about Business Environment and Sustainability*

- Tourism and outdoor recreation are viewed as a top economic activity for the Sedona area by businesses, followed by higher education, medical and health, and professional services. Government offices, construction and light manufacturing are placed as the lowest rating (but with an average equivalent to “moderately acceptable”). *Table 20.*
- Challenges that rose to a significant level include: affordability of nearby housing for employees, perceptions held by residents toward tourism, and difficulties in recruiting and retaining employees. *Table 21.*
- Business owners were moderately satisfied (3.7 on a 5-point scale with very satisfied as a 5) with the marketing strategies of the Chamber & Tourism Bureau. The lowest scored satisfaction was the City’s approach to sustainability (2.8). *Table 22.*
- Businesses rated safety/lack of crime and limited litter and vandalism being the most important factors to influence quality of life in Sedona. Businesses also gave high marks as being satisfied with these types of city services. Businesses were least satisfied with crowding on roads, trails, Uptown, and other areas (i.e., Oak Creek Canyon). *Table 23.*
- Sustainability initiatives were rated for their importance. Businesses rated “Leave No Trace” principles in parks and “local spending and retention” as the two most important initiatives. Sustainability certification received the lowest importance rating. *Table 24.*
- In an open-ended comment 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, and more signs to encourage eco-tourist behavior. *Table 25.*

#### *Business Sustainability: Self-Assessment*

- Businesses indicated support of sustainability initiatives and support two approaches: the first is embedded in business practices with no formal program, and the second is few activities and no formal program. *Table 26.*
- On an importance-performance set of questions, businesses rated “hiring local staff” to be most important and also highly rated their performance of hiring local staff. Businesses rated reducing waste and maintaining recycling as very important and their actions in this area as well performed. *Table 27.*
- Barriers to implementing any sustainability initiatives were rated at a “minor” barrier level – these included insufficient resources to implement or insufficient data provided supporting consumer preferences for sustainable businesses. *Table 28.*
- When asked for additional comments, the top responses followed themes of traffic-transportation, environmental-issues, and Chamber programs that prioritize and support local businesses. *Figure 10.*

### *Segmentation*

- As expected, those in accommodations see themselves 100% in the tourism industry, whereas arts and culture see themselves mostly in tourism (72% of 18 respondents) or restaurants and catering (69% of 13 respondents). *Table 29.*
- A self-identified tourism business is more likely (50%) to own their offices than a non-tourism business (43%). *Table 30.*
- A self-identified tourism business is more likely (25%) to want to see tourism play a larger role in the Sedona economy than a non-tourism business (3%). *Table 31.*
- As a group, non-tourism businesses, rate Sedona as a destination slightly higher than tourism businesses. *Table 32.*
- Tourism businesses are slightly more “bullish” on the business climate in Sedona compared to non-tourism businesses. Tourism businesses are significantly more likely to be satisfied (42% are very satisfied) with the distribution of visitors throughout the region compared to non-tourism businesses (23%). *Table 33.*

*Submitted by ASU 10/10/18. Dr. Christine Vogt, Kim Pham, and Dr. Christine Buzinde*

## Business Profile and Workforce

**Tourism businesses**

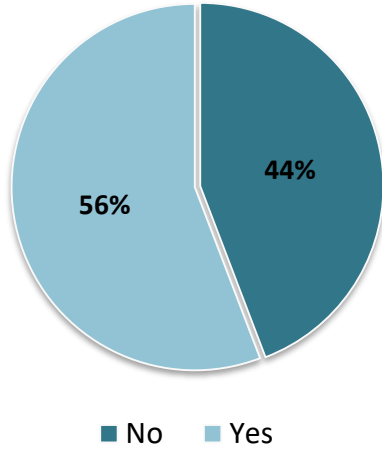


Figure 1. Businesses considered as tourism business

**Businesses benefit from tourism industry**

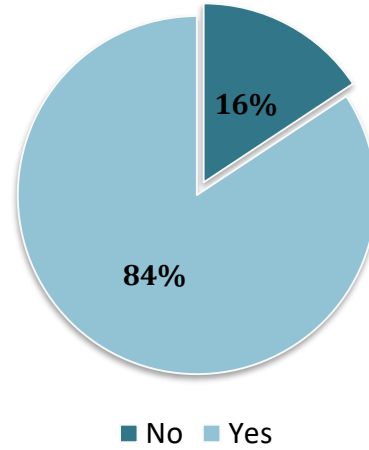


Figure 2. Businesses benefit from tourism industry

### Business age

Table 1. Years of operation in the Sedona area

| Number of years  | n          | %           |
|------------------|------------|-------------|
| 1 year and below | 7          | 3           |
| 2 - 10 years     | 89         | 39          |
| 11 - 20 years    | 59         | 26          |
| 21 - 30 years    | 29         | 13          |
| 31 - 40 years    | 24         | 11          |
| 41 - 50 years    | 7          | 3           |
| 51 - 74 years    | 12         | 5           |
| <b>Total</b>     | <b>227</b> | <b>100%</b> |

Range: 1 to 74 years    Mean: 18 years

Table 2. Years of operation outside of Sedona

| No of years    | n          | %           |
|----------------|------------|-------------|
| 0 years        | 100        | 47          |
| 1 - 10 years   | 39         | 18          |
| 11 - 20 years  | 34         | 16          |
| 21 - 30 years  | 22         | 10          |
| 31 - 40 years  | 8          | 4           |
| 41 - 50 years  | 3          | 1           |
| 51 - 100 years | 6          | 3           |
| 101 and above  | 2          | 1           |
| <b>Total</b>   | <b>214</b> | <b>100%</b> |

Range: 0 to 201 years    Mean: 12.7 years

### Business locations

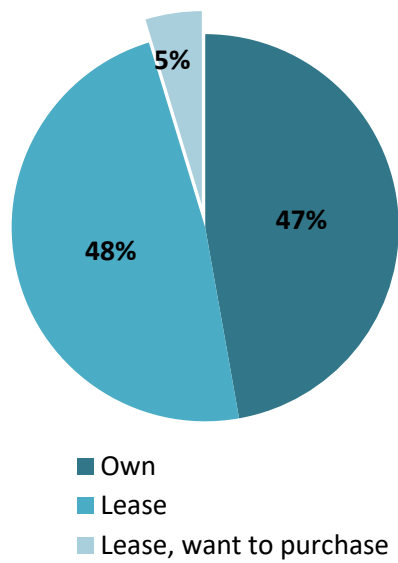


Figure 3. Businesses that own or lease the spaces in which their located

### Primary business categories

Table 3. Primary business categories

| Categories                           | n          | %           |
|--------------------------------------|------------|-------------|
| Retail                               | 28         | 13          |
| Accommodations                       | 26         | 12          |
| Spiritual/Personal Enrichment        | 26         | 12          |
| Attractions/activities/entertainment | 21         | 9           |
| Arts & Culture                       | 17         | 8           |
| Community/Professional               | 14         | 6           |
| Restaurant/Catering                  | 13         | 6           |
| Real Estate/Construction             | 13         | 6           |
| Business/Financial                   | 11         | 5           |
| Transportation/travel                | 7          | 3           |
| Medical Alternative                  | 6          | 3           |
| Association & Organizations          | 5          | 2           |
| Media/Advertising                    | 4          | 2           |
| Wedding/Photography                  | 1          | 0           |
| <i>Others *</i>                      | 30         | 14          |
| <b>Total</b>                         | <b>222</b> | <b>100%</b> |

\* *Others:*

Architecture and Planning, Authorized FedEx & UPS, Bar and Retail Wine, Education, Entertainment Event Planning, Lighting & Sound Installations, Environmental Fitness, Healing Arts, Health and Wellness, Massage school, Fractional Ownership Home Care for Seniors, Music boxes shop Internet Retail, Manufactured Home Community, Non-profit, Non-profit mentoring entrepreneurs, Outdoor Recreation, Photography other than wedding, Property Management, Recycling, Shopping Center, Storage, Tour company, Veterinary Clinic, Water & Wastewater, Wine, Wine Tours

### Residency of owner/representative

Table 4. Residency of businesses' owner or representative over the last 6 months

| Location of residency      | n          | %           |
|----------------------------|------------|-------------|
| Within the City of Sedona  | 94         | 57          |
| In the general Sedona area | 39         | 24          |
| Outside the Sedona area    | 31         | 19          |
| <b>Total</b>               | <b>262</b> | <b>100%</b> |

### Client categories

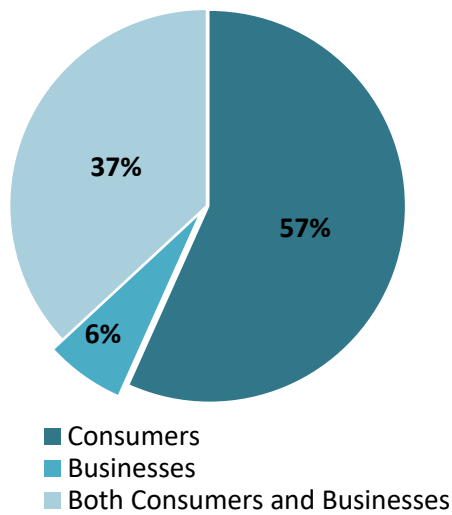


Figure 4. Client categories

### Businesses' largest market

Table 6. Businesses' largest market size

| Market categories                             | n          | %           |
|---|------------|-------------|
| Millennial Generation (18 - 38 years old)     | 8          | 4           |
| Generation X (39 - 53 years old)              | 82         | 41          |
| Baby-Boomers (54 – 72 years old)              | 107        | 53          |
| The Silent Generation (73 years old or older) | 5          | 2           |
| <b>Total</b>                                  | <b>202</b> | <b>100%</b> |

### Employment status

Table 7. Full time employees (including owners)

| Number of employees | n          | %           |
|---------------------|------------|-------------|
| 10 or less          | 162        | 76          |
| 11 - 50             | 39         | 18          |
| 51 - 100            | 7          | 3           |
| 101 or more         | 7          | 3           |
| <b>Total</b>        | <b>215</b> | <b>100%</b> |

Full time: 32 or more Hrs/Wk

### Business affiliation

Table 5. Associations businesses are affiliated with

| Associations                   | n   | %           |
|--------------------------------|-----|-------------|
| General Community Support      | 103 | 39          |
| Recycling                      | 72  | 27          |
| Education                      | 48  | 18          |
| Natural Resources/Conservation | 43  | 16          |
| Food Banks                     | 38  | 15          |
| Economic                       | 30  | 11          |
| Women's Shelters               | 30  | 11          |
| <i>Others *</i>                | 32  | 12          |
| <b>Total</b>                   |     | <b>100%</b> |

#: Out of 262 responded businesses

\* *Others:*

Alternative transportation,  
 Animal Welfare  
 Arts and entertainment,  
 Business associations  
 Fitness and Health, Habitat for Humanity  
 Gift Certificates for Benefits  
 Veterans and First Responders  
 Housing, LGBT civil rights  
 Local Humane Societies  
 Non-profit mentoring entrepreneurs  
 Religious, Retail tire & acc.  
 Salvation Army of Sedona, Social Services.  
 Sedona Chamber of Commerce  
 Sedona Metaphysical & Spiritual Association,  
 Tour

Table 8. Part time employees (including owners)

| Number of employees | n          | %           |
|---------------------|------------|-------------|
| 10 or less          | 181        | 87          |
| 11 - 50             | 24         | 11          |
| 51 - 100            | 2          | 1           |
| 101 or more         | 2          | 1           |
| <b>Total</b>        | <b>209</b> | <b>100%</b> |

Part time: Less than 32 or more Hrs/Wk

Table 9. Seasonal employees (including owners)

| Number of employees | n          | %           |
|---------------------|------------|-------------|
| 10 or less          | 183        | 91          |
| 11 - 50             | 15         | 7           |
| 51 - 100            | 2          | 1           |
| 101 or more         | 2          | 1           |
| <b>Total</b>        | <b>202</b> | <b>100%</b> |

Table 10. Employees residing in Sedona

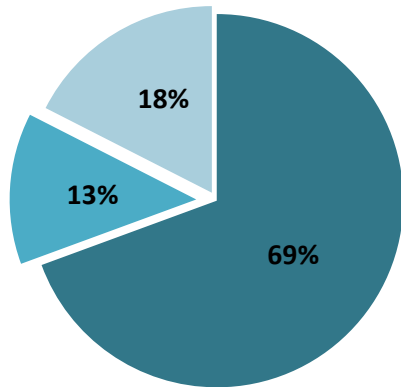
| Percentage of employees | n          | %           |
|-------------------------|------------|-------------|
| 0 %                     | 18         | 10          |
| 1% to 49%               | 48         | 26          |
| 50% to 99%              | 50         | 27          |
| 100%                    | 70         | 37          |
| <b>Total</b>            | <b>186</b> | <b>100%</b> |

Mean: 62% of employees

## Businesses' Transportation Practices

### Transportation practices of employees

#### Parking areas



- In a private lot (owned by the company)
- Free parking on the streets in the nearby area
- In a designated public parking lot

Figure 5. Areas that the majority of employees generally park during work shift

#### Parking distances

Table 13. Parking distance from work place

| Distance                | n          | %           |
|-------------------------|------------|-------------|
| Near entry              | 166        | 81          |
| 1 block away            | 22         | 11          |
| 2 blocks away           | 6          | 3           |
| 3 blocks away           | 2          | 1           |
| More than 3 blocks away | 9          | 4           |
| <b>Total</b>            | <b>205</b> | <b>100%</b> |

#### Walking/Biking to work

Table 11. Walking/biking to work

| Number of employees | n          | %           |
|---------------------|------------|-------------|
| 0                   | 149        | 78          |
| 1 - 10              | 40         | 21          |
| 11 - 20             | 1          | 0.5         |
| > 20                | 1          | 0.5         |
| <b>Total</b>        | <b>191</b> | <b>100%</b> |

Mean: 1.0 employee

#### Public transportation

Table 12. Public transportation to work

| Number of employees | n          | %           |
|---------------------|------------|-------------|
| 0                   | 176        | 89          |
| 1 - 10              | 17         | 9           |
| 11 - 20             | 3          | 2           |
| > 20                | 0          | 0           |
| <b>Total</b>        | <b>196</b> | <b>100%</b> |

Mean: 0.5 employee



## Transportation practices of customers

### Parking areas

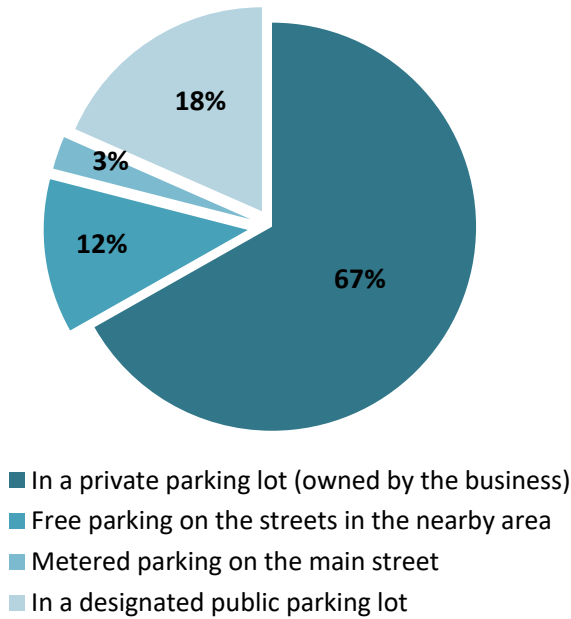


Figure 6. Areas that the majority of employees generally park during work shift

### Parking distances

Table 16. Parking distance from each business

| Distance                | n          | %           |
|-------------------------|------------|-------------|
| Near entry              | 171        | 86          |
| 1 block away            | 12         | 6           |
| 2 blocks away           | 10         | 5           |
| 3 blocks away           | 2          | 1           |
| More than 3 blocks away | 4          | 2           |
| <b>Total</b>            | <b>199</b> | <b>100%</b> |

### Walking/Biking to business

Table 14. Percentage of customers walking or biking to businesses' locations

| Percentage of customers | n          | %           |
|-------------------------|------------|-------------|
| 0%                      | 123        | 63          |
| 1% - 50%                | 67         | 35          |
| 51% - 100%              | 4          | 2           |
| <b>Total</b>            | <b>194</b> | <b>100%</b> |

Mean: 6% of customers

### Public transportation

Table 15. Percentage of customers using public transportation to businesses' locations

| Percentage of customers | n          | %           |
|-------------------------|------------|-------------|
| 0%                      | 154        | 81          |
| 1% - 50%                | 34         | 18          |
| 50% - 100%              | 1          | 1           |
| <b>Total</b>            | <b>189</b> | <b>100%</b> |

Mean: 2% of customers

## Businesses' Knowledge and Opinions about Tourism

### Role of tourism in having no city property tax City budget

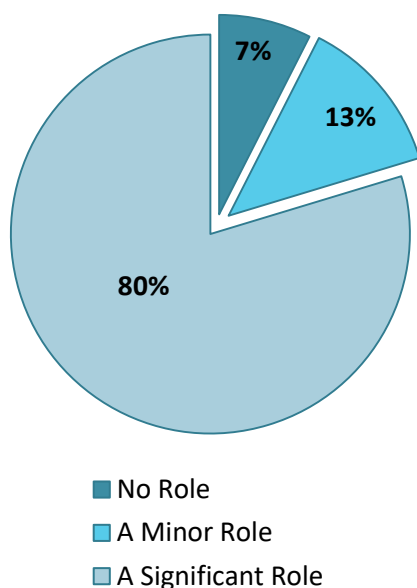


Figure 7. Businesses' guess of tourism's role in having no city property tax

Table 17. Businesses' guess of City's Annual Operating budget funded by visitors

| Percentage of the City's Annual Operating budget |            |             |
|--|------------|-------------|
|  | n          | %           |
| 0-20%  | 5          | 3           |
| 21-40%   | 32         | 17          |
| 41-60%   | 58         | 31          |
| 61-80%   | 70         | 37          |
| 81-100%  | 23         | 12          |
| <b>Total</b>                                     | <b>188</b> | <b>100%</b> |

### Job attribution

Table 18. Businesses' guess of jobs attributed to tourism in the region

| Percentage of jobs attributed to tourism |            |             |
|--|------------|-------------|
|  | n          | %           |
| 0-20%                                    | 5          | 3           |
| 21-40%                                   | 7          | 4           |
| 41-60%                                   | 40         | 21          |
| 61-80%                                   | 96         | 51          |
| 81-100%                                  | 40         | 21          |
| <b>Total</b>                             | <b>188</b> | <b>100%</b> |

### Impacts of tourism on community amenities

Table 19. Impact of tourism on the mix of high-quality community amenities

| Communities amenities                                  | n   | (1)       | (2)           | (3)          | Mean |
|--|-----|-----------|---------------|--------------|------|
|  |     | No impact | Little impact | Great impact |      |
| Variety of restaurants and other food and beverage     | 189 | 1%        | 5%            | 94%          | 2.9  |
| Variety of festivals and events                        | 189 | 1%        | 15%           | 84%          | 2.8  |
| Variety of retail/shopping                             | 188 | 2%        | 15%           | 83%          | 2.8  |
| Variety of nearby outdoor recreation opportunities     | 188 | 3%        | 17%           | 80%          | 2.8  |
| Variety of museums/arts/cultural venues and activities | 187 | 3%        | 25%           | 72%          | 2.7  |

### Role of tourism in Sedona's economy

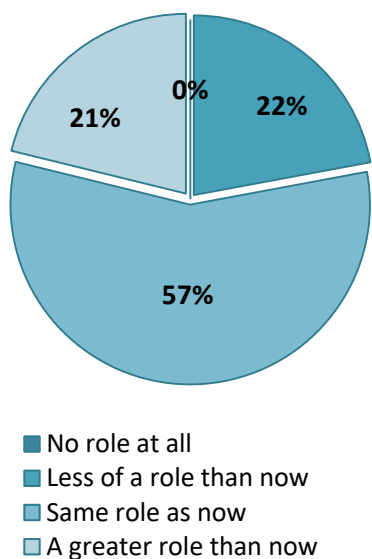


Figure 8. Role that tourism should have in Sedona's economy

### Rating of Sedona as travel destination

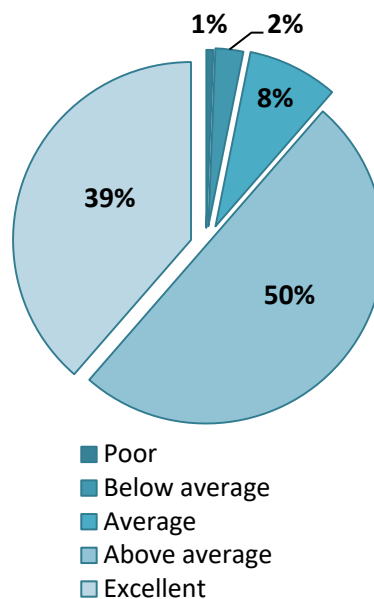


Figure 9. Rating of Sedona as travel destination

## Businesses' opinions about business environment and sustainability

### Acceptance of economic activities for the Sedona area

Table 20. Acceptance of economic activities for the Sedona area

| Economic activities                | n   | (1)            | (2 & 3)               | (4 & 5)         | Mean |
|------------------------------------|-----|----------------|-----------------------|-----------------|------|
|                                    |     | Not Acceptable | Moderately Acceptable | Very Acceptable |      |
| Tourism/Outdoor recreation         | 188 | 1%             | 17%                   | 82%             | 4.3  |
| Medical and health                 | 191 | 2%             | 25%                   | 74%             | 4.2  |
| Higher education                   | 191 | 0%             | 25%                   | 75%             | 4.2  |
| Professional services              | 191 | 2%             | 28%                   | 71%             | 4.2  |
| Craft beverages (beer, wine, etc.) | 191 | 1%             | 28%                   | 72%             | 4.1  |
| Retail and other services          | 191 | 1%             | 35%                   | 64%             | 4.1  |
| Technology                         | 191 | 7%             | 40%                   | 53%             | 3.9  |
| Agriculture                        | 190 | 8%             | 52%                   | 40%             | 3.6  |
| Federal/State/Local government     | 191 | 7%             | 46%                   | 47%             | 3.3  |
| Construction                       | 190 | 11%            | 59%                   | 31%             | 3.4  |
| Light manufacturing                | 189 | 1%             | 17%                   | 82%             | 3.0  |

Scale: (1) Not Acceptable/-/ (3) Moderately Acceptable/-/ (5) Very Acceptable

## Challenges for businesses

Table 21. Degree of challenges that businesses experience

| Challenges  | n   | (1)          | (2 & 3)         | (4 & 5)         | Mean |
|---|-----|--------------|-----------------|-----------------|------|
|   |     | No Challenge | Minor Challenge | Major Challenge |      |
| Affordability of nearby housing for employees       | 177 | 14%          | 18%             | 68%             | 3.9  |
| Local residents' perception of tourism              | 176 | 11%          | 34%             | 55%             | 3.6  |
| Difficulty recruiting/retaining employees           | 176 | 19%          | 24%             | 57%             | 3.5  |
| Availability of public transportation for employees | 176 | 24%          | 31%             | 45%             | 3.2  |
| Expensive employee wages/benefits                   | 175 | 27%          | 30%             | 43%             | 3.1  |
| Expensive rent/lease for business                   | 174 | 25%          | 33%             | 42%             | 3.1  |
| Insufficient parking                                | 176 | 40%          | 28%             | 32%             | 2.5  |
| Insufficient financing                              | 173 | 39%          | 40%             | 21%             | 2.4  |
| Lack of pedestrian traffic                          | 176 | 38%          | 39%             | 23%             | 2.4  |
| Difficulty with product delivery or loading         | 176 | 56%          | 28%             | 15%             | 2.0  |
| Consumers' perceptions of safety                    | 174 | 55%          | 39%             | 6%              | 1.8  |

Scale: (1) No Challenge /-/ (3) Minor Challenge /-/ (5) Major Challenge

## Satisfaction with Chamber of Commerce & Tourism Bureau's services and activities

Table 22. Satisfaction with Chamber & Tourism Bureau services and activities

| Services and activities  | n   | (1 & 2)           | (3)                  | (4 & 5)        | Mean |
|--|-----|-------------------|----------------------|----------------|------|
|  |     | Very dissatisfied | Moderately Satisfied | Very Satisfied |      |
| Marketing strategies produced by the Sedona Chamber of Commerce & Tourism Bureau | 218 | 20%               | 27%                  | 53%            | 3.7  |
| The business climate in Sedona   | 218 | 22%               | 39%                  | 40%            | 3.3  |
| Your knowledge of sustainability related business practice                       | 214 | 18%               | 44%                  | 38%            | 3.3  |
| Your engagement in corporate social responsibility programs for Sedona           | 213 | 23%               | 43%                  | 34%            | 3.2  |
| The distribution of visitors throughout the region                               | 215 | 30%               | 37%                  | 34%            | 3.0  |
| The City of Sedona's approach to sustainability                                  | 217 | 41%               | 33%                  | 27%            | 2.8  |

Scale: (1) Very dissatisfied /-/ (3) Moderately satisfied /-/ (5) Very satisfied

## Importance and satisfaction with Quality of life

Table 23. Please rate how important each factor is to you personally and rate how satisfied you are with each factor.

| Importance |      | Factors  | Satisfaction |     |
|------------|------|--|--------------|-----|
| n          | Mean |  | Mean         | n   |
| 179        | 4.8  | Safety/Lack of crime                           | 4.3          | 172 |
| 176        | 4.8  | Limited litter and vandalism                   | 4.1          | 173 |
| 179        | 4.7  | Clean air and water                            | 3.9          | 173 |
| 180        | 4.7  | Conservation of natural areas                  | 3.7          | 173 |
| 180        | 4.7  | Attractiveness/Cleanliness                     | 4.1          | 172 |
| 180        | 4.4  | Preservation of cultural/historic sites        | 3.9          | 173 |
| 180        | 4.4  | Crowding of roads                              | 2.2          | 175 |
| 180        | 4.3  | Quality recreation opportunities               | 3.8          | 172 |
| 179        | 4.3  | Fair prices of goods and services              | 3.1          | 174 |
| 177        | 4.2  | Diversity and quality of employment            | 3.0          | 173 |
| 178        | 4.2  | Tourist spending                               | 3.8          | 175 |
| 178        | 4.2  | High standard of living                        | 3.7          | 173 |
| 177        | 4.2  | Cultural activities for residents              | 3.3          | 173 |
| 180        | 4.2  | Peace and quiet                                | 3.7          | 172 |
| 178        | 4.1  | Adequate tax revenues to support City services | 3.7          | 173 |
| 178        | 4.1  | Reasonable real estate costs                   | 2.8          | 174 |
| 179        | 4.1  | Diverse economy                                | 2.8          | 173 |
| 180        | 4.1  | Crowding of trails                             | 2.8          | 173 |
| 178        | 4.1  | Crowding in other areas of Sedona              | 2.5          | 173 |
| 179        | 4.1  | Community identity                             | 3.7          | 173 |
| 179        | 3.9  | Crowding in Uptown                             | 2.5          | 172 |
| 177        | 3.9  | Authentic culture                              | 3.4          | 171 |

*Importance scale: (1) Not At All Important to (5) Extremely Important*

*Satisfaction scale: (1) Not At All Satisfied to (5) Extremely Satisfied*

## Importance of sustainable initiatives

Table 24. Business owners/representatives rating importance of sustainable initiatives

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

Scale: (1) Not Important /-/ (3) Moderately Important /-/ (5) Very Important

## Sustainability initiatives beneficial to Sedona businesses

Table 25. Sustainable initiative suggested by businesses

| Rank using frequency | Sustainable initiatives suggested by businesses                    |
|----------------------|--|
| 1                    | Mandatory recycling/ More recycling bins in town                   |
| 2                    | Outlaw nylon and plastic bags, straws and bottle                   |
| 3 (tie)              | Environmental education  |
| 3 (tie)              | More signs to encourage eco-tourist behavior                       |
| 4                    | More funding for non-profits                                       |
| 5                    | Electric-hybrid public transportation/shuttle system               |
| 6                    | Bikeable/walkable city   |
| 7                    | Off-roading vehicle restriction                                    |
| 9                    | Turning waste into reusable energy/Using solar power               |
| 10                   | Affordable housing   |
| 11                   | Having donation boxes at key city and trailheads                   |
| 12                   | No mass marketing  |
| 13                   | Local farming  |
| 14                   | Recognizing sustainable businesses                                 |
| 15                   | Water conservation/ Using partially treated water for golf courses |

## Business Sustainability: Self-assessment

### Sustainability activities

Table 26. Sustainability activities organized in businesses

| <b>Distance</b>  | <b>n</b>   | <b>%</b>    |
|--|------------|-------------|
| No sustainability activities   | 28         | 17          |
| A few activities but no formal programs to address sustainability related issues           | 60         | 37          |
| Sustainability is embedded in business practices, with no formal program to address issues | 62         | 38          |
| Sustainability is embedded in business practices, with a formal program to address issues  | 14         | 8           |
| <b>Total</b>   | <b>199</b> | <b>100%</b> |

### Importance and Performance of sustainability related criteria

Table 27. Businesses rating importance of sustainability related criteria and indicating how well their businesses have performed in relation to each of the criteria

| <b>Importance</b> |             | <b>Criteria</b>   | <b>Performance</b> |          |
|-------------------|-------------|---|--------------------|----------|
| <b>n</b>          | <b>Mean</b> |   | <b>Mean</b>        | <b>n</b> |
| 168               | 4.1         | Hiring local staff  | 4.2                | 167      |
| 168               | 3.8         | Reducing waste and maintaining recycling                            | 4.0                | 167      |
| 168               | 3.8         | Buying supplies locally to support local businesses                 | 3.7                | 167      |
| 168               | 3.8         | Protecting Sedona's cultural resources (e.g., historical buildings) | 3.4                | 166      |
| 168               | 3.7         | Educating tourists and staff about environmental conservation       | 3.4                | 167      |
| 168               | 3.7         | Purchasing sustainable products                                     | 3.8                | 167      |
| 168               | 3.7         | Supporting the local community through donations                    | 3.7                | 167      |
| 168               | 3.6         | Protecting the Dark Sky initiative                                  | 3.7                | 168      |
| 167               | 3.5         | Reducing water and energy use                                       | 3.8                | 168      |
| 168               | 3.4         | Educating tourists and staff about Sedona's Indigenous community    | 2.9                | 167      |
| 168               | 3.3         | Reducing noise  | 3.8                | 167      |
| 167               | 2.9         | Obtaining sustainability certification                              | 2.4                | 167      |
| 167               | 2.7         | Encouraging staff to take alternative transportation to work        | 2.6                | 167      |

*Importance scale: (1) Not At All Important to (5) Extremely Important*

*Performance scale: (1) Not Well Performed to (5) Extremely Well Performed*

## Sustainability barriers

Table 28. Degree of sustainability challenges which businesses are experiencing

| Sustainability challenges   | n   | (1)<br>Not a<br>Barrier | (2)<br>Minor<br>Barrier | (3)<br>Major<br>Barrier | Mean |
|---|-----|-------------------------|-------------------------|-------------------------|------|
| Insufficient resources to implement sustainability initiatives  | 154 | 34%                     | 43%                     | 23%                     | 2.6  |
| Insufficient data provided supporting consumer preferences for sustainable businesses   | 155 | 31%                     | 48%                     | 21%                     | 2.5  |
| Insufficient sustainability workshops available   | 153 | 39%                     | 40%                     | 21%                     | 2.4  |
| Absence of incentives related to performance on sustainability initiatives  | 158 | 38%                     | 46%                     | 16%                     | 2.4  |
| The company's prioritization of short-term revenue generation is at odds with longer-term nature of sustainability initiative | 155 | 42%                     | 43%                     | 15%                     | 2.2  |
| Inadequate capabilities and/or skills, within the company, to implement sustainability initiatives                            | 154 | 44%                     | 44%                     | 12%                     | 2.1  |
| Low prioritization of sustainability by company leadership  | 154 | 51%                     | 37%                     | 12%                     | 2.0  |

## Businesses' additional comments



Figure 10. Businesses' additional comments



## Segmentation analysis

Table 29. Segmentation – Business categories

| Primary business type                | Self-rating          |                  | n  |
|--------------------------------------|----------------------|------------------|----|
|                                      | Non-tourism business | Tourism business |    |
| Accommodations                       | 0%                   | 100%             | 26 |
| Attractions/activities/entertainment | 14%                  | 86%              | 21 |
| Arts & Culture                       | 28%                  | 72%              | 18 |
| Association & Organizations          | 100%                 | 0%               | 5  |
| Media/Advertising                    | 25%                  | 75%              | 4  |
| Business/Financial                   | 100%                 | 0%               | 11 |
| Community/Professional               | 86%                  | 14%              | 14 |
| Restaurant/Catering                  | 31%                  | 69%              | 13 |
| Spiritual/Personal Enrichment        | 35%                  | 65%              | 26 |
| Real Estate/Construction             | 85%                  | 15%              | 13 |
| Transportation/travel                | 14%                  | 86%              | 7  |
| Wedding/Photography                  | 100%                 | 0%               | 1  |
| Medical Alternative                  | 83%                  | 17%              | 6  |
| Retail                               | 32%                  | 68%              | 28 |
| Others                               | 73%                  | 27%              | 30 |

Table 30. Segmentation – Businesses' space

|                      | Own        | Lease      | Lease, want to purchase | n          |
|----------------------|------------|------------|-------------------------|------------|
| Non-tourism business | 43%        | 49%        | 8%                      | 93         |
| Tourism business     | 50%        | 47%        | 3%                      | 119        |
| <b>Total</b>         | <b>47%</b> | <b>48%</b> | <b>5%</b>               | <b>212</b> |

Table 31. Segmentation - Role of tourism in Sedona's economy

|                      | (1)<br>No role at all | (2)<br>Less of a role | (3)<br>Same role as now | (4)<br>A greater role than now | n          | Mean |
|----------------------|-----------------------|-----------------------|-------------------------|--------------------------------|------------|------|
| Non-tourism business | 0%                    | 32%                   | 65%                     | 3%                             | 34         | 2.7  |
| Tourism business     | 0%                    | 20%                   | 56%                     | 25%                            | 187        | 3.1  |
| <b>Total</b>         | <b>0%</b>             | <b>22%</b>            | <b>57%</b>              | <b>21%</b>                     | <b>221</b> |      |

Table 32. Segmentation – Rating of Sedona as travel destination

|                      | (1)<br>Poor | (2)<br>Below<br>average | (3)<br>Average | (4)<br>Above<br>average | (5)<br>Excellent | n          | Mean |
|----------------------|-------------|-------------------------|----------------|-------------------------|------------------|------------|------|
| Non-tourism business | 0%          | 0%                      | 5%             | 53%                     | 42%              | 19         | 4.4  |
| Tourism business     | 1%          | 3%                      | 9%             | 50%                     | 38%              | 139        | 4.2  |
| <b>Total</b>         | <b>1%</b>   | <b>3%</b>               | <b>8%</b>      | <b>50%</b>              | <b>39%</b>       | <b>158</b> |      |

Table 33. Segmentation - Satisfaction with Chamber of Commerce & Tourism Bureau services and activities

| <b>Service and activities</b>   | <b>Tourism<br/>business</b> | <b>(1 &amp; 2)<br/>Very<br/>Dissatisfied</b> | <b>(3)<br/>Moderately<br/>Satisfied</b> | <b>(4 &amp; 5)<br/>Very<br/>Satisfied</b> | <b>n</b> | <b>Mean</b> |
|---|-----------------------------|--|---|---|----------|-------------|
| Marketing strategies<br>produced by the Sedona<br>Chamber of Commerce &<br>Tourism Bureau | No                          | 20%  | 29%                                     | 52%                                       | 97       | 3.5         |
|   | Yes                         | 20%  | 26%                                     | 55%                                       | 121      | 3.6         |
| The business climate in<br>Sedona   | No                          | 20%  | 45%                                     | 35%                                       | 97       | 3.3         |
|   | Yes                         | 24%  | 33%                                     | 43%                                       | 121      | 3.3         |
| Your knowledge of<br>sustainability related<br>business practices                         | No                          | 17%  | 44%                                     | 40%                                       | 96       | 3.3         |
|   | Yes                         | 19%  | 44%                                     | 36%                                       | 118      | 3.3         |
| Your engagement in<br>corporate social<br>responsibility programs for<br>Sedona           | No                          | 23%  | 44%                                     | 33%                                       | 96       | 3.1         |
|   | Yes                         | 22%  | 43%                                     | 35%                                       | 117      | 3.2         |
| The distribution of visitors<br>throughout the region                                     | No                          | 35%  | 42%                                     | 23%                                       | 97       | 2.9         |
|   | Yes                         | 25%  | 32%                                     | 42%                                       | 118      | 3.2         |
| The City of Sedona’s<br>approach to sustainability  | No                          | 44%  | 28%                                     | 28%                                       | 97       | 2.8         |
|   | Yes                         | 38%  | 37%                                     | 26%                                       | 120      | 2.8         |

**Center for Sustainable Tourism**  
411 N. Central Ave, suite 550  
Phoenix, AZ 85004  
scrd.asu.edu/sustainabletourism

**Nichols Tourism Group**  
16 Tee Place  
Bellingham, WA 98229  
nicholstourismgrp.com

## Business Survey



### Opinions About Tourism From Business Representatives

Thank you very much for participating in this survey! Your participation will help the Sedona Chamber of Commerce & Tourism Bureau to collaborate with you in creating successful and sustainable destination strategies for the Sedona area.

#### Part 1: Business Profile and Workforce Questions

1. Please provide responses regarding your business operations: *(Please specify)*
  - a. How many years has your business been operating in the Sedona area? \_\_\_\_\_
  - b. How many years has your business been in operation in any location outside of Sedona?  
\_\_\_\_\_
  
2.
  - a. Do you consider your company a tourism business? *(Please one)*  No  Yes
  - b. Does your business benefit from the tourism industry? *(Please one)*  No  Yes
  
3. Compared to other industries, how important a role do you think tourism should have in Sedona's economy? *(Please one)*

|  |  |
|--|--|
| <input type="checkbox"/> No role at all          | <input type="checkbox"/> Same role as now        |
| <input type="checkbox"/> Less of a role than now | <input type="checkbox"/> A greater role than now |
  
4. Which one of the following categories best describes your primary business? *(Please one)*

|  |   |
|--|---|
| <input type="checkbox"/> Accommodations              | <input type="checkbox"/> Retail                               |
| <input type="checkbox"/> Attractions/activities      | <input type="checkbox"/> Spiritual/Personal Enrichment        |
| <input type="checkbox"/> Arts & Culture              | <input type="checkbox"/> Real Estate/Construction             |
| <input type="checkbox"/> Association & Organizations | <input type="checkbox"/> Transportation/travel                |
| <input type="checkbox"/> Media/Advertising           | <input type="checkbox"/> Wedding/Photography                  |
| <input type="checkbox"/> Business/Financial          | <input type="checkbox"/> Medical Alternative                  |
| <input type="checkbox"/> Community/Professional      | <input type="checkbox"/> Other: <i>(please specify)</i> _____ |
| <input type="checkbox"/> Restaurant/Catering         |   |
  
5. Does your business own or lease the space at which you are currently located? *(Please one)*

|                              |                                |  |
|------------------------------|--------------------------------|--|
| <input type="checkbox"/> Own | <input type="checkbox"/> Lease | <input type="checkbox"/> Lease, want to purchase |
|------------------------------|--------------------------------|--|

6. Please indicate the degree of your satisfaction with the listed issues. (Circle one response for each statement: 1=Very Dissatisfied and 5=Very Satisfied)

|  | Very<br>Dissatisfied |   | Moderately<br>Satisfied |   | Very<br>Satisfied |
|--|----------------------|---|-------------------------|---|-------------------|
| Marketing strategies produced by the Sedona Chamber of Commerce & Tourism Bureau | 1                    | 2 | 3                       | 4 | 5                 |
| The business climate in Sedona   | 1                    | 2 | 3                       | 4 | 5                 |
| The City of Sedona's approach to sustainability                                  | 1                    | 2 | 3                       | 4 | 5                 |
| Your knowledge of sustainability related business practices                      | 1                    | 2 | 3                       | 4 | 5                 |
| Your engagement in corporate social responsibility programs for Sedona           | 1                    | 2 | 3                       | 4 | 5                 |
| The distribution of visitors throughout the region                               | 1                    | 2 | 3                       | 4 | 5                 |

7. How many people, including owners, does your business currently employ full time (32 or more Hrs/Wk)? (Please ✓ one)

- 10 or less
- 11 - 50
- 51 - 100
- 101 or more

8. How many people, including owners, does your business currently employ part time (less than 32 Hrs/Wk)? (Please ✓ one)

- 10 or less
- 11 - 50
- 51 - 100
- 101 or more

9. How many people, including owners, do you add to your business seasonally, during peak times? (Please ✓ one)

- 10 or less
- 11 - 50
- 51 - 100
- 101 or more

10. Approximately, what percentage of your employees resides in the Sedona area?

\_\_\_\_\_

11. Where do the majority of your employees generally park, during their work shifts? (Please ✓ one)

- In a private parking lot (owned by your company)
- Free parking on the streets in the nearby area
- Metered parking on the main street
- In a designated public parking lot

12. How far do the majority of your employees typically have to park from your business?

(Please ✓ one)

- Near entry
- 1 block away
- 2 blocks away
- 3 blocks away
- More than 3 blocks away

13. Approximately how many of your employees walk/bike to work? \_\_\_\_\_

14. Approximately how many of your employees take public transportation to work? \_\_\_\_\_

15. Where do the majority of your customers generally park, when using your business services?

(Please ✓ one)

- In a private parking lot (owned by your company)
- Free parking on the streets in the nearby area
- Metered parking on the main street
- In a designated public parking lot

16. How far do the majority of your customers typically have to park from your business, when using your business services? (Please ✓ one)

- Near entry
- 1 block away
- 2 blocks away
- 3 blocks away
- More than 3 blocks away

17. Approximately what percentage of your customers walk/bike from Sedona to your business location? \_\_\_\_\_%

18. Approximately what percentage of your customers take public transportation from Sedona to your business location? \_\_\_\_\_%

19. Which category of clients does your business serve? (Please ✓ one)

- Consumers
- Businesses
- Both Consumers and Businesses

20. In your opinion, which category best describes the largest market size of customers you have?

(Please ✓ one)

- Millennial Generation (now 18 - 38 years old)
- Generation X (now 39 - 53 years old)
- Baby-Boomers (now 54 – 72 years old)
- The Silent Generation (now 73 years old or older)

21. Please indicate how important each of the following statements are to you as a business owner/representative. (Circle one response for each statement: 1=Not Important and 5=Very Important)

| <b>As a Sedona business owner/representative, you prefer...</b>                                       | Not Important |   | Moderately Important |   | Very Important |
|---|---------------|---|----------------------|---|----------------|
| Businesses where spending is retained locally   | 1             | 2 | 3                    | 4 | 5              |
| Businesses that implement environmental practices   | 1             | 2 | 3                    | 4 | 5              |
| Businesses that have sustainability certification   | 1             | 2 | 3                    | 4 | 5              |
| Low impact transportation options such as public transportation, bike share or pedestrian walkways    | 1             | 2 | 3                    | 4 | 5              |
| Locally owned and operated tours or attractions that do not put stress on the surrounding environment | 1             | 2 | 3                    | 4 | 5              |
| Parks that promote “Leave no Trace” principles  | 1             | 2 | 3                    | 4 | 5              |
| Recognitions such as that by the International Dark Sky Association                                   | 1             | 2 | 3                    | 4 | 5              |

**Part 2: Market and Community Quality of Life**

22. The following are types of economic development options. Please indicate how acceptable to you each of the following types of economic activities is for the Sedona area. (Circle one response for each type of development).

| <b>Economic activities:</b>        | Not Acceptable |   | Moderately Acceptable |   | Very Acceptable |
|------------------------------------|----------------|---|-----------------------|---|-----------------|
| Agriculture                        | 1              | 2 | 3                     | 4 | 5               |
| Craft beverages (beer, wine, etc.) | 1              | 2 | 3                     | 4 | 5               |
| Technology                         | 1              | 2 | 3                     | 4 | 5               |
| Higher education                   | 1              | 2 | 3                     | 4 | 5               |
| Light manufacturing                | 1              | 2 | 3                     | 4 | 5               |
| Medical and health                 | 1              | 2 | 3                     | 4 | 5               |
| Retail and other services          | 1              | 2 | 3                     | 4 | 5               |
| Tourism/Outdoor recreation         | 1              | 2 | 3                     | 4 | 5               |
| Construction                       | 1              | 2 | 3                     | 4 | 5               |
| Professional services              | 1              | 2 | 3                     | 4 | 5               |
| Federal/State/Local government     | 1              | 2 | 3                     | 4 | 5               |

23. We would like to know more about your perceptions of tourism's contribution to the economy and quality of life in Sedona. If you had to guess the contribution or effect of tourism on Sedona's public finances or community offerings, what option for the following items would you select? *(Please check one answer for each question)*

- a. What percentage of the City's Annual Operating budget is funded by visitors?  
 0-20%    21-40%    41-60%    61-80%    81-100%
- b. What percentage of jobs are attributed to tourism in the region?  
 0-20%    21-40%    41-60%    61-80%    81-100%
- c. The City of Sedona currently levies no property tax on residents' homes. What is tourism's role in having no city property tax?  
 No Role    A Minor Role    A Significant Role
- d. What impact does tourism have on the mix of high quality community amenities?
  - Variety of restaurants and other food and beverage  
 No Impact    Little Impact    Great Impact
  - Variety of retail/shopping  
 No Impact    Little Impact    Great Impact
  - Variety of festivals and events  
 No Impact    Little Impact    Great Impact
  - Variety of museums/arts/cultural venues and activities  
 No Impact    Little Impact    Great Impact
  - Variety of nearby outdoor recreation opportunities  
 No Impact    Little Impact    Great Impact

24. Overall, how would you rate Sedona as a travel destination? *(Please ✓ one)*

- Poor
- Below average
- Average
- Above average
- Excellent

25. Below is a list of factors that may contribute to the quality of life in your community. First, in the left column, rate how important each factor is to you personally, then rate how satisfied you are with each factor in the right column. (*Circle one number in each column*)

| <b>Importance to you</b>    |   |   |   |                            | <b>Quality of Life Factors in your Community</b> | <b>Your satisfaction level</b> |   |   |   |                            |
|-----------------------------|---|---|---|----------------------------|--|--------------------------------|---|---|---|----------------------------|
| <i>Not at all Important</i> |   |   |   | <i>Extremely Important</i> |  | <i>Not at all Satisfied</i>    |   |   |   | <i>Extremely Satisfied</i> |
| 1                           | 2 | 3 | 4 | 5                          | Tourist spending                                 | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | High standard of living                          | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Fair prices of goods & services                  | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Adequate tax revenues to support City services   | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Reasonable real estate costs                     | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Diverse economy                                  | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Cultural activities for residents                | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Crowding of trails                               | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Crowding of roads                                | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Crowding in Uptown                               | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Crowding in other areas of Sedona                | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Clean air and water                              | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Conservation of natural areas                    | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Attractiveness/cleanliness                       | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Safety/Lack of crime                             | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Limited litter & vandalism                       | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Public safety (police, fire, etc.)               | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Community identity                               | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Authentic culture                                | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Diversity and quality of employment              | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Quality recreation opportunities                 | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Preservation of cultural/historic sites          | 1                              | 2 | 3 | 4 | 5                          |
| 1                           | 2 | 3 | 4 | 5                          | Peace and quiet                                  | 1                              | 2 | 3 | 4 | 5                          |



26. The list below includes challenges that some businesses experience. Please indicate the degree to which your business is experiencing the listed challenges. *(Circle one response for each statement: 1=No Challenge and 5=Major Challenge)*

|   | No<br>Challenge | 2 | Minor<br>Challenge | 4 | Major<br>Challenge |
|---|-----------------|---|--------------------|---|--------------------|
| Difficulty recruiting/retaining employees           | 1               | 2 | 3                  | 4 | 5                  |
| Expensive employee wages/benefits                   | 1               | 2 | 3                  | 4 | 5                  |
| Insufficient financing                              | 1               | 2 | 3                  | 4 | 5                  |
| Expensive rent/lease for business                   | 1               | 2 | 3                  | 4 | 5                  |
| Difficulty with product delivery or loading         | 1               | 2 | 3                  | 4 | 5                  |
| Insufficient parking                                | 1               | 2 | 3                  | 4 | 5                  |
| Lack of pedestrian traffic                          | 1               | 2 | 3                  | 4 | 5                  |
| Consumers' perceptions of safety                    | 1               | 2 | 3                  | 4 | 5                  |
| Local residents' perception of tourism              | 1               | 2 | 3                  | 4 | 5                  |
| Affordability of nearby housing for employees       | 1               | 2 | 3                  | 4 | 5                  |
| Availability of public transportation for employees | 1               | 2 | 3                  | 4 | 5                  |

**Part 3: Business Sustainability Assessment**

27. On the left side, please rate the importance of the criteria listed and on the right side please indicate your level of performance related to each of the listed criteria. (Circle one response for each criterion: 1=Not at all Important or Not Well Performed and 5=Extremely Important or Extremely Well Performed)

| How important is...? |   |                     |   |   | Criteria  | How well have you performed with respect to...? |   |                          |   |   |
|----------------------|---|---------------------|---|---|---|---|---|--------------------------|---|---|
| Not at all Important |   | Extremely Important |   |   |   | Not Well Performed                              |   | Extremely Well Performed |   |   |
| 1                    | 2 | 3                   | 4 | 5 |   | 1   | 2 | 3                        | 4 | 5 |
|                      |   |                     |   |   | Reducing water and energy use                                       |   |   |                          |   |   |
|                      |   |                     |   |   | Reducing waste and maintaining recycling                            |   |   |                          |   |   |
|                      |   |                     |   |   | Educating tourists and staff about environmental conservation       |   |   |                          |   |   |
|                      |   |                     |   |   | Encouraging staff to take alternative transportation to work        |   |   |                          |   |   |
|                      |   |                     |   |   | Protecting the Dark Sky initiative                                  |   |   |                          |   |   |
|                      |   |                     |   |   | Purchasing sustainable products                                     |   |   |                          |   |   |
|                      |   |                     |   |   | Obtaining sustainability certification                              |   |   |                          |   |   |
|                      |   |                     |   |   | Buying supplies locally to support local businesses                 |   |   |                          |   |   |
|                      |   |                     |   |   | Hiring local staff  |   |   |                          |   |   |
|                      |   |                     |   |   | Protecting Sedona's cultural resources (e.g., historical buildings) |   |   |                          |   |   |
|                      |   |                     |   |   | Reducing noise  |   |   |                          |   |   |
|                      |   |                     |   |   | Supporting the local community through donations                    |   |   |                          |   |   |
|                      |   |                     |   |   | Educating tourists and staff about Sedona's Indigenous community    |   |   |                          |   |   |

28. Which category, in the list below, best describes how sustainability activities are organized in your company? (Please ✓ one).

- No sustainability activities
- A few activities but no formal programs to address sustainability related issues
- Sustainability is embedded in business practices, with no formal program to address issues
- Sustainability is embedded in business practices, with a formal program to address issues

29. The list below includes barriers that prevent businesses from capturing potential value from sustainability initiatives. Please indicate the degree to which your business is experiencing the listed sustainability challenges. (Circle one response for each statement: 1=Not A Barrier and 5=Major Barrier)

|   | Not a Barrier | Minor Barrier | Major Barrier |
|---|---------------|---------------|---------------|
| Absence of incentives related to performance on sustainability initiatives  | 1             | 2             | 3 4 5         |
| The company's prioritization of short-term revenue generation is at odds with longer-term nature of sustainability initiative | 1             | 2             | 3 4 5         |
| Insufficient resources to implement sustainability initiatives  | 1             | 2             | 3 4 5         |
| Insufficient sustainability workshops available   | 1             | 2             | 3 4 5         |
| Insufficient data provided supporting consumer preferences for sustainable businesses   | 1             | 2             | 3 4 5         |
| Inadequate capabilities and/or skills, within the company, to implement sustainability initiatives                            | 1             | 2             | 3 4 5         |
| Low prioritization of sustainability by company leadership  | 1             | 2             | 3 4 5         |

30. Businesses are often affiliated with various associations. Which of the following thematic areas listed represent the associations your business is affiliated with? (Please ✓ all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Natural Resources/Conservation | <input type="checkbox"/> Education                     |
| <input type="checkbox"/> Recycling                      | <input type="checkbox"/> Economic                      |
| <input type="checkbox"/> Food Banks                     | <input type="checkbox"/> General Community Support     |
| <input type="checkbox"/> Women's Shelters               | <input type="checkbox"/> Other (please specify): _____ |

31. As a business owner/representative, where do you spend the majority of your residency over the past 6 months?

- Within the city of Sedona    In the general Sedona area    Outside the Sedona area

32. Describe one sustainability initiative, which in your opinion, would be beneficial to Sedona businesses. (Please specify) \_\_\_\_\_

33. Please share any additional comments you may have:

\_\_\_\_\_

**Thank you so much for your participation!**