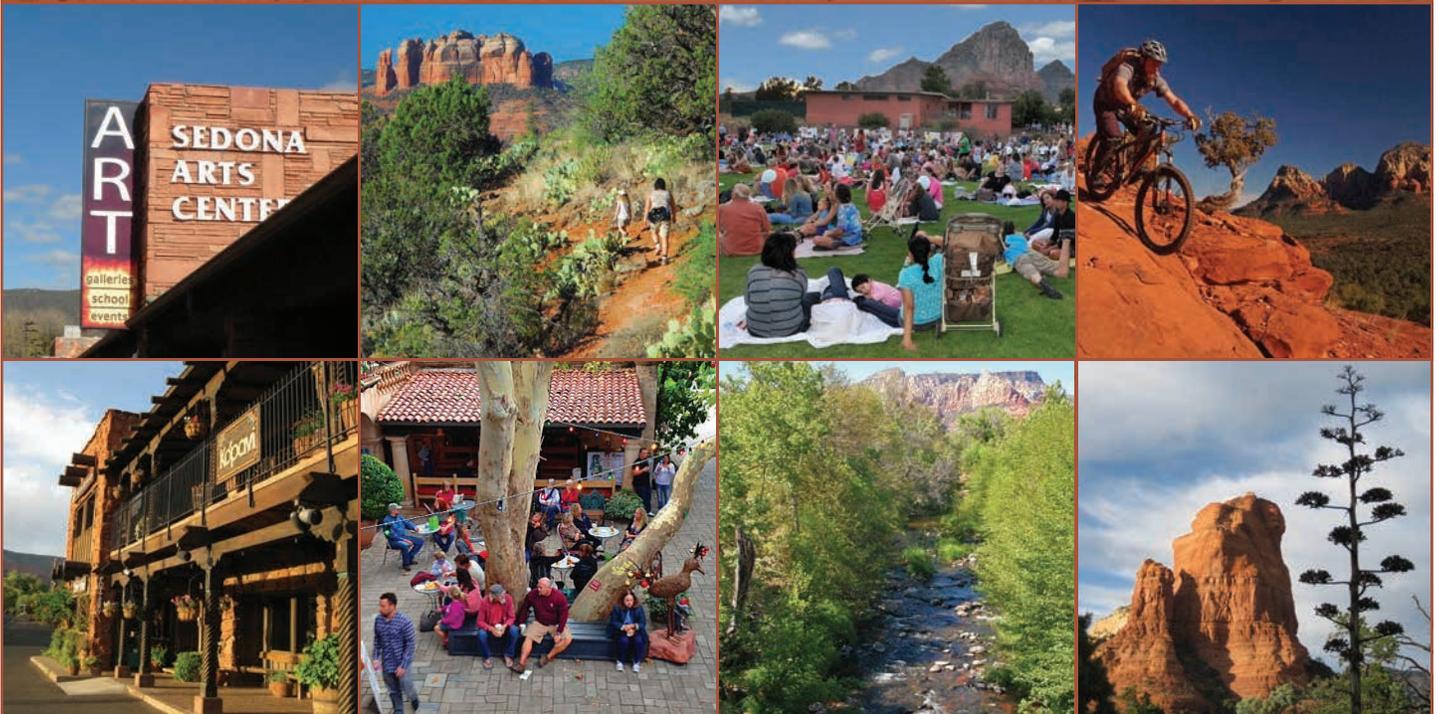


# SEDONA COMMUNITY PLAN



PLAN EFFECTIVE: MARCH 25, 2014  
RATIFIED BY VOTERS: MARCH 11, 2014  
ADOPTED BY SEDONA CITY COUNCIL: NOVEMBER 7, 2013



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**sedona**

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All maps were produced by the City of Sedona. The map/data is designed to provide information about Sedona, and has been prepared for general planning and informational purposes only. It is not necessarily accurate to engineering or surveying standards. Every effort has been made to make the maps as complete and as accurate as possible; however, no warranty or fitness is implied. The information is provided on an “as-is” basis. The City of Sedona shall have neither liability nor responsibility to any person or entity with respect to any loss or damages in connection with or rising from the information contained on these maps.

All quotes in *blue italics* (pages 10-15) are from public comments received during the public outreach efforts for this Plan, from 2011-2013. These quotes are intended to convey the range of public comment but are not representative of the recommendations and policies in this document.

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As noted in *Fritz v. City of Kingman*, 191 Ariz. 432 (1998), Arizona statutes require that each municipality adopt a general plan and that such plans are aspirational guides or statements of policies and preferences. (See A.R.S. Sec 9-461.05(C)) This court concluded that a general plan is not a self-executing document and recognized that in order to realize a general plan’s abstract policies and preferences, a city must undertake further specific actions such as adoption of zoning ordinances that apply specific uses and densities to specific properties.

Private property rights are protected by both the State and U.S. Constitutions that prohibit the taking of any property without just compensation and due process of law. This Community Plan will be interpreted and applied in accordance with the law and will respect the private property rights of all citizens that are protected by the State and U.S. Constitutions.

# ACKNOWLEDGMENTS

## **Community**

Hundreds of Sedona citizens who participated in meetings, workshops, surveys, and other public involvement efforts

## **City Council**

Rob Adams, Mayor  
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Barbara Litrell, Councilor  
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# PLAN SUMMARY

# City of Sedona Community Plan Summary

## Vision

Sedona is a community that nurtures connections between people, encourages healthy and active lifestyles, and supports a diverse and prosperous economy, with priority given to the protection of the environment.

## Six Major Outcomes

Over the next 10 years, Sedona will work to achieve six major outcomes that will define and distinguish our overall community character.

The following outcomes explain what we want the community to look and feel like in 2020 and beyond.

### Commitment to Environmental Protection

Sedona has become an international model for the successful balancing of environmental protection and human wants and needs. To protect our unique setting for future residents, Sedona's city government and residents have worked in tandem to achieve and promote sustainable living, and to develop best practices for maintaining sustainable business and recreational philosophies.

### Housing Diversity

Sedona has fostered the building of different housing types to provide more options for all ages and income levels by using innovative public policies and programs and nurturing partnerships with private developers. This housing diversity has attracted more young people, families, and professionals, to become a vital part of our community life.

### Community Gathering Places

Sedona has developed a network of formal and informal community gathering spaces that create unexpected encounters and ignite interactions between people, and forge a sense of renewed community connections. They provide a forum for the exchange of ideas, and promote individuals' understanding of one another's culture and humanity.

### Economic Diversity

The Sedona economy is more diversified, thus becoming healthier, and more robust, and less dependent on tourism. Business owners and professionals choose to live and do business in Sedona for our quality of life, focus on people, the arts, and the environment. Our public-private partnerships have provided much needed technological and business resources.

### Reduced Traffic

Sedona has reduced traffic by working with developers and property owners to create mixed use walkable areas and districts, while limiting the construction of new roads. Sedona has built new sidewalks, trails, and bikeways to enhance travel options between existing neighborhoods and commercial areas, and provide cross-community connections. We have a robust transit system that offers residents and visitors an alternative to driving.

### Access to Oak Creek

Sedona has created environmentally sensitive park and trail access to Oak Creek - one of the community's greatest treasures - to provide educational and recreational opportunities for residents and visitors.

**SEDONA  
AS SEEN FROM 2020  
AND BEYOND**

## Sustainability

### An Inclusive Goal of the Plan

Sustainability is a fundamental goal of this Community Plan. Sustainability as envisioned by the Community Plan is not just about reducing our impact on the environment, but is equally about maintaining and enhancing the connections and ties that bind individuals and form Sedona's community fabric. Sustainability in the Sedona of today and tomorrow will lead to policies and actions by government and citizens that enhance our natural and built environments, create a diversified economy, improve individual and collective quality of life, and create an educated, equitable and prosperous community.

## Vision Themes

Each vision statement below presents a picture of what Sedona will look and feel like in 2020 and beyond.

### Environmental Stewardship

Sedona is known for practices that respect and protect the natural environment, and as the responsible caretaker of one of the world's greatest treasures.

### Walkability

We enjoy the option of walking - for pleasure or purpose - from neighborhoods, shops, restaurants, transit, and trailheads linked by safe, practical, and enjoyable routes.

### Improved Traffic Flow

We travel efficiently throughout Sedona using safe roads, pedestrian and bicycle pathways, and convenient transit.

### Economic Diversity

Sedona has a resilient economy, provides the highest quality of service to visitors, and offers rewarding and diverse employment opportunities.

### Community Connections

We meet - at events and at random - to share experiences, help others, improve our community, enjoy the arts, and celebrate our heritage.

### Sense of Place

We appreciate and respect our unique surroundings that reflect the natural beauty, arts, culture, heritage, and opportunities for physical and spiritual renewal.

## Questions You May Have About the Plan

### What is a Community Plan?

The Sedona Community Plan is the expression of the community's goals and policies for future growth and development. The State of Arizona requires communities to have a long-range general plan that is updated every 10 years.

The Community Plan is:

- an expression of the community's vision and priorities
- a policy guide for future growth and development

The Community Plan is not:

- a budget or commitment to spend money
- a list of City projects to build
- zoning or other regulations
- an infringement on property rights

### How is the City going to pay for this Plan?

The Plan itself does not require the City to spend money. The Plan is a policy document that is intended to help guide future City priorities and manage community growth and development. Some of the recommended actions in the Plan will require some money to implement. However, the City Council and ultimately the community's approval of the Plan do not result in any of the actions being funded. Every year, the City prepares a budget that all citizens can review and give input on. For projects proposed to implement the Plan, City staff will submit budget requests to the City Council as part of future annual budgets and the City Council will decide whether to approve these requests.

### What does the Plan address?

- Land Use, Housing, and Growth
- Circulation - Traffic, Parking, Walking and Biking, and Transit
- Environment - Water Resources and Resource Conservation
- Parks, Recreation, and Open Space
- Economic Development
- Community - Community Character, Arts, Culture, and Historic Preservation
- Implementation - Cost of Development and Action Plan

### How will the Plan be implemented?

The Plan will help guide and prioritize more detailed planning efforts, the preparation of new and updated land use and other regulations, and future City Council budgeting decisions - all of which will have significant public involvement.

# Imagine Sedona in 2020 and Beyond

This is an illustration of the vision and some of the ideas for the future as presented in the Community Plan. Locations are conceptual and would be determined through future public planning processes.

## Mixed-Use Walkable Areas

- Inclusive people places
- Walkable and bike-able
- Transit oriented
- Safe, active, and lively
- Diverse housing and businesses

## Oak Creek

- Prominent feature of the community
- Healthy riparian area with clean water
- Public access within the City

## Transit

- Convenient and practical
- Frequent transit stops
- Links to pathways
- Links mixed-use walkable areas
- Beneficial to residents and visitors

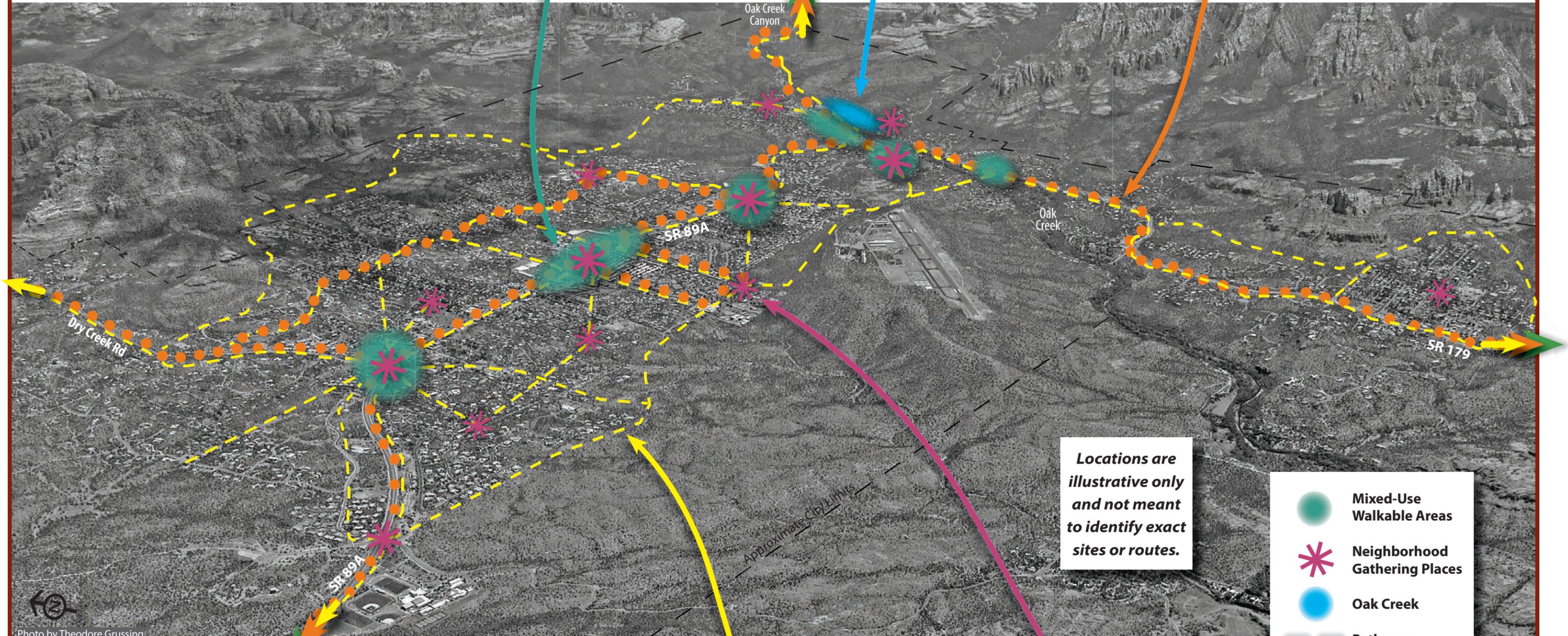


Photo by Theodore Grussing

## Regional Connections

- Transit and pathways link to communities and destinations outside the City

## Pathways

- Sidewalks, pathways, trails, and bike routes create a connected system
- Link to neighborhood gathering places and mixed-use walkable areas

## Neighborhood Gathering Places

- Social places to meet
- Parks, plazas, and outdoor public spaces
- Linked by pathways and transit

-  Mixed-Use Walkable Areas
-  Neighborhood Gathering Places
-  Oak Creek
-  Pathways
-  Regional Connections
-  Transit

Locations are illustrative only and not meant to identify exact sites or routes.

# 1. INTRODUCTION

The Sedona Community Plan (Plan) is an expression of Sedona citizens’ vision of their community and is the City’s “general plan” required by the State of Arizona. The Plan proposes desired conditions for the future of the community. It is intended to guide future growth, not to regulate it. The Plan will guide the Planning and Zoning Commission and City Council in making development decisions. It will also provide guidance and communicate the community’s vision and values to citizens, developers, businesses, property owners, and visitors.

Although the Plan is not a zoning ordinance, zoning regulations must be consistent with and conform to the Plan, and zoning is a key tool in its implementation. The Plan also guides the development of other more specific plans and the City’s capital improvements program (see diagram below).

## How To Use the Plan

Each chapter includes policies and actions that reflect the direction the City will take in addressing community goals and needs. The Cumulative Action Plan in Implementation chapter 9 lays out the priorities of specific actions from each chapter. The “Future Land Use Map” describing specific land use recommendations is in the Land Use chapter.

## Mandated Elements

For Arizona cities and towns with populations between 10,000 and 50,000, a community plan must include the following elements:

- Circulation (page 57)
- Environmental Planning (page 71)
- Growth (page 25)
- Land Use (page 17)
- Open Space (page 81)
- Water Resources (page 73)
- Cost of Development (page 115)

## The Community Plan is:

- An expression of the community’s vision
- A guide for future growth
- An assessment of community priorities

## The Community Plan is not:

- A capital improvement program budget
- A zoning ordinance
- A subdivision ordinance
- A maintenance and operations plan
- A commitment for expenditures of public funds
- An infringement on private property rights

## Vision:

An inspiring statement of the ideal future of the community. All goals, policies, and actions lead towards achieving this vision.

## Goals:

Desired outcomes necessary to realize the vision.

## Policies:

Statements that will be used to guide future decision making in order to accomplish the goals.

## Actions:

Specific tasks to be accomplished that are guided by policies, such as projects, programs, or plans.



**City Facts**

Incorporated: 1988  
 Total Land Area:  
 11,745 acres  
 3,911 acres in Coconino County  
 7,834 acres in Yavapai County  
 National Forest:  
 5,700 acres  
 49% of City land area  
 Available lands developed: 78%  
 2012 Population\*:  
 Year-round 10,071  
 Part-time 1,680  
 Total 11,751

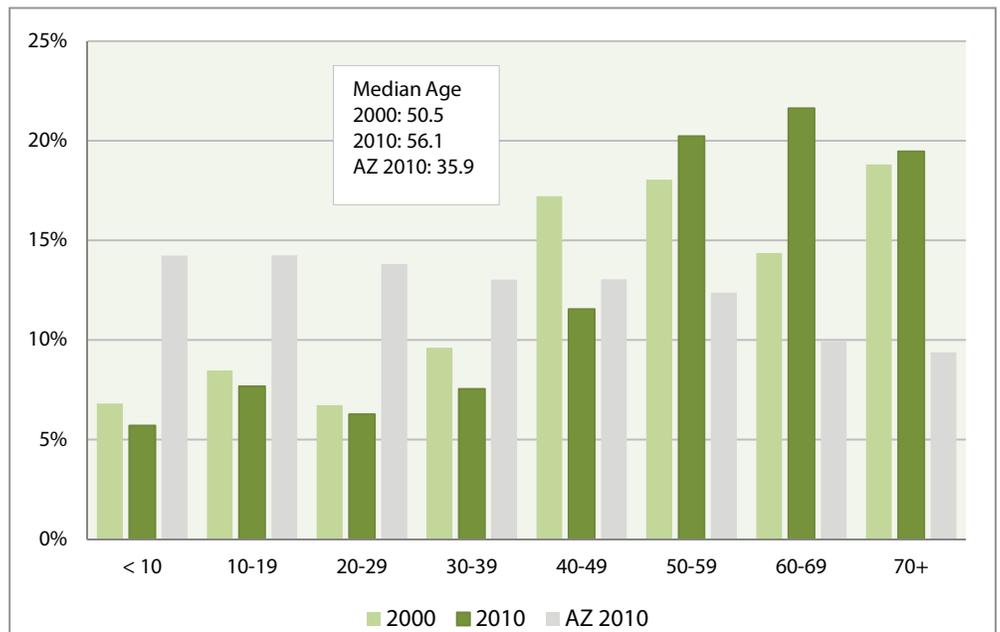
\*City of Sedona estimate based on the 2010 U.S. Census.

**Community Profile**

The essence of the Sedona experience for residents and visitors alike arises from the extraordinary nature of the landscape. Nestled at the base of dramatic red sandstone cliffs, and with an ideal semi-arid climate, Sedona is a special and unique place that is considered by some to be equal or superior to many National Parks. The City is completely surrounded by the Coconino National Forest (National Forest), and half the land within the City limits is National Forest. This fact, coupled with the United States Department of Agriculture Forest Service (Forest Service) planning policies, which provide additional protection for these lands, creates a unique limit to the physical growth of the community.

Between 2000 and 2010, the City's year-round population remained essentially the same according to the 2010 U.S. Census, although the population of part-time residents nearly doubled during that time, reflecting continuing growth. In combination with the large number of annual visitors and limited traffic circulation options, the community often seems considerably larger than the 10,000 or so full-time residents. Between 2 and 4 million people are estimated to visit Sedona each year. Other unique aspects of Sedona are the high median age of 56, and that 48 percent of the population is younger than 55, which includes families, children, and youth. These factors are important to understand in evaluating the needs, policies, and actions in the Plan.

**Age Distribution in 2000 and 2010**



Source: U.S. Census

## Planning Process

To remain effective, community plans must be periodically updated. Updates are mandated for Arizona cities and towns every 10 years. The Sedona Community Plan was originally adopted in 1991 and updated in 1998 and 2002.

In 2010, a Citizens Steering Committee (Committee) was appointed by Sedona City Council to work with the Planning and Zoning Commission, the community, and

City staff to prepare a plan that involved citizens of all ages to the greatest extent possible in defining the vision for the future. The Committee named the new planning process "Imagine Sedona-2020 and Beyond" to emphasize that, while the new plan must cover the next ten years, it should also be relevant beyond that as well. The following page is a summary of the Committee's public outreach efforts since 2011.

*"...I found myself as a part of an amazing energetic and diverse group of men and women whose goal was to develop and create a new plan for the next ten years. It has been an amazing experience... Our group is diverse, but it is also united in our dedication and desire to build a plan that is community-driven and will set a framework for the future. We are united in our love and respect for Sedona and desire to protect the place for not just our children and grandchildren, but for future generations of this world."*

*- Member of the Citizens Steering Committee*



## Public Outreach Facts

Outreach efforts:

- 1 Community Plan Room for 2 years
- 51 newspaper articles
- 11 City-wide mailers/tabloids
- 8 topical workshops
- 10 public meetings
- 3 public open houses
- 7 public hearings

Participants (approximate):

- 200 at workshops
- 600 at public meetings
- 60 at a Planning Party-in-a-Box
- 30 from Commissions
- 750 from groups and organizations
- 750 Idea Forms submitted
- 400 questionnaires returned

Citizens Steering Committee:

- 11 members
- 82 meetings

## Public Participation

2011		
<b>Gather Ideas</b>	Outreach Meetings: <ul style="list-style-type: none"> <li>• Neighborhoods</li> <li>• Sedona Community Center</li> <li>• Hispanic community</li> <li>• Sedona Charter School</li> <li>• Metaphysical community</li> <li>• Board of Realtors</li> <li>• Main Street Program</li> <li>• Sedona Fire District</li> <li>• Sedona Chamber of Commerce</li> <li>• Lodging Council</li> <li>• Keep Sedona Beautiful</li> </ul>	<ul style="list-style-type: none"> <li>• Kick-off meetings</li> <li>• Community events and listening sessions</li> <li>• Community Workshops:               <ul style="list-style-type: none"> <li>- Growth and Regional</li> <li>- Community</li> <li>- Economy</li> <li>- Parks and Recreation</li> <li>- Sustainability</li> <li>- Housing</li> <li>- Transportation</li> </ul> </li> </ul>
2012		
<b>Identify Planning Themes</b>	Outreach Meetings: <ul style="list-style-type: none"> <li>• Sedona Fire District</li> <li>• School Board</li> <li>• High School and Middle School</li> <li>• Property owners</li> <li>• Business community</li> <li>• Faith community</li> <li>• Non-profit organizations</li> <li>• Former elected officials</li> <li>• Merchants</li> <li>• Planning and Zoning Commission</li> <li>• Housing Commission</li> <li>• Sustainability Commission</li> <li>• Arts and Culture Commission</li> <li>• Parks and Recreation Commission</li> <li>• Historic Preservation Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Specific area planning working group presentations</li> <li>• Arts and Culture Workshop</li> <li>• Community event: consolidation of ideas - planning themes</li> </ul>

2013		
<b>Public Response</b>	<ul style="list-style-type: none"> <li>• Vision themes displays at Library and City Hall</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• Vision themes presentations</li> </ul>
<b>Draft Plan &amp; Review</b>	<ul style="list-style-type: none"> <li>• Citizens Steering Committee</li> <li>• Planning and Zoning Commission</li> <li>• City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Public meetings</li> <li>• Public open houses</li> <li>• Outreach meetings with community organizations and homeowners associations</li> <li>• Public hearings</li> </ul>
2014		
<b>Approve</b>	<ul style="list-style-type: none"> <li>• Public Vote</li> </ul>	<ul style="list-style-type: none"> <li>• Informational Presentations</li> </ul>





## 2. VISION

Sedona is a community that nurtures connections between people, encourages healthy and active lifestyles, and supports a diverse and prosperous economy, with priority given to the protection of the environment.

### The Components of Our Shared Vision:

- Environmental Stewardship
- Community Connections
- Improved Traffic Flow
- Walkability
- Economic Diversity
- Sense of Place

Sedona residents have a great responsibility—to oversee and protect one of the most beautiful places on earth. As such, all of our community actions and decisions must be weighed against the preservation of the beauty of Sedona. With that in mind we must, during the next decade, continue to build a community that is responsibly integrated into this beautiful environment. Many things go into making community, and together they all must be balanced. To help create that balance, our vision and our values should be applied to all of our actions as we move forward into the future.

In 2013, the Citizens Steering Committee evaluated the public feedback from the previous two years, and formulated three potential visions for the future of Sedona. The three vision themes focused on environment, tourism, and community (“ETC”). The public response to the concepts expressed in each of the vision themes is that all three were

clearly considered important; however, environment was the highest priority. One of the illustrations that accompanied the presentations was a diagram with environment, community, and tourism equally balanced. Given the comments received, it was apparent that while community and tourism are important, they are reliant and dependent on the environment, and thus are set within the environmental context as illustrated below. The vision for the community and the Plan’s recommendations reflect this priority.

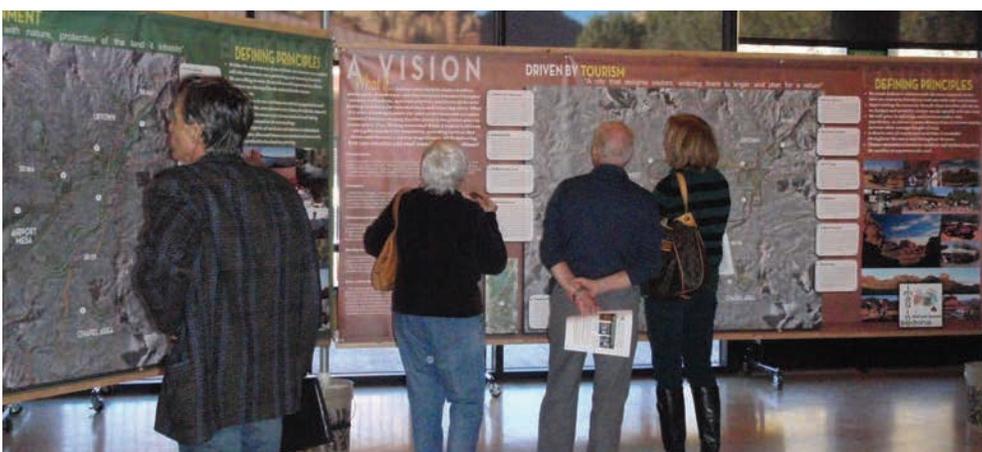
Our community vision is made up of six shared values that emerged from the planning process:

- Environmental Stewardship
- Community Connections
- Improved Traffic Flow
- Walkability
- Economic Diversity
- Sense of Place

These vision components will be addressed throughout the Plan, with recommendations that reflect and strengthen these values, leading us toward our shared vision of the community. Each of the vision components is described on the following pages, featuring quotes received from the public during the public outreach efforts.



### The "ETC" Planning Workshops, January 2013





*"Emphasis on harmony with the environment; being good stewards of our scenic beauty and the land."*

*"Sedona's power and appeal for both tourists and residents is its spectacular natural environment - from the red rocks, to the creek, to the views, to the fresh air and tranquility. Therefore, preserving and protecting Sedona's unique natural environment should be a top priority."*

*"The fact is that we, the privileged few, are blessed to live here and have a great responsibility, as stewards of this magical place, to preserve and protect it."*

- Citizen Comments

## OUR VISION: ENVIRONMENTAL STEWARDSHIP

***Sedona is known for practices that respect and protect the natural environment, and as the responsible caretaker of one of the world's greatest treasures.***

### What It Will Look Like:

- Oak Creek will be a healthy riparian area with clean water.
- The natural environment will be the dominant feature of the City.
- Homes, businesses, parks, and streets will be in harmony with the natural landscape.

### What It Means:

- We will live in a clean and healthy environment.
- We will be inspired and renewed by nature.

### How It Will Happen:

- Protection of the environment will be a high priority in all decision-making and fundamental to our prosperity.
- National Forest lands will be preserved, protected, and respected.
- Residents and visitors will be educated on environmentally responsible practices.
- Volunteers will contribute to environmental restoration and education efforts.

## OUR VISION: COMMUNITY CONNECTIONS

***We meet—at events and at random—to share experiences, help others, improve our community, enjoy the arts, and celebrate our heritage.***

### What It Will Look Like:

- There will be people-oriented public gathering spaces throughout the City.
- Parks, plazas, cafes, concert venues, festivals, and markets will be dynamic places where people socialize.
- There will be a diversity of people interacting with each other - whether by age or background, resident or visitor.

### What It Means:

- We will be a friendly, welcoming, and neighborly community.
- We will be a community of active and productive volunteers.
- We will collaborate with and support each other.
- We will have a variety of educational opportunities for learning and interaction.
- We will help nurture a safe, supportive community that is responsive to the needs of youth and families.

### How It Will Happen:

- There will be walkable districts with a mix of residential and commercial.
- There will be more direct access between neighborhoods and popular destinations.



*“Practicing community - sharing with, supporting, and celebrating with our neighbors - is the essential foundation on which our relationship to the environment and our visitors depends.”*

*“I would like Sedona to have more of a sense of community. I think this can be achieved through more gathering spots and encouraging interactions.”*

*“Community is not always the geographic neighborhood - often it is the organizations, interests, churches, and other ways people are involved.”*

*- Citizen Comments*



## OUR VISION: IMPROVED TRAFFIC FLOW

*We travel efficiently throughout Sedona using safe roads, pedestrian and bicycle pathways, and convenient transit.*

### What It Will Look Like:

- Traffic will be free flowing without backups.
- There will be fewer cars on the road.
- There will be frequent transit stops throughout the City.
- Parking will be convenient and accessible.

### What It Means:

- Walking and biking will be convenient alternatives to driving.
- There will be a variety of environmentally responsible transportation choices.

### How It Will Happen:

- Improved street connections will provide alternative routes without building major new roadways.
- There will be a comprehensive and convenient transit system for residents and visitors.
- There will be investments in pedestrian and bicycle infrastructure.
- There will be mixed use, walkable districts.

*"Attractive and effective people circulation."*

*"A commitment to eliminating or significantly reducing Sedona's congestion problems."*

*"Bike and mixed use pathways connecting all areas of town. Give residents and tourists the option to relieve traffic congestion. Given the option, people will use the pathways!"*

*- Citizen Comments*

## OUR VISION: WALKABILITY

*We enjoy the option of walking—for pleasure or purpose—from neighborhoods, shops, restaurants, transit, and trailheads, linked by safe, practical, and enjoyable routes.*

### What It Will Look Like:

- There will be more sidewalks, paths, and trails.
- Sidewalks and paths will lead to activity centers, parks, trailheads, and popular destinations.
- There will be wider paved shoulders on streets that cannot accommodate sidewalks.

### What It Means:

- Walking will be safer.
- Walking will be pleasant, appealing, and comfortable.
- More residents and visitors will have the option of a car-free lifestyle.
- Residents and tourists will walk more and drive less.

### How It Will Happen:

- Safe walking routes will be identified and existing routes will be improved.
- There will be continuous and connected sidewalks and paths that lead to popular destinations.
- Streets will feature pedestrian and bicycle amenities.



*“Develop walking and bike lanes to enhance the health aspects of living in Sedona.”*

*“Enable people to walk or bike in a safer and more convenient manner.”*

*“Walking paths throughout the city ... so extensive and beautiful that residents and tourists will leave their cars behind, exercise, shop, and meet each other on foot.”*

*- Citizen Comments*



*"Imagine a Sedona that retains its small business atmosphere and unique independent shops."*

*"Respect that tourism is key to the town's economy."*

*"Create meaningful jobs that actually contribute to the wellbeing of all."*

*"A diversified economy that provides services, products, and other economic productivity..."*

*"Sustainability and a smart future of economic development is a very important issue of my generation and our community."*

*"Sustain, do not grow, tourism market. Increase business opportunities in other areas so that the city is not reliant on one market."*

*- Citizen Comments*

## OUR VISION: ECONOMIC DIVERSITY

***Sedona has a resilient economy, provides the highest quality of service to visitors, and offers rewarding and diverse employment opportunities.***

### What It Will Look Like:

- There will be good jobs in a diversified economy.
- There will be regional cooperation and complementary industries.
- There will be successful local businesses.

### What It Means:

- We will be a stable and prosperous community.
- We will value quality business practices over quantity.
- Our businesses will be innovative and creative.
- The long-term health and prosperity of people, resources, and the economy will be a consideration in all decisions.

### How It Will Happen:

- The community's assets will be leveraged to improve the diversity and stability of the economy.
- The City will take a more proactive and on-going role in business recruitment, retention, and expansion.

## OUR VISION: SENSE OF PLACE

*We appreciate and respect our unique surroundings that reflect the natural beauty, arts, culture, heritage, and opportunities for physical and spiritual renewal.*

### What It Will Look Like:

- Sedona will have a unique and distinctive image and identity.
- The built environment will blend with the natural environment.
- Oak Creek will be a prominent and protected feature of the community.
- Historic sites will be recognized and preserved.

### What It Means:

- We will be known as a clean, green, and sustainable community.
- Sedona will be a serene and beautiful place to live and visit.
- Sedona will retain its small town character.

### How It Will Happen:

- Design standards will continue to limit building height, lighting, signs, and colors.
- The built environment will integrate the natural topography and vegetation.
- The City Historic Landmark Program will protect and celebrate historic sites.



*"What makes Sedona unique?  
- natural beauty and the draw to  
be out in it, hiking, walking, etc.  
- good weather  
- small town feel  
- trail system"*

*"Sedona shouldn't aspire to look  
like Anywhere, USA!"*

*"We came for the natural beauty,  
and to escape the city lights,  
strip malls, and stores."  
- Citizen Comments*



## 3. LAND USE, HOUSING, AND GROWTH

### Goals

- Grow only within currently established residential and commercial limits.
- Ensure harmony between the built and natural environments.
- Reflect a unique sense of place in architecture and design.
- Provide public gathering spaces that promote social interaction.
- Create mixed use, walkable districts.
- Encourage diverse and affordable housing options.

### Land Use Chapter:

- Land Use
- Existing Land Use Map
- Housing
- Growth
- Land Use Designations
- Community Focus Areas
- Future Land Use Map
- Policies
- Action Plan

### What Changed Since 2002?

- Heart of Sedona Area Plan developed of the area around the historic Ranger Station.
- Accessory Dwelling Unit ordinance adopted to help address affordable housing needs.
- Housing Policy developed that includes incentives and guidelines for affordable housing.
- Ordinance adopted allowing mixed residential and commercial uses in commercial zones.
- Main Street Program Character District Guidelines adopted for Uptown Sedona.

### What's New in This Plan?

- Community Focus Areas to provide for more specific area planning to implement the community's vision.
- Recommendations that will encourage a diverse range of housing options.
- Recommendations for changes to the Land Development Code to be consistent with the Community Plan and provide an effective way to implement it.

The preservation of our natural environment and scenic resources is of paramount importance and is the community's greatest asset. Dark night-time skies and expansive scenic vistas are highly valued. We want the built and natural environments to be well-integrated and the community's unique identity and character to be reflected in the built environment. A desire for a sense of community and "small-town" character are recurring themes. We want our built environment to encourage uniqueness in architectural design so that typical franchise architecture is not found here, buildings are designed on a human scale, signs are understated and indigenous and historic materials are utilized.

*As noted in Fritz v. City of Kingman, 191 Ariz. 432 (1998), Arizona statutes require that each municipality adopt a general plan and that such plans are aspirational guides or statements of policies and preferences. (See A.R.S. Sec 9-461.05(C)) This Court concluded that a general plan is not a self-executing document and recognized that in order to realize a general plan's abstract policies and preferences, a city must undertake further specific actions such as adoption of zoning ordinances that apply specific uses and densities to specific properties.*

*Private property rights are protected by both the State and U.S. Constitutions that prohibit the taking of any property without just compensation and due process of law. This Community Plan will be interpreted and applied in accordance with the law and will respect the private property rights of all citizens that are protected by the State and U.S. Constitutions.*

# LAND USE

Land use is the focal element of this Plan. It illustrates where the community should or should not develop, the anticipated scale and intensity of development, and how various land uses relate to each other.

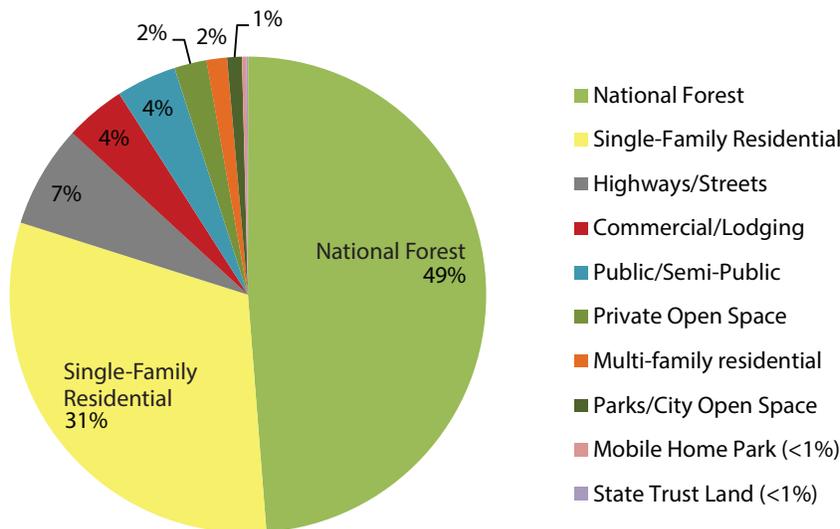
Some outstanding conditions that remain since the 2002 Community Plan include the absence of a community or town center, lack of a clear sense of community, and a lack of pedestrian facilities. There is also a need for clear development and re-development incentives in commercial areas in West Sedona to encourage mixed use, provide walkable access and a broad

range of land uses and vibrant public spaces. The City’s zoning regulations are the same for all commercial areas, even though different areas of the City have different issues and needs. It is not easy to predict how buildings, parking and other features on a site will relate to development on another site. We also want to ensure that the City grows within its current capacity for growth and that a balance of land uses will be maintained to serve resident and visitor needs. In 2012, the City was approximately 78% built out as illustrated on the Existing Land Use Map and charts on the following pages.

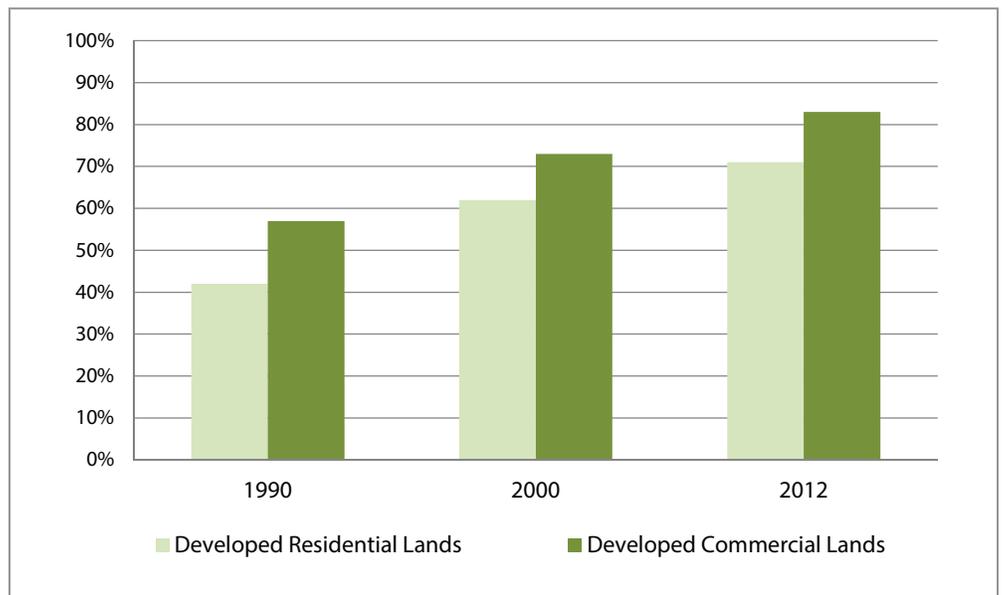
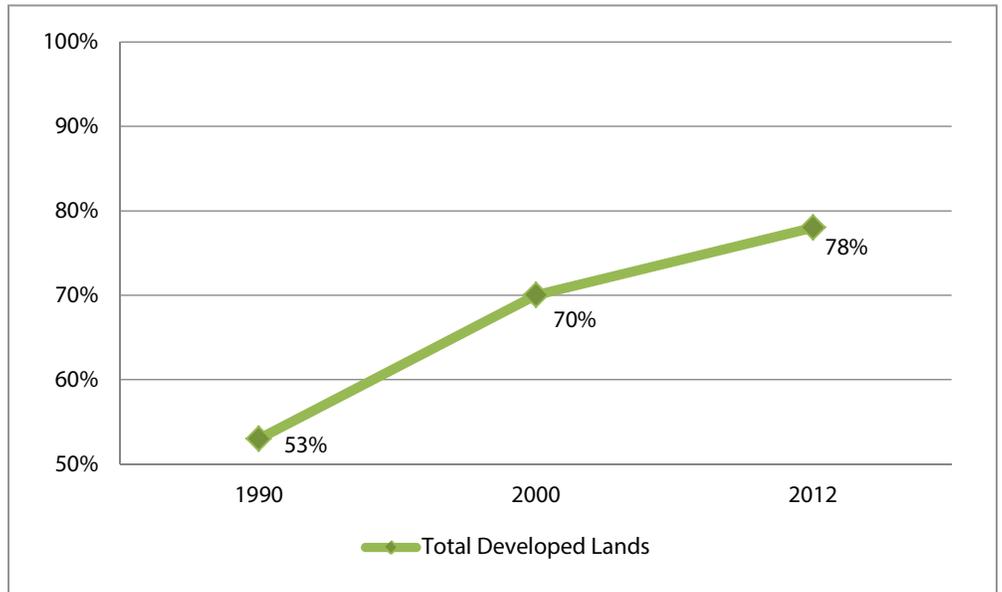
### Key Issues

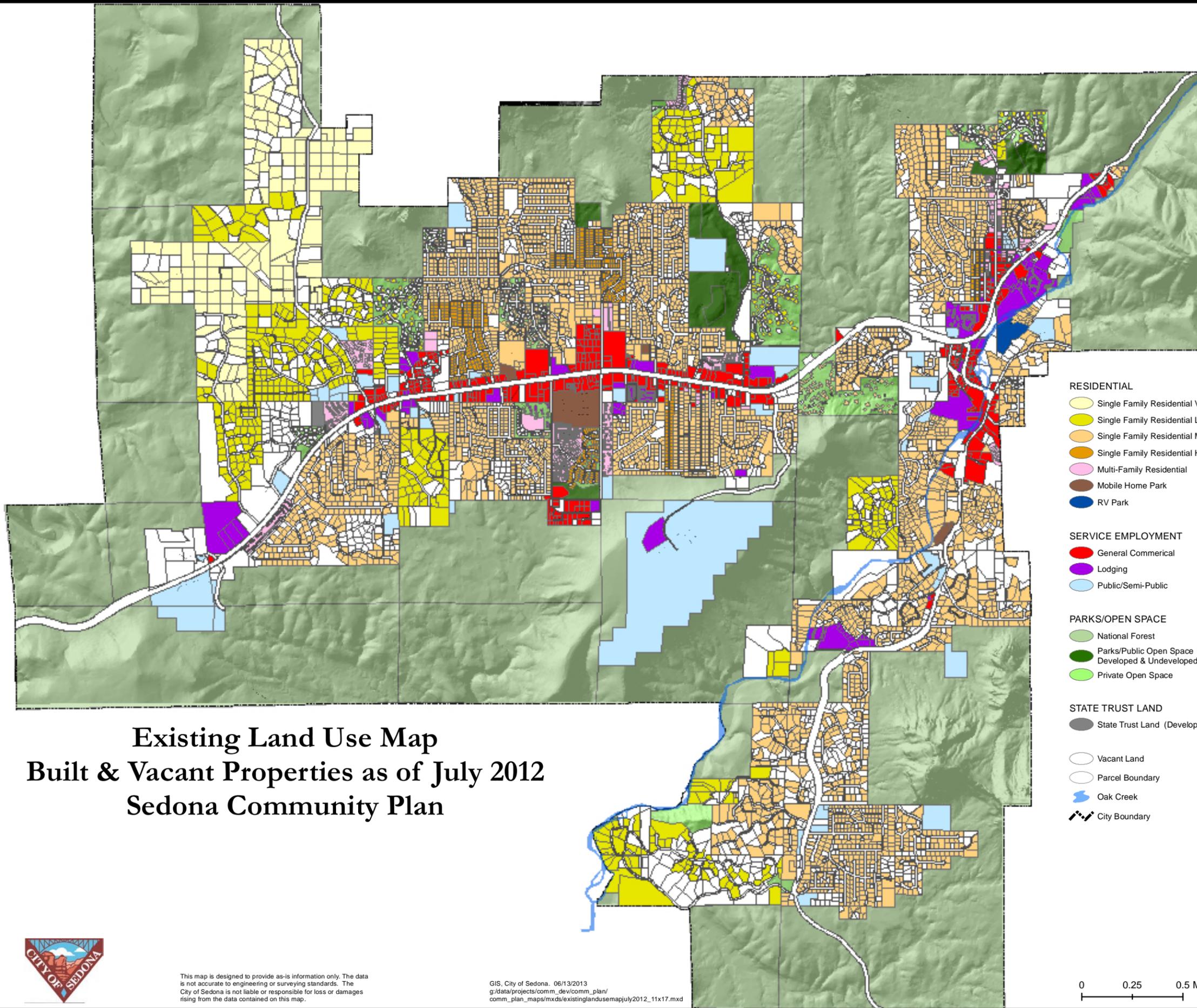
- Lack of central community gathering places.
- Need for clear development and re-development incentives.
- Need to align zoning districts with Community Plan goals.
- Desire to preserve viewsheds.

### Different Land Uses In Sedona



### Rate of Development





This map is designed to provide as-is information only. The data is not accurate to engineering or surveying standards. The City of Sedona is not liable or responsible for loss or damages arising from the data contained on this map.

GIS, City of Sedona. 06/13/2013  
g:/data/projects/comm\_dev/comm\_plan/  
comm\_plan\_maps/mxds/existinglandusemapjuly2012\_11x17.mxd

0 0.25 0.5 Miles





## HOUSING

Choice in housing is important to both individual families and the community as a whole. The home is the foundation of any community, and a diversity of housing choices is essential for a prosperous, sustainable, and healthy place to live.

A sustainable community offers a range of housing types by providing opportunities for people to live near jobs, shopping, and services, which enable shorter trips, the use of alternative transportation, and a reduction in traffic congestion. There are also economic benefits associated with a diversity of housing choices, such as the ability to attract and retain businesses and employees. A lack of choices may mean a loss in revenue when employees choose to live in another community that has more housing options, where they spend their income outside the City.

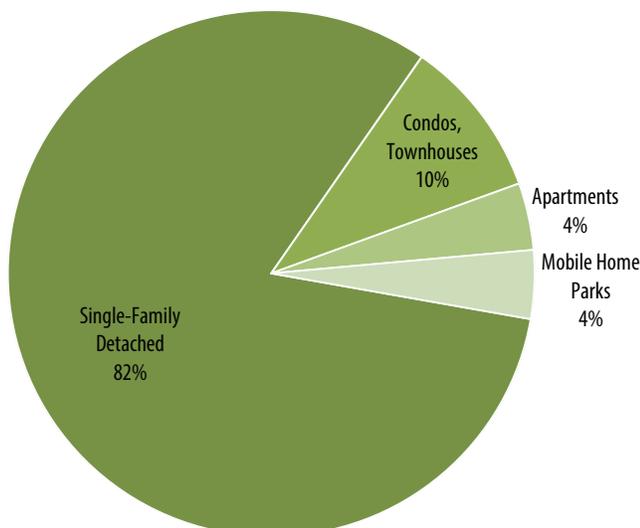
Housing choices are also important to seniors whose needs will change as they age, whether they are downsizing, want a lower maintenance home, or need support services, or a full service healthcare facility. Without a range of options, elderly residents may relocate to meet their needs. Similarly, families and young people who grew up in Sedona may relocate due to the lack of housing choices.

Sedona's median price of homes in 2011 was \$330,000, as compared to the all-time high in 2006-2007, when the median price of a single-family home was \$600,000. Even with the dramatic drop in prices, the cost of housing is an issue for service employees such as teachers and police officers. According to the City of Sedona Human Resources Department and the Sedona-Unified School District, in 2011 the

### Key Issues

- Need for greater housing diversity and affordability.
- Need for preservation and renewal of older neighborhoods.
- Need for a range of housing choices for seniors.

### Current Housing Types



average salaries for these professions were in the \$38,000-\$50,000 range, while it may take a higher salary to afford a median-priced home in Sedona.

The preservation and renewal of older neighborhoods is an important consideration for retaining a mix of housing types as well as community character and history. There are few relatively older neighborhoods, as only 20% of Sedona's housing was built before 1970. The neighborhoods built before 1970 include single-family homes and manufactured homes, which add to the City's variety of housing types and price ranges.

Single-family detached homes comprise 82 percent of Sedona's total housing units. In contrast, apartments make up 4 percent of Sedona's housing units compared with the statewide average of 22 percent. Apartments provide a versatile housing type from the point of view of both individuals and developers. Individuals may prefer an apartment

lifestyle, as it affords more flexibility and lower maintenance costs than home ownership. From a land use perspective, apartments require a smaller footprint that can be conveniently located adjacent to commercial areas to create a vibrant community setting.

The City does not have a current, detailed, and comprehensive inventory of housing. A current housing inventory would provide information on purchase and rental rates, the ratio of owner occupied and rental units, as well as the size, type, and condition of housing units. This information would be needed to assess housing needs in the community.

Encouraging a variety of choices in housing types is consistent with the community's vision for a future that "nurtures connections between people, encourages healthy and active lifestyles, supports a diverse and prosperous economy, and values the protection of the environment."



# GROWTH

Between 2000 and 2010, Sedona’s population of part-time residents nearly doubled from 892 to 1,674. Its year-round population, however, actually declined from 10,192 to 10,031 during this period. In comparison, the surrounding Verde Valley region experienced a 15 percent population growth during this period.

Sedona does not have specific growth areas, i.e. specific areas designated for future growth of the City. Because the National Forest completely surrounds the City, and makes up 49 percent of land within the City, Sedona’s growth has focused on development and re-development of the existing land base. Sedona is also committed to growing

only within its current limits. This limit is the total number of homes that can be built City-wide and the total designated commercial acres established under the City’s current zoning.

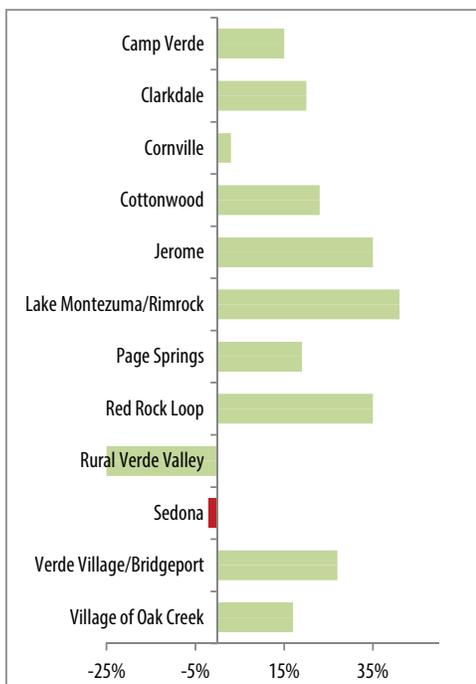
Since incorporation in 1988, the City has not pursued any annexations of adjoining land. The City remains committed to meeting the needs of the community without making major changes to the commercial and residential areas.

An on-going growth issue in Sedona is the substantial number of visitors, estimated at 2-4 million annually, which creates a disproportionate impact on the City’s infrastructure and environment.

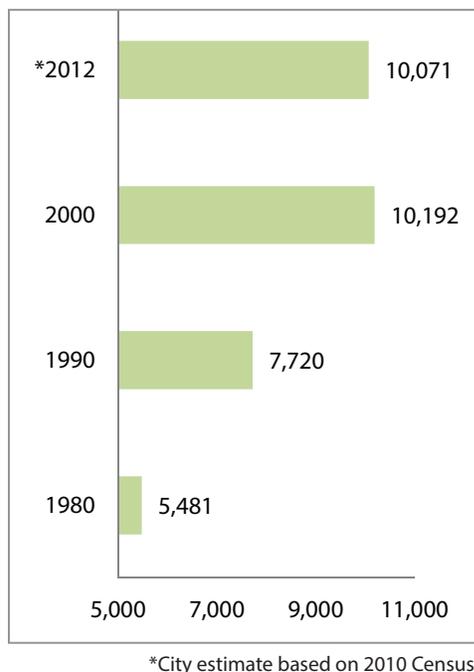
### Key Issues

- Desire to grow only within current limits.
- Need to plan for community infrastructure used by visitors, and residents outside the City limits, as well as City residents.

### 2000-2010 Verde Valley Regional Growth



### Sedona’s Population Growth, 1980-2012



Land Base:  
All of the land area except the National Forest.

Growth Area:  
Areas that cities and towns may establish for future growth in their general plans.

## LAND USE DESIGNATIONS

### Community Focus Areas

- CFAs are outlined on the Future Land Use Map.
- CFAs contain areas that are likely to be re-developed or have new development potential.
- CFAs may play a key role in furthering the community vision
- CFAs are described on page 34.

### Clustering:

“Clustering” of residential units means grouping homes together on fairly small lots (often the actual building area or “envelope”) near one another to reserve larger areas of natural open space in the same development. This is an alternative to traditional lot lines and setbacks.

The Future Land Use Map is the graphic depiction of desired future land uses for Sedona. The following are the descriptions of the Future Land Use Map designations.

### Residential

#### Single-family Residential

Clustering of residential units is strongly encouraged for new residential projects in concentrated areas to direct development away from more environmentally sensitive portions of a site. New development adjacent to the National Forest should provide maximum feasible open space buffers to these lands to minimize urban interface impacts.

#### Multi-family Residential

Includes patio homes, townhouses, condominiums, apartments, single-family attached uses. Multi-family development is also encouraged within commercial areas and mixed use development in Community Focus Areas (CFA).

#### Mobile Home Parks

This designation includes existing mobile home parks that are not otherwise covered within a Planned Area designation. Since existing mobile home parks provide some of the most affordable housing options to low and moderate income households, retention of this housing is very important. If these areas are re-developed, the same number of houses per acre (dwelling units per acre) should be retained regardless of housing type. The proportion of housing units that remain affordable to low and moderate income households should be in accordance with the City Housing Policy.

### National Forest and Other Natural Open Space

#### National Forest

Includes all National Forest within the City, with the exception of the Chapel of the Holy Cross. The Chapel property has been identified for sale or exchange by the Forest Service.

#### Other Natural Open Space

Includes the City owned Sugar Loaf and Jordan Park open space, a private area of undeveloped Oak Creek floodplain in the Uptown area, and a private open space area adjacent to the Munds Mountain Wilderness.

#### Public/Semi-Public

School sites depicted on the Future Land Use Map include the existing West Sedona School, School District Office on Brewer Road, Sedona Red Rock High School, and the Sedona Charter School.

The Airport designation includes the existing Sedona-Oak Creek Airport located on Table Top Mountain. Any potential for expanding the airport is severely limited by its location which already nearly covers the mesa top.

Other Public/Semi-Public uses include the existing U.S. Post Office, KAZM Radio Station, Chapel of the Holy Cross, Adult Community Center, Sedona Fire District fire stations, City Hall, library, cemetery, public parking, Sedona-Verde Valley Medical Center, and land next to Foothills South subdivision, site of the former Sedona Racquet Club.

### Parks

The Parks designation includes City parks such as the Jordan Historical Park, Posse Grounds Park, and Sunset Park.

### Commercial

Commercial uses include retail, office, services, heavy commercial, and light manufacturing uses. With the exception of concept plans approved for Community Focus Areas and Planned Areas, commercial uses should be limited to the areas along SR 89A and SR 179 as designated on the Future Land Use Map. Although additional areas for heavy commercial and industrial uses are generally discouraged, some heavier commercial service uses that serve local needs should be considered within the existing commercial areas if 1) these uses are not located adjacent to the highway; 2) there is no outside storage involved; 3) significant buffering to residential areas can be provided; 4) traffic generation is minimal.

### Commercial/Lodging Uses

The Commercial/Lodging designation includes hotels, motels, timeshares, commercial retail and service, and multi-family uses. New lodging development is supported within the "Commercial" land use designation if it is within the boundaries on the "Lodging Area Limits" maps (page 28-29). New lodging development may also be approved as part of a Plan within a Community Focus Area or Planned Area (see also Implementation Chapter-Major Amendment Criteria).

Key considerations in determining locations for lodging uses include:

- Avoiding homogeneous or "hotel strip" development along the highway corridors, and providing commercial diversity and mixed uses.
- Providing locations that have the greatest diversity of commercial uses to encourage pedestrian rather than vehicle trips.
- Providing locations with the best traffic control at the highway.

### Airport

Existing and planned lodging uses at the Sedona Airport are designated on the Future Land Use Map. No additional areas are recommended.

The Future Land Use Map is located on page 51.

### Future Land Use Map Legend

	Single Family Very Low Density (0 to .5 DU/AC)
	Single Family Low Density (.5 to 2 DU/AC)
	Single Family Medium Density (2 to 4 DU/AC)
	Single Family High Density (4 to 8 DU/AC)
	Multi Family Medium Density (4 to 8 DU/AC)
	Multi Family Medium & High Density (4 to 12 DU/AC)
	Mobile Home
	Commercial
	Commercial / Lodging
	Planned Area
	Public / Semi-Public
	Parks
	National Forest & other Natural Open Space

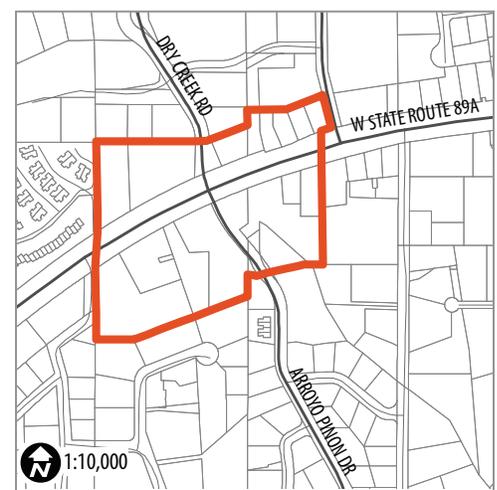
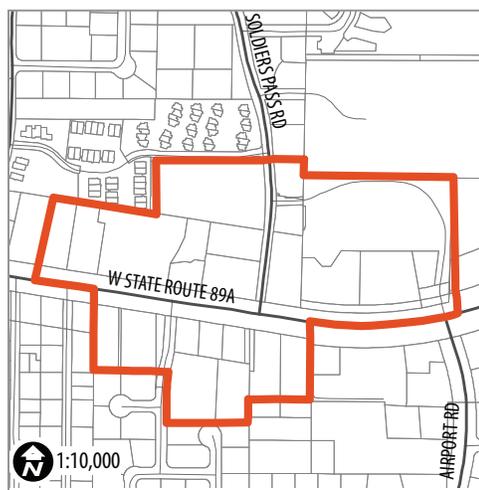
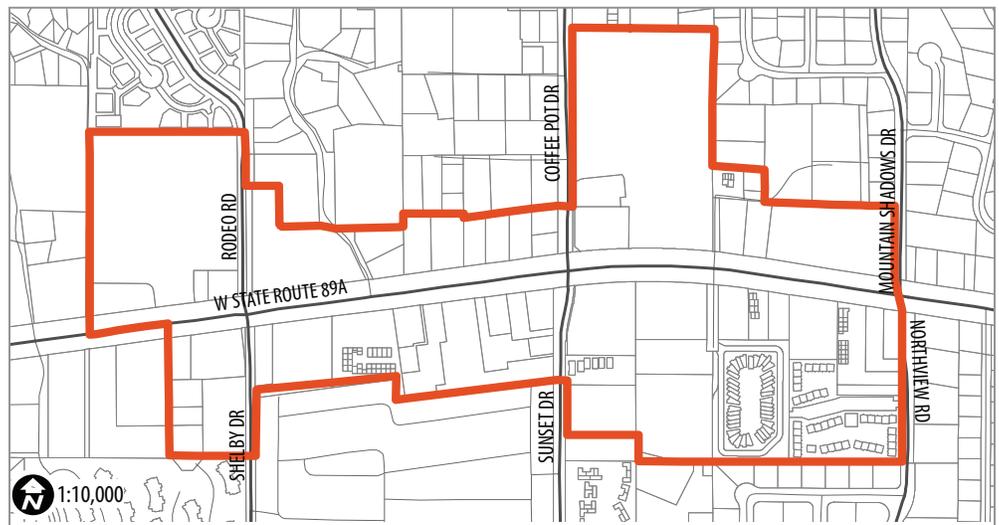
### Recreational Vehicle (RV) Parks

The 28 RV spaces within the Rancho Sedona RV/Mobile Home Park constitute the only RV spaces within the City. There are no other locations identified for RV parks due to screening and traffic congestion concerns.

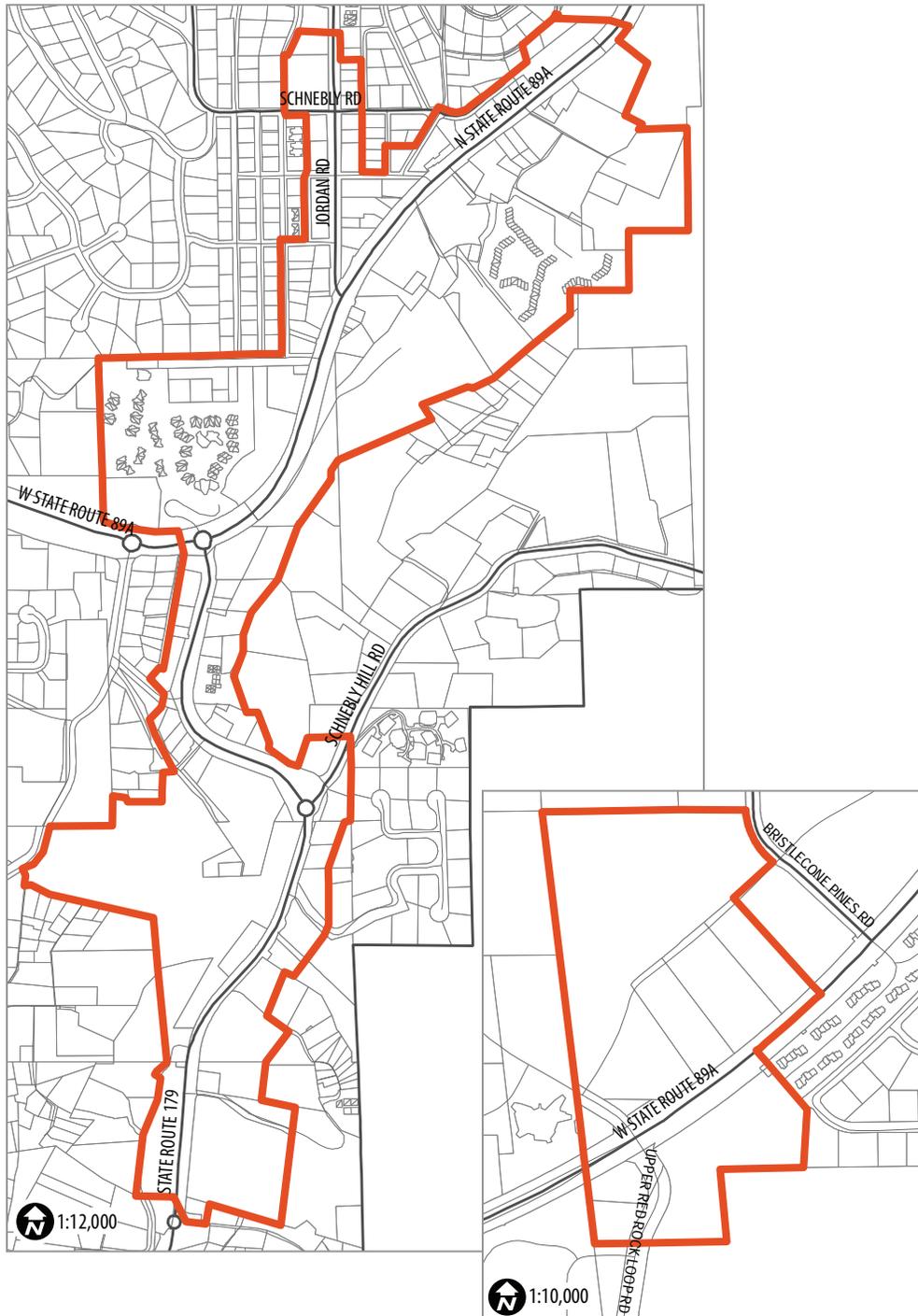
### Bed and Breakfasts

Bed and Breakfast uses with up to six units are supported in all commercial areas and in residential locations with street or highway access that do not bring vehicular traffic through single-family residential neighborhoods. Bed and breakfast uses are also generally supported as an incentive to preserve historic landmarks.

### Lodging Area Limits



### Lodging Area Limits



### Planned Areas

Planned Areas (PA) were established in the 2002 Community Plan and brought forward in this Plan to address needs and provide benefits for certain areas, including land use transitions or buffers between residential areas, commercial uses, and highway corridors. As an incentive, a rezoning to an alternative land use may be considered if it is consistent with the Community Plan recommendations for the PA. Residential densities cannot exceed 12 units per acre and land uses must be consistent with the range of land use designations described in this section unless approved through a Community Plan Amendment and Specific Plan within a CFA. Where a PA designation falls within a CFA, the CFA “Community Expectations” will apply where appropriate.

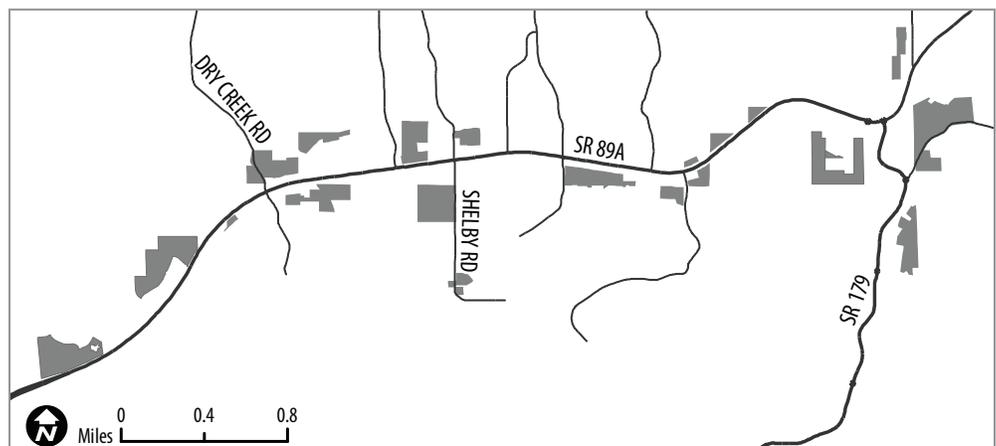
The following Planned Areas are outside a CFA and create a transition between more intensive commercial areas and residential areas, the National Forest, or the highway

corridor. Rezoning within these areas may also be considered according to the following needs and benefits where applicable.

- Provide enhanced buffering and land uses that are compatible with both existing residential and commercial areas, including strategic building and parking placement, use of topographic changes, vegetative screening and other buffering techniques.
- Include land uses that generate minimal traffic relative to the residential character of the area.
- Provide diverse housing options if there is an opportunity to do so.
- Eliminate non-conforming uses as a benefit.
- Consolidate properties under unified planning if there is an opportunity to do so.

The Planned Areas on the following pages are outside of a Community Focus Area. For further information on a PA that is within a CFA, please see the corresponding CFA description.

### Planned Areas



## Planned Area Needs and Benefits

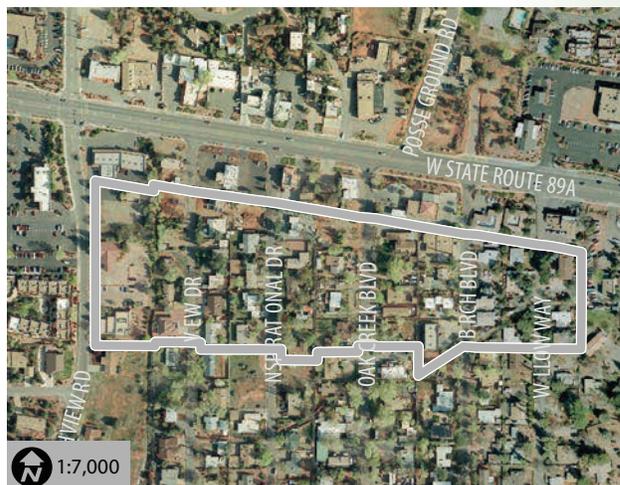
### Carol Canyon Drive - El Camino Road Planned Area

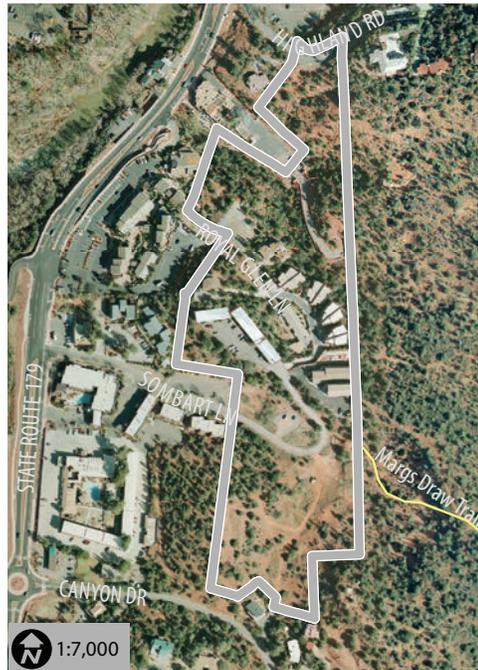
- Retain the existing “knoll” and natural vegetation east of Carol Canyon Drive.
- Provide road/pedestrian connections between Carol Canyon Drive and Arroyo Piñon Drive if possible as part of a larger unified plan.
- Provide for alternate connection to SR 89A from the residential areas served by Carol Canyon and Deer Trail Drives if possible as part of a larger, unified plan.
- Preserve historic resources, if applicable.



### Grasshopper Flat Planned Area

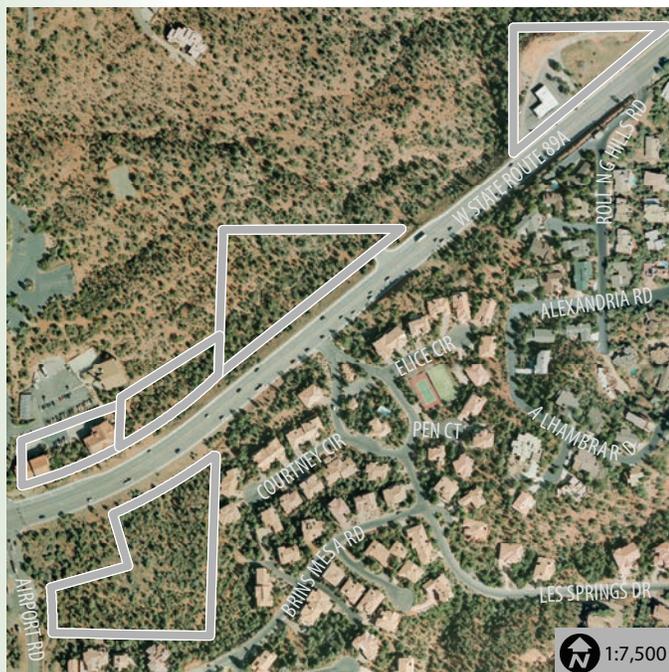
- Provide alternate access to adjacent commercial area as a community benefit, if there is an opportunity to do so.
- Provide road, pedestrian/bicycle connections as a community benefit, if there is an opportunity to do so.
- Retain existing single-family residential structures for residential and non-residential uses as a community benefit, if applicable.
- Preserve historic resources, if applicable.





**Sombart Lane Planned Area**

- Provide pedestrian improvements that will enhance overall pedestrian mobility and potential reduction of highway trips for the area.
- Provide a substantial buffer from the National Forest.
- Retain open space and National Forest access as part of coordinated site planning to address the wildland - urban interface.

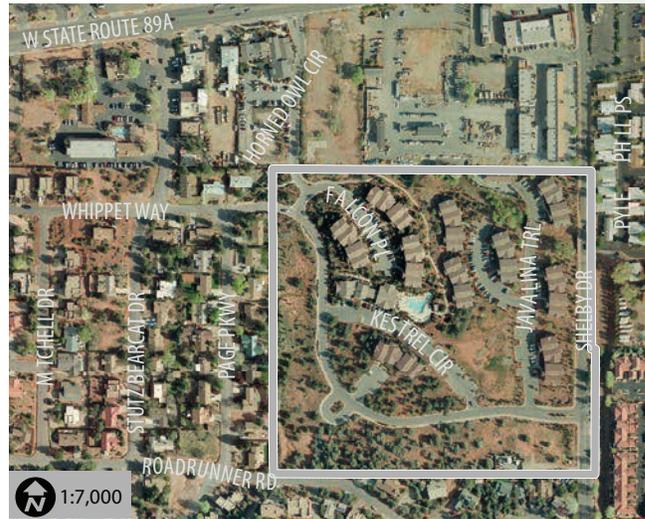


**Cooks Hill Planned Area**

- Preserve significant open space along highway corridor.
- Maintain natural open space and views next to the National Forest.
- Create pedestrian oriented projects with minimal building and paving coverage.
- Minimize direct highway access where alternatives exist.

### Shelby Drive Planned Area

- Provide a transition between adjacent commercial area and single-family neighborhoods. Future development and redevelopment proposals should maintain this transition and same overall density (previously approved lodging/timeshare, multi-family apartment units, and single-family lots).
- Provide apartment units affordable to incomes of 80 percent average median income.
- Provide apartment units that comprise at least 27 percent of the combined lodging/housing mix and at least two single-family lots or their equivalent for affordable housing programs.
- Maintain the overall percentage of affordable housing for at least 28 percent of the combined lodging/housing mix.



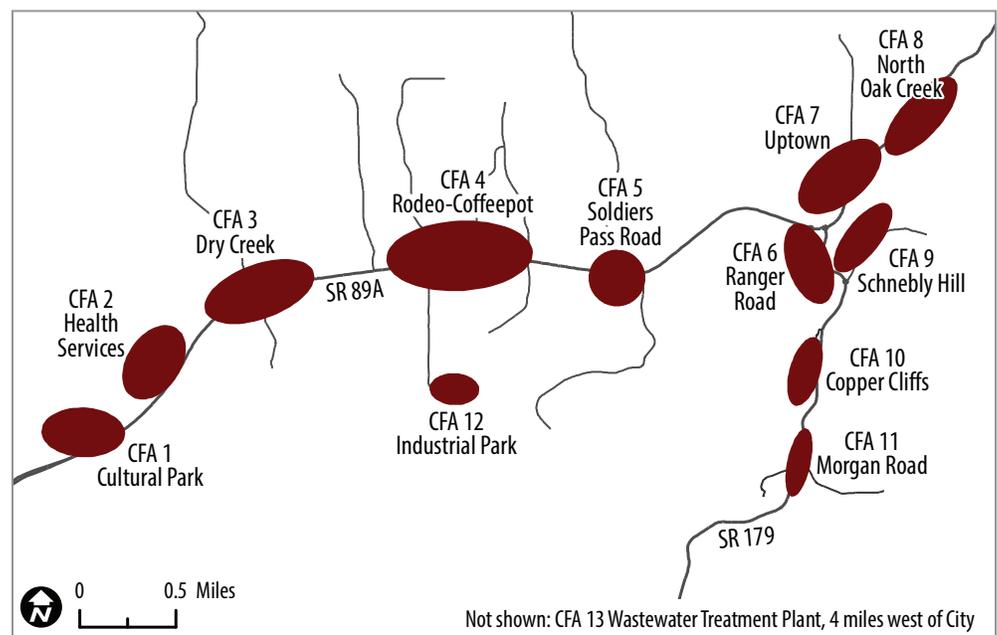
## COMMUNITY FOCUS AREAS

A Community Focus Area (CFA) is a location where the City will play a proactive planning role to implement the community's vision. With participation from property owners, neighbors, and stakeholders, the City will develop a Specific Plan, including any necessary rezoning, for adoption by the City Council. These Specific Plans may be adopted to bring properties into closer alignment with community expectations as expressed on the following pages. The specific planning process is intended to maintain flexibility for future creativity and innovation. The "Community Expectations" listed on each CFA page describe future conditions for each area that the Plan will strive to achieve over time. These Community Expectations are not intended as definitive requirements, but to provide guidance

for community-level planning efforts. Recognizing the community's need for a town center, the CFAs for the West Sedona Corridor, Uptown, and the Ranger Road area have related public space and mixed use goals. If anchored with civic and community uses, one of these areas could eventually serve as a town center. CFAs:

- Can play a key role in furthering the community vision and environmental stewardship while fulfilling community needs and enhancing the experience of visitors.
- Contain properties likely to be re-developed or have new development potential.
- Have natural features or characteristics that should be retained and where there are opportunities for integration of open space within future development.

### Community Focus Areas



- Have existing characteristics that should be retained.
- Have boundaries flexible enough to allow planning participation from property owners that may be outside the map location.

**Compact and Walkable Mixed Use**

Areas of compact, mixed use and walkable development can be people-friendly places, where people can live, work, shop, dine, and play, since a variety of needs are met in one appealing place. Compact development creates more walkable activity centers that contribute to quality of life by being more sustainable, less car-dependent and more people-friendly. Mixed use and more compact

development scenarios are especially encouraged within CFAs in the West Sedona Corridor.

Compact, mixed use and walkable development combine housing options with services and retail uses, and typically include venues for entertainment and the arts mixed with education and civic functions, a central community gathering space, all linked by walkways. Residents can enjoy living and working in the same area without having to drive everywhere. They can expect to have chance encounters with neighbors, co-workers and visitors, enhancing communication, collaboration and a sense of community.

**Attributes of Compact and Walkable Mixed Use Development:**

- Inclusive people places
- Walkable and bike-able
- Transit-oriented
- Safe, active, and lively
- Compatible with existing neighborhoods
- Accessible from existing neighborhoods
- Inclusive of local businesses
- Diverse housing choices
- Outdoor public spaces

**Examples of Compact and Walkable Mixed Use Development Features:**

- Housing: condominiums, assisted living, affordable apartments, live/work studios, hotels, etc.
- Service and retail: grocery markets, household goods, medical offices, outdoor cafes, laundry, office supply
- Entertainment and the arts: theaters, art museums, dance studios, outdoor performance spaces
- Education and civic: community recreation center, library, post office, city hall, museums, nature center
- Focal point: plaza, open square, small park or a promenade

**Community Focus Areas Specific Plan Process**



### **West Sedona Corridor and Ranger Road Area**

The West Sedona Corridor is the portion of SR 89A from Juniper Drive on the west to approximately the “Cooks Hill” area east of Airport Road. The 1995 *West Sedona Commercial Corridor Study* established several planning recommendations that continue to be relevant and are referenced in this Plan. Since most of this commercial area has been developed, future growth will be primarily through re-development over time. A future corridor plan for this area would have a primary focus on controlling access points to the highway (e.g., medians, alternative streets, interconnected parking areas), streetscape, and other needs within and just outside the right-of-way. Future planning within the corridor will be coordinated with other planning efforts in specific CFAs.

The Ranger Road area includes both developed and undeveloped land near the SR 89A and 179 intersections. In 2004, the *Heart of Sedona Area Plan* for this area established relevant ideas that are referenced in this Plan. Both the West Sedona Corridor and the Ranger Road areas should be vibrant and walkable places, with an emphasis on community-oriented activities, mixed land uses, public gathering spaces, and controlled vehicular highway access. General needs include:

- Creation of incentives and priorities for development and re-development that achieves a broad range of land uses.
- Identification of locations for desired land uses.

- Coordination with access control planning and relief of congestion in the corridor.
- Establishment of consistent design themes or character.
- Establishment of safe and convenient access for pedestrians, bicyclists, and those with disabilities.
- Creation of strong connections between CFAs in the West Sedona Corridor, including good pedestrian links between neighborhoods and CFAs.
- Provision of park-and-ride or park-and-walk opportunities.
- Identification of key open space needs.
- Identification of aesthetic components, such as landscaping and other key beautification, as well as street furniture such as benches.

Mixed use projects should be considered in the West Sedona Corridor and Ranger Road CFAs, to provide key area amenities such as public spaces and diverse housing. Through approval of Specific Plans with significant public involvement, the following should be considered:

- Allowance for residential densities greater than 12 units per acre, subject to approval of a Minor Community Plan Amendment.
- Flexibility for building height where view corridors are least impacted and where multiple stories may be the best option to develop mixed uses that address the Community Expectations for the area.

## Community Focus Area 1: Cultural Park



Note: Image is for illustration purposes only  
- actual boundaries and affected parcels will be  
determined through the future CFA planning process .

### Attributes

- Site of Yavapai College.
- Former Cultural Park amphitheater (44 acres no longer in use).
- National Forest trailhead.
- Eight undeveloped acres south of SR 89A.

### Community Expectations

- Provide a center for education, research, arts, and events. Land use options should remain flexible to further these interests.
- Coordinate objectives between property owners, Yavapai College, and the Sedona Red Rock High School for educational programs.
- Maintain access to National Forest trails.
- Preserve natural open space on ridgelines and along highway.
- Provide visitor information and promote as a Sedona gateway with parking facilities that could also be linked to transit.
- Provide main highway access via Cultural Park Place and Upper Red Rock Loop Road.

## Community Focus Area 2: Health Services



1:6000

Note: Image is for illustration purposes only  
- actual boundaries and affected parcels will be  
determined through the future CFA planning process.

### Attributes

- Site of Medical Center.
- Remaining area undeveloped.

### Community Expectations

- Strengthen the local health care industry—support wellness, medical treatment, and research.
- Allow for assisted living, mix of housing types, and mixed use commercial center(s).
- Preserve natural open space on ridgelines and along SR 89A.
- Provide access to SR 89A only via the established street system.
- Provide significant buffering to adjoining residential areas north of Navoti Drive.

### Community Focus Area 3: Dry Creek



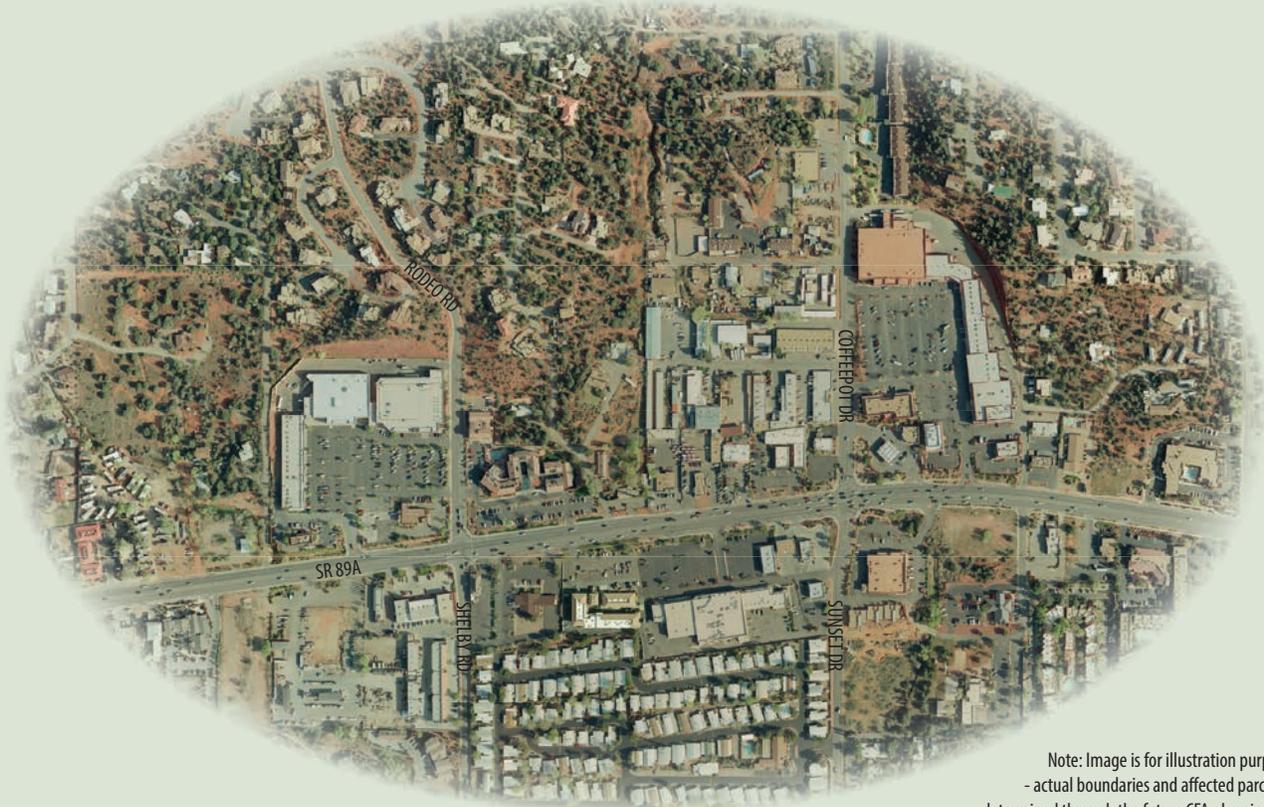
#### Attributes

- Mostly developed with a wide variety of uses.
- Features City Hall, library, charter school, townhomes, apartments, hotels, and fire station.

#### Community Expectations

- Provide mixed uses and a more walkable environment that build on the variety of civic, social, service, and visitor oriented uses already in place.
- Provide buffering and land use alternatives as transitions between more intensive commercial and residential uses and adjacent single-family neighborhoods.
- Preserve natural open space along SR 89A.
- Focus on the general needs discussed for the West Sedona Corridor (see page 36).

## Community Focus Area 4: Rodeo-Coffeepot



### Attributes

- Features the greatest variety of uses in the City.
- Features theaters, timeshares, hotels, grocery stores, mobile home parks, multi-family uses, and service commercial uses.

### Community Expectations

- Provide mixed uses.
- Create a more walkable environment.
- Create public gathering spaces, building on a variety of service, entertainment, and visitor-oriented uses.
- Retain the low to moderate income housing that already exists within the commercial area.
- Focus re-development on “parking once” with walkable connections.
- Make more efficient use of parking areas currently underutilized.
- Preserve the Rigby House as a potential historic landmark.
- Provide buffering and land use alternatives as transitions between more intensive commercial and residential uses and adjacent single-family neighborhoods.
- Create vehicle connections between Madole and Andante Drives and Rodeo Road and Goodrow Lane as alternatives to SR 89A.
- Limit highway access points and consolidate curb cuts.
- Focus on the general needs discussed for the West Sedona Corridor (see page 36).

## Community Focus Area 5: Soldiers Pass Road



1:6,000

Note: Image is for illustration purposes only  
 - actual boundaries and affected parcels will be  
 determined through the future CFA planning process.

### Attributes

- Area is nearly all developed.
- Site of a plant nursery and older buildings with potential historic significance on south side of SR 89A.
- Lodging, offices, and churches located on the north side of SR 89A.

### Community Expectations

- Provide mixed uses and a more walkable environment.
- Create public gathering spaces.
- New higher density residential or lodging development should be required to address neighborhood traffic circulation and controlled access options to highway.
- Preserve historic resources.
- Provide buffering and land use alternatives as transitions between more intensive commercial and multi-family uses and adjacent single-family neighborhoods.
- Focus on the general needs discussed previously for the West Sedona Corridor (see page 36).
- Create better pedestrian connections between the north and south sides of SR 89A.

## Community Focus Area 6: Ranger Road



1:12,000

Note: Image is for illustration purposes only  
- actual boundaries and affected parcels will be  
determined through the future CFA planning process.

### Attributes

- *Heart of Sedona Area Plan* completed for this area in 2004.
- Large, undeveloped parcels, including 22-acre site of former Forest Service Ranger Station.
- The historic Ranger Station and barn are the oldest landmarked historic buildings in the City.
- Site of Sedona-Oak Creek School District administrative offices.
- Mix of shops, galleries, and lodging uses.
- Vehicle and pedestrian bridges across Oak Creek.

### Community Expectations

- Encourage a mix of public and private land uses.
- Preserve open space on prominent hillsides and ridgeline.
- Preserve historic structures.
- Evaluate potential for an environmentally sensitive creekside park and walk.
- Create plaza and public spaces.
- Establish an outdoor market.
- Provide major pedestrian linkages through Soldiers Wash area.
- Evaluate public parking facilities and transit access.
- Use *Heart of Sedona Area Plan* as a key resource for future planning.

## Community Focus Area 7: Uptown



### Attributes

- Mostly visitor-based lodging, retail, restaurant, and recreational uses.
- Some resident oriented uses—once site of a library, banks, and grocery store.
- One of City's oldest residential areas.
- Municipal parking lot.
- Area has significant parking and traffic issues.

### Community Expectations

- Maintain close coordination with circulation and parking planning and planning in the North Oak Creek CFA.
- Provide short-term and long-term parking solutions.
- Enhance control of pedestrian crossings.
- Retain historic character and small-scale buildings.
- Encourage resident oriented and arts and cultural related uses.
- Implement Main Street Program Character District Guidelines.
- Improve coordination between pedestrian and vehicle movement.

## Community Focus Area 8: North Oak Creek



1:10,000

Note: Image is for illustration purposes only  
- actual boundaries and affected parcels will be  
determined through the future CFA planning process.

### Attributes

- Large undeveloped areas and vacant commercial and lodging sites.
- Undeveloped land along Oak Creek.

### Community Expectations

- Evaluate potential for environmentally sensitive public creek access, creekside park and walk, and public gathering spaces, with consideration of the potential impacts on the Oak Creek riparian area.
- Provide for flexibility of land uses (commercial, residential, and lodging) if that furthers the goal of minimizing development impacts and vehicle trips and enables major protection of the riparian environment.
- Provide strong walkable features and pedestrian links through Uptown.
- Evaluate potential shuttle transit link and park-and-ride opportunities in future planning.

## Community Focus Area 9: Schnebly Hill



### Attributes

- Large lots and rural character in the Oak Creek riparian area.
- Current zoning allows smaller lots and more homes than are currently developed.
- Large mobile home/RV Park.
- Gassaway House Historic Landmark.
- Existing spiritual retreat facility.

### Community Expectations

- Retain large parcels and rural character.
- Support agriculture as a key character element.
- Support non-residential uses (e.g., bed and breakfast, neighborhood cafe) if tied to the preservation of large land areas and generates less traffic than medium-density residential.
- Retain similarly affordable housing currently provided in existing mobile home/RV park.
- Protect riparian environment along Oak Creek.
- Evaluate potential for environmentally sensitive public creek access.
- Preserve historic resources (Gassaway House).

*See Appendix B for an example of a possible planning scenario for this area.*

## Community Focus Area 10: Copper Cliffs



1:6,000

Note: Image is for illustration purposes only  
 - actual boundaries and affected parcels will be  
 determined through the future CFA planning process.

### Attributes

- Large lots and rural character in the Oak Creek riparian area.
- Historic Oak Creek orchard on SR 179.

### Community Expectations

- Retain large parcels and rural character.
- Preserve the agricultural plantings and residential land balance currently in existence.
- Accept alternative forms of housing.
- Evaluate potential non-residential uses (e.g., neighborhood market) if tied to preservation of agricultural uses and protection of the riparian environment along Oak Creek.

## Community Focus Area 11: Morgan Road



### Attributes

- Existing non-conforming commercial uses and church parking area along SR 179 in otherwise residential area.
- One existing parcel with "Office Professional" zoning.
- Residential lots and access affected by the SR 179 widening and roundabout construction.

### Community Expectations

- Explore opportunities for non-residential uses along SR 179 if key public or neighborhood amenities are provided (e.g., good pedestrian access to neighborhoods, open space retention, or enhancement next to the highway).
- Consider new non-residential development only if compatible with the character of the neighborhood.

## Community Focus Area 12: Industrial Park



1:6,000

Note: Image is for illustration purposes only  
- actual boundaries and affected parcels will be  
determined through the future CFA planning process.

### Attributes

- Mostly developed heavy commercial and light industrial area.
- Existing recycling center.
- National Forest trailhead.

### Community Expectations

- Create a plan that encourages a greater diversity and greater efficiency of land uses. Ideas include a focus on green and sustainable products, consolidated hospitality services, and incubator workspace with incentives for new start-up businesses.
- Encourage diversity of housing options and live-work studios.
- Maintain lowest density land uses next to the National Forest.
- Retain the recycling center and National Forest trailhead.

## Community Focus Area 13: Wastewater Treatment Plant



Note: Image is for illustration purposes only  
- actual boundaries and affected parcels will be determined through the future CFA planning process.

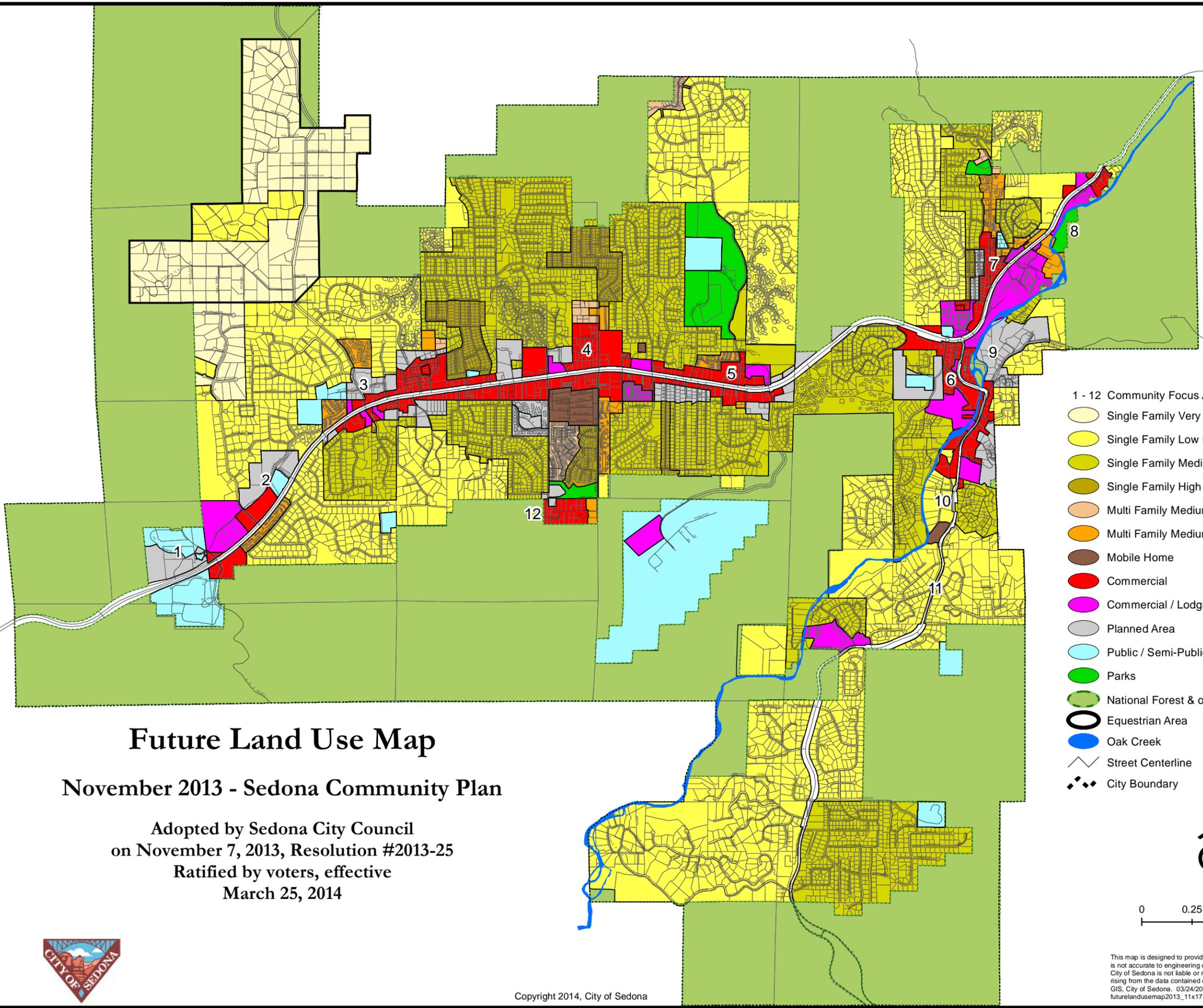
### Attributes

- The 400-acre property is located four miles west of the Sedona city limits and is owned by the City.
- Site of the wastewater treatment facility for the City of Sedona.
- The Sedona Wetlands Preserve ponds provide for effluent evaporation and wildlife habitat with public access.
- This area is outside the City; however, future planning for the site will have a significant public involvement process.

### Community Expectations

- Consider only future uses that are environmentally sensitive, that retain an open space character, and that contribute to Sedona's environmental and economic sustainability.
- Future planning efforts will consider public feedback from the 2011 community survey for the *Parks and Recreation Master Plan* and the public responses to alternative planning themes presented in January 2013.

# FUTURE LAND USE MAP



# Future Land Use Map

November 2013 - Sedona Community Plan

Adopted by Sedona City Council  
 on November 7, 2013, Resolution #2013-25  
 Ratified by voters, effective  
 March 25, 2014





## LAND USE POLICIES

1. Approve new housing units only if within the City's current overall limit on the total number of homes that can be built under current zoning.
2. Limit expansion of the existing commercial areas, as represented on the Future Land Use Map, unless supported by an approved plan within a Community Focus Area or Planned Area.
3. Ensure that a balance of land uses is maintained and identify general areas for concentrated, mixed use development, public gathering places, and land use transitions to provide healthy and sustainable residential neighborhoods and commercial areas and to address specific area needs.
4. Ensure that the proportion of lodging uses to other commercial uses does not significantly increase by limiting locations for lodging uses and by evaluating the proportional increase in all lodging rezoning applications.
5. Preserve scenic views, including potential utility undergrounding and view corridor planning, in the consideration of new development and infrastructure, including limits on the approval of multi-story structures.
6. Ensure that proposed land uses are compatible with adjacent aggregate (sand and gravel) resources, if these resources are identified by the State of Arizona.
7. Require parking standards that are consistent with mixed and shared uses, promote efficient use of space, and minimize asphalt coverage.
8. Require design standards that reflect Sedona's unique historic and cultural heritage and sign standards that provide diversity and prevent "franchise/ monoculture" (corporate signature) signs.
9. Evaluate locations for public gathering spaces and residential services on a neighborhood scale and reflective of unique architectural character for neighborhoods within walking distance and located away from the main commercial areas.
10. Where supported through citizen participation in a City-initiated planning process, allow densities greater than 12 dwelling units per acre in mixed use projects in the West Sedona Corridor.

11. Provide funding support to help maintain the integrity of older neighborhoods to ensure a diverse range of housing options.
12. Encourage the retention of low to moderate income housing opportunities in the redevelopment of existing mobile home parks through retention of existing densities and other incentives.
13. Encourage housing for seniors by identifying locations for assisted living, age in place, and other housing options in close proximity to health services and by allowing a wide range of housing choices.
14. Consider new and emerging trends for non-traditional housing developments, such as co-housing, garden apartments, and other alternate housing types.
15. Encourage clustering of residential units to direct development away from more environmentally sensitive portions of a site.
16. Establish good communication with community planning groups and public agencies within the Verde Valley region to address land use, circulation, and other regional issues.

**Co-housing:**

A type of collaborative housing where residents actively participate in the design and operation of their own neighborhoods. The physical design encourages both social contact and individual space. Residents have access to common facilities which can include a common kitchen, dining room, workshop, library, laundry, playground and open space.

**Garden Apartment:**

A unit in a low-rise apartment complex that includes a substantial amount of open, usually landscaped ground.

## LAND USE ACTION PLAN

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
1 Revise Land Development Code to be consistent with Community Plan land use designations and CFA/PA planning/review processes, CFA Specific Plans, and land acquisition tools such as transfer of development rights.	Community Development	City Attorney, Planning and Zoning Commission, City Council
2 Prepare and update a specific corridor plan for West Sedona, coordinate with access control planning for SR 89A, prepare Specific Plans for the West Sedona Corridor CFAs, and prepare Community Plan revisions if applicable. Identify capital improvement priorities and funding sources.	Public Works, Community Development	Property/business owners, Arizona Department of Transportation, Sedona Fire District, Planning and Zoning Commission, City Council, City Manager's Office
3 Prepare Specific Plans for the following CFAs: Uptown, North Oak Creek, Ranger Road, Schnebly Hill, Cultural Park; and prepare Community Plan revisions if applicable. Coordinate with City-wide traffic modeling and Uptown traffic mitigation. Identify capital improvement priorities.	Community Development	Public Works, Forest Service, property/business owners, Planning and Zoning Commission, City Council, Arizona Department of Transportation
4 Update residential housing inventory with analysis on purchase/rental prices, unit size/type, and housing need. Update housing policy.	Community Development	Planning and Zoning Commission, City Council
5 Prepare a land use master plan for the Wastewater Treatment Plant property (see CFA Community Expectations, page 49).	City Manager's Office, Community Development	Forest Service, Planning and Zoning Commission, City Council, Public Works
<b>Priority 2 (6-10 years):</b>		
6 Prepare a specific corridor plan for the SR 179 area south of Canyon Drive to evaluate opportunities for neighborhood-scale services, public spaces, open space retention, and ways to address visitor impacts to neighborhoods (such as the Chapel Road area).	Community Development	City Public Works, property/business owners, local planners, Planning and Zoning Commission, City Council



## 4. CIRCULATION

### Goals

- Reduce dependency on single-occupancy vehicles.
- Provide for safe and smooth flow of traffic.
- Coordinate land use and transportation planning and systems.
- Make the most efficient use of the circulation system for long-term community benefit.
- Limit the building of new roads and streets and make strategic investments in other modes of travel.
- Create a more walkable and bike-able community.

### Circulation Chapter:

- Traffic and Parking
- Transit
- Walking and Biking
- Policies
- Action Plan

### What Changed Since 2002?

- Major reconstruction of SR 179.
- The Uptown Enhancement Project pedestrian improvements.
- The Sedona Roadrunner transit service operated from 2006 to 2011.
- The Verde Lynx commuter transit system has been in operation since 2009.
- Two new traffic signals added to SR 89A, at Andante Drive and Airport Road.
- Street lights added to SR 89A by the Arizona Department of Transportation.

### What's New in This Plan?

- Recognition that improving traffic circulation will require a variety of methods beyond traditional road improvements.
- Support for mixed use, walkable districts.
- Recommendations to strategically invest in improvements for pedestrians and bicyclists.
- Recommendation for an improved transit system.

As a major destination for travelers worldwide, Sedona has long experienced traffic congestion that can seem out of proportion to the population. Although the majority of personal vehicle trips are local, the added visitor traffic, coupled with a lack of alternative street connections, is a major component of this congestion. The costs of owning a vehicle, a widening sensitivity to impacts on the environment, and social networking could reduce demand in the future; however, Americans have traditionally demanded the independence and convenience of their own cars.

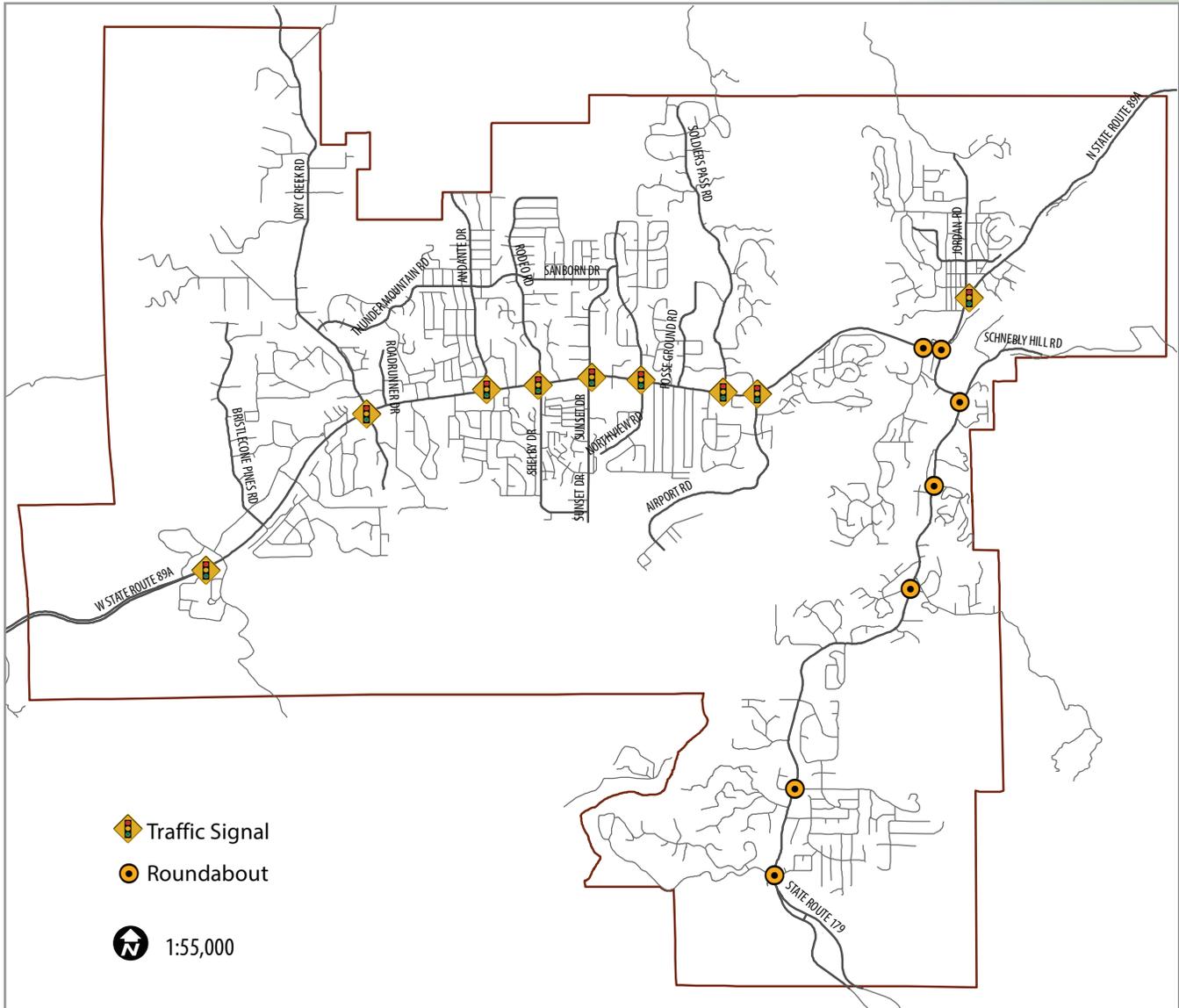
We want to create a more walkable and bike-able community with less dependence on cars, although we recognize that Sedona's circulation system must continue to accommodate personal vehicles. We also want to further the goal of creating a more sustainable community by reducing the use of fossil fuels and resulting air pollution. Walking and biking are healthy activities, and Sedona has an excellent climate and scenery to enhance the experience. Improving the safety, linkages, and amenities of a walking and biking network is important to encourage more people to leave their cars, which is critical for a walkable, mixed use environment.

It is widely acknowledged by traffic engineers worldwide that land use patterns are the key to traffic solutions. Adding significant capacity by improving existing roads or building new roads to address congestion can create a cycle that ultimately leads to more congestion.

*"In summary, it would appear that compact, mixed land use may be an effective tool in reducing vehicle dependency and, hence demand for extensive new road capacity and corresponding traffic congestion."*

- Land Use and Traffic Congestion,  
Arizona Department of Transportation, 2012

### Existing Streets, Signals, Roundabouts



## TRAFFIC AND PARKING

### Key Issues

- Lack of alternative routes to the highway.
- Lack of arterial routes.
- Lack of connecting streets between neighborhoods.
- Severe traffic congestion in Uptown Sedona and SR 179.
- Need to improve parking availability and wayfinding throughout Sedona.
- Safety concerns for vehicles, pedestrians, and bicycles on SR 89A in West Sedona.
- Lack of access control on SR 89A.
- A need for clearer solutions for balancing increased tourism with infrastructure improvements.

Access Control:  
Methods providing for safe and effective entrance onto streets, which may include median placement, consolidation of driveways, interconnection of parking areas, traffic signals, or roundabouts.

### Traffic Volumes and Level of Service

The existing street system in Sedona is characterized by a combination of state highway and local roadways. As the City's only true arterial roadways, SR 89A and SR 179 bear the burden of nearly all local trips as well as visitor traffic. The highest traffic volumes in the City are on SR 89A in central West Sedona. The internal traffic volumes in this area are as much as two times higher than those at the western City limits and four times higher than the eastern City limits at the entrance to Oak Creek Canyon. On SR 179 at the SR 89A/179 intersection, traffic volumes are nearly twice as high as those at the southern City limits. Although visitors contribute substantially to the overall traffic load on SR 179 and in Uptown, past studies have shown that residential trips account for the majority of the traffic in West Sedona.

With the exception of the Uptown area, traffic volumes increased much more rapidly from 1989-1998 than in recent years (see table below). This corresponds

with the rate of Sedona's growth during those time periods, as Sedona's year-round population did not grow between 2000 and 2010. Once the City is completely built out, based on the City's capacity for future growth, traffic volumes on SR 89A will be substantially higher than they are today, and the highways will be near or at capacity.

### West Sedona

Since 1991, seven new traffic signals were installed, and several intersections were re-aligned in West Sedona. However, the Arizona Department of Transportation's spacing guidelines of one per 1/4 mile would not allow for future traffic signals to be installed on SR 89A at the exit point of each individual neighborhood.

The lack of access control is another significant contributor to congestion on the highway. In 2002, SR 89A was upgraded to a four-lane highway between Sedona and Cottonwood, with a raised median segment from Juniper Drive to west of Upper Red Rock Loop Road.

### Traffic Volume Changes

	Maximum % Increase	
	1989-1998	1998-2013
SR 89A west city limits to Andante Dr.	90%	5%
SR 89A Shelby Dr. to the "Y"	49%	18%
SR 89A "Y" to Jordan Rd. (Uptown)	*	116%
SR 89A Art Barn Rd. to east city limits	48%	*
SR 179	50%	*

\*No substantial increase during this time period

The City currently implements access control measures in conjunction with new development and through coordination and approval from the Arizona Department of Transportation. However, an access control plan for the remainder of SR 89A has never been approved.

To provide alternative route choices to the highway, several off-highway connections have been made. Opportunities to connect residential areas are limited, particularly south of the highway where, prior to the City's incorporation, many subdivisions were approved with no interconnecting streets. There are very few parking interconnections between commercial properties on the highway corridor, which creates additional highway trips.

### **State Route 179 Corridor**

In November 2002, the Arizona Department of Transportation committed to a "Needs-Based Implementation Plan" that reconsidered the 1996 4-lane design for SR 179. The planning process began in September 2003 and construction was completed in 2010. Within a new lane configuration that included two travel lanes, the upgraded highway added pedestrian and bicycle improvements, transit stops, roundabouts, and medians.

Following a thorough evaluation of several alternatives, in 1996, the City's adopted Highway Corridor Assessment also recommended an extension of Ranger Road as the best solution for reducing traffic at the SR 179/89A intersection. This extension would provide controlled access

to SR 89A as an alternative to the Brewer Road intersection. The recent SR 179 improvements now include a roundabout at the Brewer Road/SR 89A intersection.

There have been no traffic studies or modeling since the SR 179 improvements were completed, and the last city-wide traffic study was completed in 1996. An updated city-wide study and traffic model would provide a better understanding of the effects of these improvements on traffic flow on SR 89A through West Sedona and Uptown. A traffic model would analyze current and projected traffic patterns, and a City-wide traffic study would evaluate the impacts shown in the model and propose potential solutions.

### **Uptown**

The Uptown Enhancement Project was initiated in October 2003 and included a plan for pedestrian, streetscape, and transit improvements. Construction was completed in 2007. The street improvements included two travel lanes without medians.

In 2005, a comprehensive *Sedona Parking Management Study* was completed for the Uptown/SR 179 commercial area to address both on and off-street parking issues and to provide recommendations for parking needs associated with the City's first transit system. In 2012, an update to this study was completed. The demand for on-street parking spaces in Uptown is very high, impacting availability and traffic flow. There are also off-street spaces available (the City-owned parking lot provides one

of these areas) when on-street parking is full, but visitors have a difficult time finding them, as most are privately owned and not accessible. In 2013, the City in conjunction with a Parking Advisory Committee was pursuing additional off-street parking locations and agreements and analyzing the potential for installation of parking meters. In addition, the City is also working on installing new, consistent signage for restricted spaces, standardizing wayfinding signs, and enforcing time limits.

Although the number of vehicle trips has increased on 89A in Uptown, traffic volumes at the entrance to Oak Creek Canyon do not appear to have increased significantly. Nevertheless, weekend traffic backups from Uptown into Oak Creek Canyon are frequent occurrences and a key issue identified during the Plan's public outreach. These traffic backups may be due to a number of factors that affect traffic flow within Uptown, ranging from more opportunities for pedestrians to cross the roadway to greater difficulty for motorists to find parking spaces.

### **Air Traffic**

The Sedona Airport consists of 230 acres on a prominent mesa at the center of the City. It is completely surrounded by National Forest and accessed by a narrow two-lane road. There is no commercial service from the airport, and since the runway cannot be expanded, there are limits on the size and type of aircraft that can use the airport both now and in the future. Although aircraft noise levels are diminished by the airport's mesa location

above the City, aircraft noise has been an on-going issue.

The Sedona Airport Authority operates the airport under lease from Yavapai County. Although Yavapai County owns the land, the City has jurisdiction only over land uses that are not airport related. Non-aeronautical uses include a hotel, restaurant, scenic overlook, National Forest trail access, and parking. The area is also a venue for community events.

### **Region**

In 2008, the *Sedona Transportation Feasibility Study* evaluated five possible alternative road corridors as potential connections between SR 89A and SR 179. No action was taken on the 2008 study. Yavapai County completed the *Verde Valley Multi-modal Transportation Study* in 2009. The study included traffic modeling and recommendations for both incorporated and unincorporated areas of the Verde Valley. All of the traffic modeling was done prior to the completion of the SR 179 improvements, so the effect of those improvements was not evaluated. The 2009 study also evaluated a bypass route between SR 89A and SR 179 at Back-o-Beyond and Chavez Ranch Roads. While there would be a significant reduction in traffic on SR 179 south of the intersection with SR 89A (the "Y"), the bypass was not recommended due to the high cost of construction and potential environmental and aesthetic impacts.

#### Multi-modal:

A mix of transportation methods, such as walking, bicycling, transit, and personal vehicles.

## TRANSIT

In June 2004, the City Council adopted an implementation plan for the City's first transit system. The first phase of the service included a free uptown circulator on a 3.1-mile loop between Uptown Sedona and the southern end of the commercial area on SR 179, which ran continuously on an 8-10 minute frequency. Phase One also included commuter service between Cottonwood and Sedona during the morning and evening using the same vehicles. Subsequent phases were intended to expand commuter service to the Village of Oak Creek and provide regular service to West Sedona and Oak Creek Canyon. The Sedona Roadrunner system was launched in October 2006.

In response to demand, the Verde Lynx system was launched in 2009 to augment the Sedona Roadrunner service with

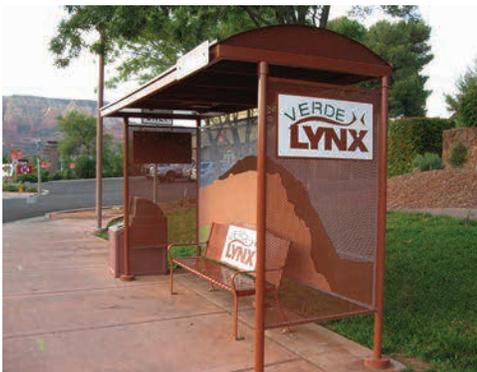
additional trips between Sedona and Cottonwood. The Roadrunner circulator was discontinued by the City of Sedona in June 2011 due to concerns regarding cost and low ridership. The Verde Lynx continues to provide service between Cottonwood and Sedona. Future transit must be seen as a beneficial investment for the City and residents, and whether intended to primarily serve residents, visitors, or both, it must be seen as a practical alternative to the personal vehicle by a substantial number of those it is expected to serve.

In 2013, the Forest Service began a study of transportation alternatives to reduce traffic congestion mainly in Oak Creek Canyon. These alternatives may include a range of transit, bicycle, and pedestrian opportunities.

### Key Issues

- Cost of expanding the transit system versus cost of major road improvements.
- The current transit service does not offer neighborhood routes.
- Lack of pedestrian improvements to sufficiently support the use of transit.
- Need for alternatives to driving for seniors, youth, and those unable to drive.

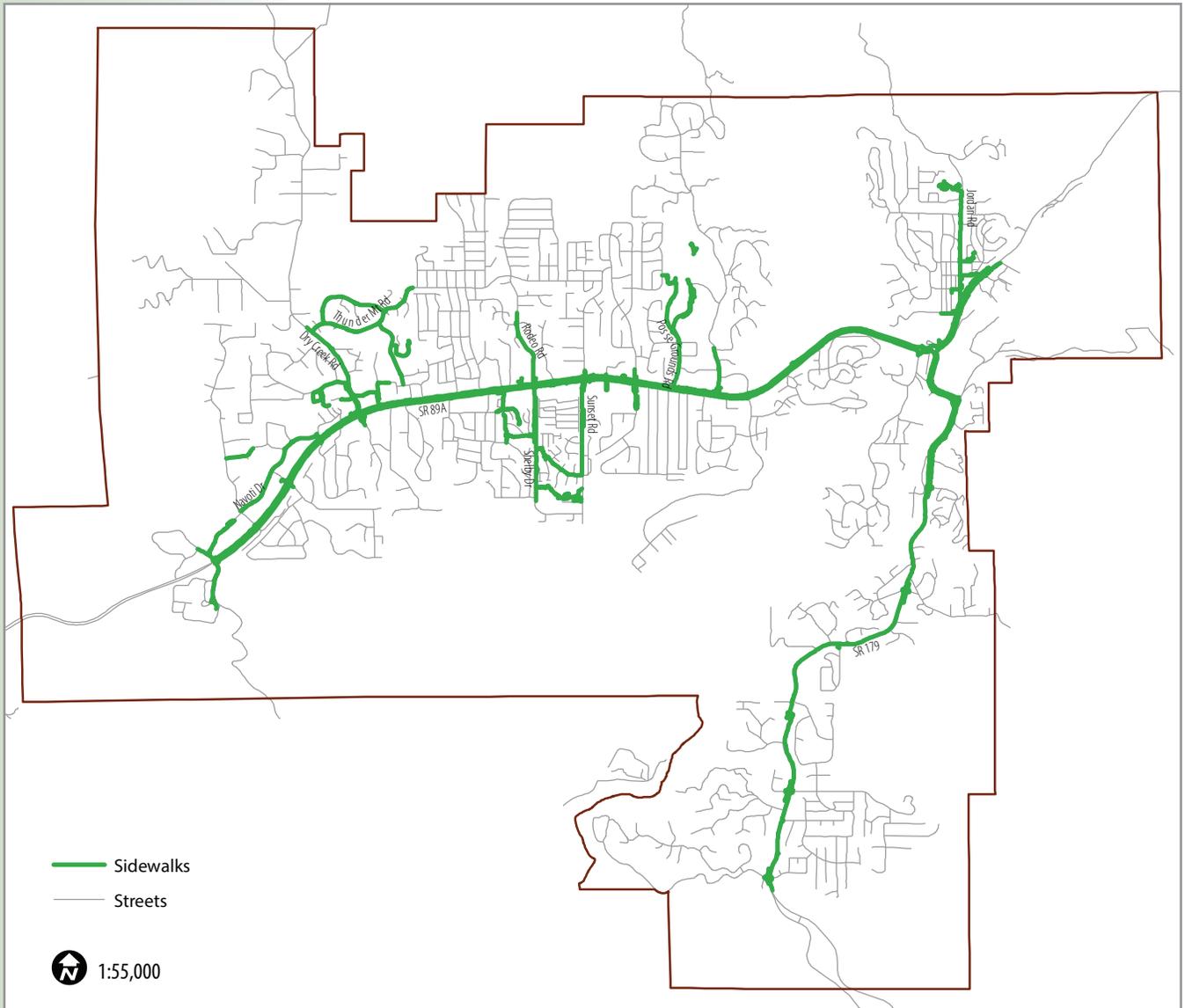
*"While compact, mixed-use developments can be located virtually anywhere, they are given additional stimulus when located near a transit node because of the additional dimension of regional accessibility they provide the respective community. Linked in a system, they also provide*



*an ensemble of varied destinations that residents can easily access if they can't find what they want in their own neighborhood. TOD [Transit Oriented Development] specialists like G.B. Arrington suggest that rates of household vehicle trip generation in TODs may be as much as 50 percent less than those in comparable conventional developments (Arrington 2007)."*

- Land Use and Traffic Congestion, Arizona Department of Transportation, 2012

### Existing Sidewalks In Sedona, 2013



## WALKING AND BIKING

Since incorporation, Sedona has become a more walkable and bike-able community with the addition of sidewalks and bike lanes on arterial routes. It is now possible to walk on sidewalks from one end of the community to the other. Bike lanes have also been added to SR 89A and SR 179.

In 2007, major pedestrian improvements were made in Uptown. In early 2013, the City began preparing a concept plan to consider additional pedestrian improvements in Uptown. These improvements could include new sidewalks, landscaping, pedestrian lighting, wayfinding signage, pavement

rehabilitation and potential median placement on SR 89A to better manage pedestrian and vehicle movement. Past planning efforts between the City and the Forest Service have resulted in a network of recreational trails in the National Forest throughout the Sedona area. The City is also working on a system of signed bike routes.

Although sidewalks and bike lanes have been added over the years, there is no off-highway system linking residential areas, community facilities, parks, and commercial areas.

### Key Issues

- Safety concerns of pedestrians and bicyclists.
- Lack of alternate routes for bicyclists and pedestrians other than the highways.
- Lack of sidewalks or shoulders on many neighborhood streets.
- Lack of public spaces within commercial areas that encourage pedestrian use.

*"Mixing of land use at destinations and building at walkable densities also are shown to have travel benefits in making it more likely that workers or visitors will come to these areas by means other than private vehicle, or once there, be able to accomplish more than one purpose without requiring a vehicle for the other trips."*

- Land Use and Traffic Congestion,  
Arizona Department of Transportation, 2012



### Walkability:

A measure of walking conditions, based on whether walking is safe, practical, comfortable, interesting, and convenient.

## CIRCULATION POLICIES

1. Pursue a range of multi-modal options to reduce traffic to safe and convenient levels, including but not limited to: park and walk/ride, access control, parking interconnections, street connections, transit, and incentives for reducing vehicle trips.
2. Create a network of pedestrian and bicycle improvements and connections linking neighborhoods, activity centers, and popular destinations, and promote walkable, bike-able connections to transit stops.
3. Support improvements to SR 89A in West Sedona that will improve vehicle, pedestrian, and bicycle safety, traffic circulation, access, and appearance.
4. Help alleviate traffic congestion in Uptown by transforming Uptown into a “park once” district through improved wayfinding and parking availability.
5. Provide street connections as low-speed alternatives to the highways that will maintain neighborhood safety and integrity.
6. Plan future transportation improvements and land use development at the same time and support a diversity of land uses within walking and biking distance of residential and lodging areas.
7. Support a future transit system that is a clear benefit to Sedona residents and a beneficial investment for the City.
8. Provide transportation alternatives that meet the needs of seniors and those unable to drive.
9. Support and advocate changes to the current Arizona Department of Transportation policy that would communicate the use of SR 260 as an alternate route to Sedona from Interstate 17 to better disperse traffic coming into the community.
10. Support improved wayfinding signs at the SR 89A and SR 179 intersection to better direct visitors and residents to services in West Sedona and Uptown.
11. Develop information about alternate modes of travel (e.g., signage, maps, and websites) to encourage visitors and residents to walk and bike.

12. Focus on making the most efficient use of existing parking facilities before creating new facilities and investigate the creation of additional public parking through lease, purchase, or development.
13. Support increased coordination and integration of land use and transportation planning and implementation to reduce traffic congestion and protect the natural environment.
14. Make pedestrian and bicycle facilities and improvements to existing infrastructure a high priority for circulation-related capital funding.
15. Ensure that SR 179 is maintained as a scenic corridor of uncommon beauty and that future improvements are an enhancement to this corridor.
16. Support efforts to limit aircraft noise.
17. Support efforts to evaluate regional airport options.



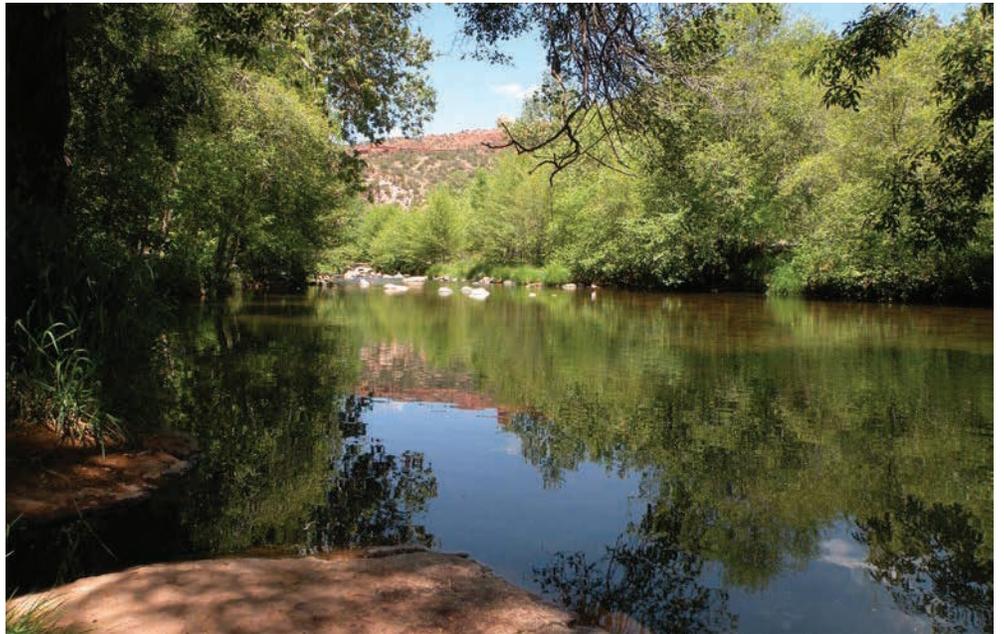
**Complete Streets:**  
A federal program with policies that look at how a street system serves all users: vehicles, pedestrians, bicycles, transit, rather than the traditional “level of service” which is a measure of automobile congestion.

## CIRCULATION ACTION PLAN

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
1 Implement parking recommendations for Uptown from the 2012 update to the 2005 Parking Management Study and the Parking Advisory Committee.	City Manager's Office, Public Works	Police, Community Development
2 Prepare a traffic study and city-wide traffic model (corridor and access control planning for the West Sedona commercial corridor and traffic mitigation for Uptown, including evaluation of "Complete Street" standards to promote multi-modal circulation—see Land Use, Growth, and Housing Chapter 3).	Public Works, Community Development	Property/business owners, Arizona Department of Transportation, Sedona Fire District, City Manager's Office, Planning and Zoning Commission, City Council
3 Develop and implement a pedestrian and bicycle master plan to develop a network of safe and connected routes for walking and biking. The plan will identify potential linkages, barriers and gaps, bike lanes and routes, sidewalks, separated pathways, and implementation strategies.	Public Works, Community Development	Property and business owners, Arizona Department of Transportation, Sedona Fire District, City Manager's Office, Planning and Zoning Commission, City Council
4 Prepare a transit feasibility plan that addresses commuter, visitor and residential needs, park and ride locations, new technologies, and Forest Service goals and options for reducing traffic in Oak Creek Canyon.	City Manager's Office	Public Works, Community Development, Forest Service, Planning and Zoning Commission, City Council, Arizona Department of Transportation

Action	Lead	Partners
<b>Priority 2 (6-10 years):</b>		
5 Implement SR 89A traffic mitigation improvements in Uptown based on traffic study recommendations.	Public Works	Public Works, property/ business owners
6 Evaluate the extension of Ranger Road as a replacement for the Brewer Road/SR 89A intersection.	Public Works	Community Development, Planning and Zoning Commission, Arizona Department of Transportation
7 Work with the Sedona Airport Administration to coordinate future airport planning goals and non-aeronautical uses, Airport Road traffic mitigation and pedestrian safety, and Forest Service trailhead locations.	Community Development	Public Works, Sedona Airport Administration, Forest Service





## 5. ENVIRONMENT

### Goals

- Preserve and protect the natural environment.
- Ensure a sufficient supply of quality water for the future.
- Protect Oak Creek and its riparian habitat.
- Reduce the impacts of flooding and erosion on the community and environment.
- Promote environmentally responsible building and design.

### Environment Chapter:

- Water Resources
- Resource Conservation
- Policies
- Action Plan

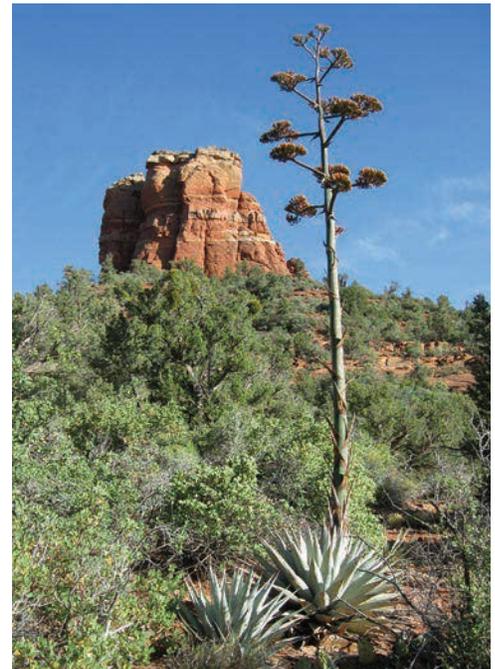
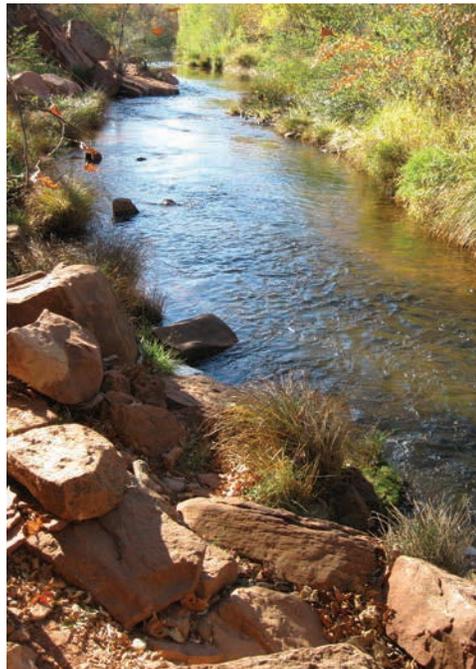
### What Changed Since 2002?

- New studies on water supply and projected demand for the Verde Valley Region.
- Educational programs on water conservation.
- Ordinance adopted that prohibits wood-burning stoves and fireplaces.
- Adopted covered loads ordinance.
- Native, drought tolerant plants ordinance adopted.
- *Stormwater Master Plan* adopted.
- The Sedona Wetlands Preserve constructed at the City's Wastewater Treatment Plant.

### What's New in This Plan?

- Recommendation to develop a green building program.
- Recommendation to develop an action plan that would focus on methods to improve energy efficiency and conservation and reduce harmful emissions.
- Recommendation to use low impact development and green infrastructure to manage stormwater.

Protection of the environment is the community's top priority, and sustainability is a fundamental goal of the Plan. This chapter addresses our impacts to the environment, locally and globally, from conserving non-renewable resources to protecting the health of the ecosystem. While some of these issues may not seem to be a problem today, if the current rates of consumption and impacts continue, the long-term results will be a significant decline in the health of the environment, the availability of vital resources, and the community's quality of life.



## WATER RESOURCES

Water is a vital resource for the health of the community, the environment, and the economy. Oak Creek was the main attraction for early settlement of Sedona and is now a draw for recreational activities by those wanting to escape the heat of summer. Oak Creek flows to the Verde River and is part of the Verde Watershed, which is relied upon by growing communities, including Cottonwood and Camp Verde. An ample supply of clean water for future generations is critical to the future of Sedona and the region.

### Water Supply and Demand

Surface water includes Oak Creek and other streams, springs, lakes, ponds, and reservoirs. Appropriated water rights to surface water in the Verde Watershed currently exceed the available supply of water. Flood and stormwater can also be a source of water, yet require collection, storage, appropriate use, and treatment that is difficult with an intermittent and unreliable source. Wastewater effluent is another potential water source (see wastewater discussion below).

Groundwater is found in underground aquifers that are recharged by water seeping into the pores and cracks in soil and rocks. Aquifers are connected and can be influenced by recharge and withdrawals occurring far beyond the immediate area, and they will be impacted by the cumulative effects of what occurs throughout a region.

Groundwater is the primary source of domestic water for most communities, including Sedona. There are several private water providers in the City that supply potable water, including the Arizona Water Company and Oak Creek Water Company. Both draw on groundwater wells to supply residential and business needs. While groundwater is a currently available supply of water, there is an overdraft in the Verde Valley. Overdraft occurs when the amount of water being used exceeds the amount being recharged.

There have been several studies concerned with the future of our regional water supply, such as the *Central Yavapai Highlands Water Resource Management Study*, a partnership of the Yavapai County Water Advisory Committee, the U.S. Bureau of Reclamation, and the Arizona Department of Water Resources; and the findings of the U.S. Geological Survey's regional groundwater flow model. The predictions are that based on water supply and population estimates, demand will exceed the supply of water in the Verde Watershed by 2050.

The City partners with multiple organizations concerned with the sustainability of the region's water supply, including the Yavapai County Water Advisory Committee, the Verde River Basin Partnership, the Coconino Plateau Water Advisory Council, and the Northern Arizona Municipal Water Users Association.

### Key Issues

- Projections that the long-term supply of water in the Verde Watershed will be inadequate.
- Oak Creek's water quality has exceeded standards for E. Coli bacteria.
- The water supply for City residents is managed by private entities.
- Flooding has resulted in property damage and other impacts.
- Flooding and erosion have impacted property, habitat, and the water quality of Oak Creek.

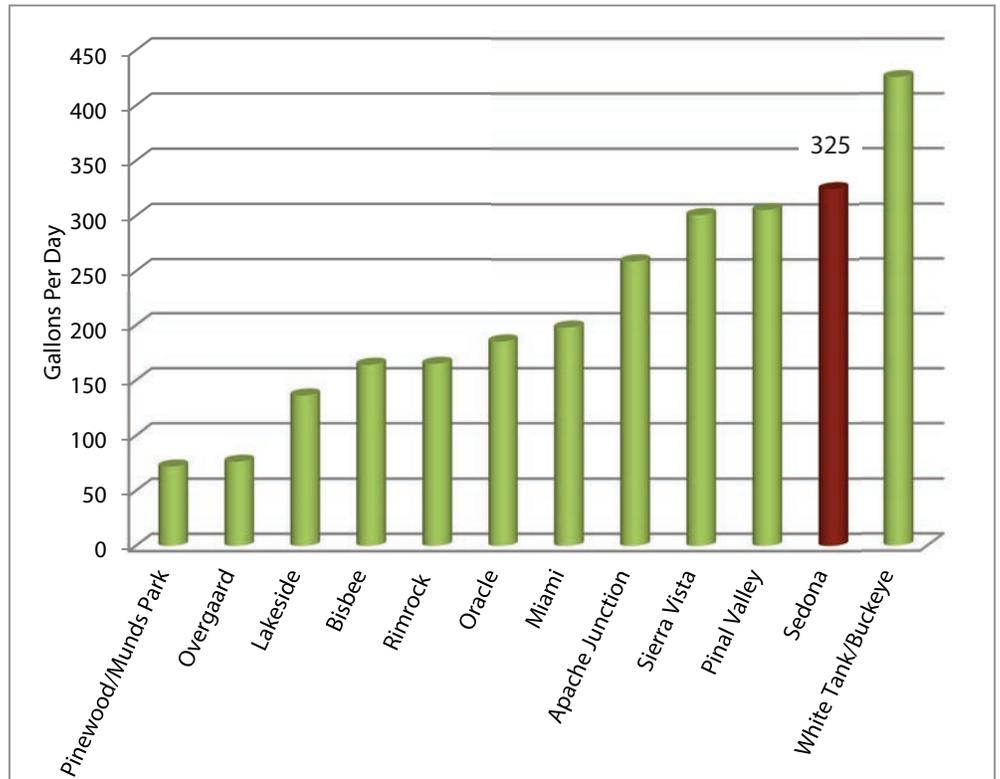
**Water Conservation**

The City and local water companies have provided education and outreach programs that encourage the public to reduce water use. However, Sedona residents have higher rates of water use than most Arizona communities (see table below). Commercial businesses and non-residential users rank as the 2nd highest in water use compared to the other communities listed below. Much of the water use in Sedona goes to landscaping, which could be reduced by using more efficient irrigation and landscaping techniques that require less water.

**Water Quality**

One of Sedona’s greatest assets is Oak Creek, which is also a major attraction for tourists to Oak Creek Canyon. Unfortunately, the creek has suffered from poor water quality since at least 1973. The levels of *E.Coli* bacteria have often exceeded water quality standards, resulting in health warnings and restrictions. Contaminants enter the water supply from multiple sources, and can impact both groundwater and surface water. The causes of contamination include waste from wildlife, humans, dogs, livestock, septic systems, recreation, and agriculture. Stormwater can carry

**2012 Average Water Use of Sedona Residential Water Users**



Source: Arizona Water Company

pollutants such as pesticides and oil, as well as trash and other debris. Efforts are underway, led by the Oak Creek Watershed Council, to counteract these impacts through education and outreach, and through projects such as installing more public toilets, trash receptacles, and dog waste stations.

### **Wastewater Management**

The City incorporated in 1988, and most of the City's infrastructure was originally developed under the jurisdiction of either Coconino or Yavapai Counties. The City established its sewer system in 1993 and has since converted 60 percent of City homes and businesses off of septic systems. Reducing the number of septic systems by converting to the City sewer system is removing one of the threats to Oak Creek's water quality.

Treated wastewater is a form of effluent that is considered an available supply of water if it is claimed at the time of discharge. Typically it is impounded, evaporated, or stored underground. The City's Wastewater Treatment Plant produces treated effluent that is currently stored in reservoirs or disposed of in ponds or with spray irrigation. Effluent can be reused for a variety of purposes when treated to appropriate levels. The challenge to reusing effluent from the City's Wastewater Treatment Plant is in distributing the water, especially since the treatment plant is four miles beyond the city limits.



### Stormwater Management

The City's 2005 *Stormwater Facilities Master Plan* proposes drainage improvements where there are significant flooding concerns. Projects are prioritized based on criteria such as the threat to life or property, the frequency of flooding, and the potential to coordinate with other projects. The City continues to implement these projects annually as part of the City's Capital Improvement Plan. The City's storm drain system consists of culverts, roadside drainage ditches, and natural washes. Besides the potential for flood damage, stormwater can also carry pollutants. One key aspect of the City's stormwater management program is public education and outreach to citizens and businesses about protecting water quality by preventing pollutants from entering the stormwater system.

The City's *Stormwater Management Plan* addresses measures to maintain and improve the quality of stormwater being discharged into Oak Creek and its tributary drainages. The plan focuses on reducing the discharge of pollutants into

Oak Creek, increasing public awareness of water quality issues, promoting regional programs, and satisfying the water quality requirements of the Clean Water Act. Stormwater can be managed with the use of more natural features that accommodate the water rather than funneling it across paved surfaces to enter drainages, referred to as low impact development. The intent is to increase infiltration rather than runoff. Increased infiltration can reduce the impacts of flooding downstream and ultimately contribute to groundwater recharge. Just as in nature, plants can slow the movement of water, discourage erosion, and naturally irrigate landscaping, while increasing wildlife habitat and improving property appearance. This may be as simple as adding a curb cut that allows water to collect in a median or strip of landscaping between a street and sidewalk. Other methods include using permeable or porous pavers and pavements, creating depressions or bioswales that act as retention basins, or simply preserving more natural open space within developments.

Low Impact Development:  
A stormwater management approach that preserves or mimics natural drainage systems for infiltration and the reuse of stormwater.



## RESOURCE CONSERVATION

The environment that surrounds us is made up of resources that we all depend on, and with the goal of sustainability in mind, these resources must be conserved for future generations.

### Energy Conservation and Air Quality

Conserving energy will reduce costs while decreasing the use of fossil fuels and resulting pollution. Improving the efficiency of buildings can reduce the need for heating and cooling and result in lower utility bills. Solar power is already in use by many homes and businesses, and there is the potential for expanding the use of solar energy throughout the community.

Air quality is affected by vehicle exhaust, fireplaces, wood burning stoves, prescribed burns, and dust from off-highway vehicles. Less manageable air quality impacts are primarily from wildfires and excessive winds carrying dust and particulates. Improving energy efficiency and reducing vehicle use and traffic congestion are ways of reducing air pollution and thus improving air quality.

### Habitat Conservation

A healthy natural environment is reliant on maintaining the natural functions of the ecosystem, on which plants and animals depend. The idea that the built environment is in harmony with the natural environment means that the natural landscape should be preserved wherever possible and replicated in landscaping and restoration. While preserving the landscape in its natural state is preferred, landscaping with native plants can reduce water consumption while providing wildlife habitat.

### Green Building

Green building and low impact development are environmentally friendly design and construction practices. Integrating these methods into new and existing projects will have multiple benefits, such as improving energy efficiency, reducing air pollution, conserving water, and providing wildlife habitat.

### Key Issues

- The impacts to environmental quality from increasing traffic and vehicle use.
- Environmental impacts of increasing numbers of people recreating on public land.
- Habitat loss and degradation from development, erosion, and recreation.
- The potential for increasing the use of solar and other renewable energy.

Green Building:  
Design, construction, and operational practices that use resources responsibly and efficiently.

## ENVIRONMENT POLICIES

1. Participate in and contribute to regional and statewide water planning efforts.
2. Investigate and implement appropriate methods to reuse treated wastewater and to recharge groundwater.
3. Improve and maintain the water quality of Oak Creek.
4. Implement incentives or regulations for existing and new development to incorporate water conservation measures and energy efficient site design and building features.
5. Incorporate water conservation, energy efficiency, the use of renewable energy sources, and sustainable practices into new and existing City facilities and programs.
6. Establish standards for the use of low impact development practices to manage stormwater.
7. Work with Coconino County to relocate structures out of floodways during redevelopment efforts.
8. Reduce harmful emissions.
9. Support community efforts to be dark sky compliant.
10. Preserve and restore natural drainages and open space areas with native plants to provide wildlife habitat, reduce erosion, and improve stormwater retention.
11. Control the spread of invasive exotic plant species through education, removal, and prevention.
12. Implement a green building program that includes education, standards, and incentives.
13. Support recycling and other waste stream reduction efforts.

## ENVIRONMENT ACTION PLAN

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
1 Ensure that a City representative participates in regional water advisory organizations.	Community Development, Public Works	Yavapai County, Verde Valley municipalities and regional organizations
2 Collaborate with private water companies to reduce water consumption.	Community Development, Public Works	Private water companies
3 Reevaluate and update the dark sky ordinance.	Community Development	Planning and Zoning Commission, City Council
4 Investigate existing weed management efforts and implement appropriate actions, which may include a partnership weed management plan.	Public Works	Community Development, Forest Service
5 Develop a City green building code and associated incentives for all development.	Community Development	Planning and Zoning Commission, City Council, citizens, building community
<b>Priority 2 (6-10 years):</b>		
6 Conduct an inventory and audit of water conservation and energy efficiency of City facilities and operations and implement appropriate measures.	Public Works	Private water companies, Community Development
7 Develop an action plan that would focus on methods to improve energy efficiency and conservation and reduce harmful emissions.	Community Development	Public Works, City Manager's Office, Planning and Zoning Commission
8 Investigate the acquisition of private water companies.	City Manager's Office	Public Works, City Attorney, Community Development, water companies



## 6. PARKS, RECREATION, AND OPEN SPACE

### Goals

- Protect and preserve natural open space.
- Ensure the protection of the environment while providing for responsible outdoor recreation.
- Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles.

### Parks, Recreation, and Open Space Chapter:

- Parks and Recreation
- Open Space
- Policies
- Action Plan

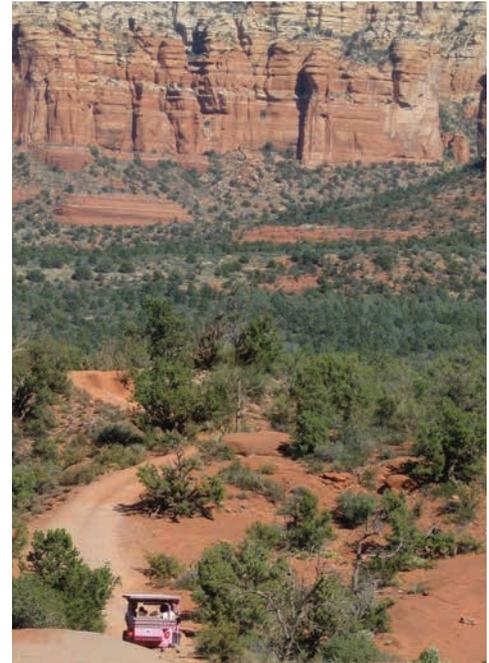
**What Changed Since 2002?**

- *The City of Sedona Parks and Recreation Master Plan* adopted in 2013.
- *Verde Valley Regional Plan* completed.
- Forest Service added many new trails in and around the City.

**What's New in This Plan?**

- Recommendations for a City open space and trails plan.
- Recommendations to improve public access to Oak Creek within the City.
- Recommendations to incorporate parks, trails, and open space into subdivisions and other development projects.
- Recommendations for improved collaboration on trails related issues.

The preservation of natural open space in and around Sedona has been one of the highest community priorities since incorporation. Essentially half of the City is open space, with 49% of the land area designated National Forest. This public land comprises a large portion of our outstanding scenery, and provides a multitude of recreational opportunities. Balancing the protection of the natural environment and recreation activities is essential to the community's quality of life and economy.



## PARKS AND RECREATION

Recreation is an important aspect of the community's quality of life, economy, and tourism. The breathtaking landscape, abundance of trails, and favorable climate are the reasons many people have chosen to visit or live in Sedona.

### City Parks and Recreation

The City Parks and Recreation Department manages seven parks totaling 92 acres. The City offers recreational programs to thousands of residents each year. Programs include arts, music, sports, educational programs, and outdoor programs. Community events hosted by the City and private parties are often challenged by the fact that many locations either lack enough parking or impact residential neighborhoods.

The *City of Sedona Parks and Recreation Master Plan* was approved by the City Council in 2013. It contains recommendations for the management of the City's Parks and Recreation facilities, programs, and capital improvements. The planning process for the Master Plan, which occurred in 2011 and 2012, included public meetings, focus groups, and a survey of residents. The feedback received during the planning process was consistent with the findings of the Community Plan's outreach efforts.

### National Forest Recreation

The Forest Service manages the recreational trails that are located on the National Forest, where most outdoor recreation activities in the City occur. These activities include hiking, mountain biking, horseback riding, and jeep touring. There are approximately 250 miles of non-motorized trails on the Red Rock District of the Coconino National Forest. The Forest Service manages all of these trails and trailheads, with the exception of two trailheads maintained by the City: Margs Draw and Sugarloaf Trailheads. The City and the Forest Service have collaborated on a variety of trail and trailhead planning and facilities in the past two decades. The City has also provided funding to support trail maintenance and improvements.

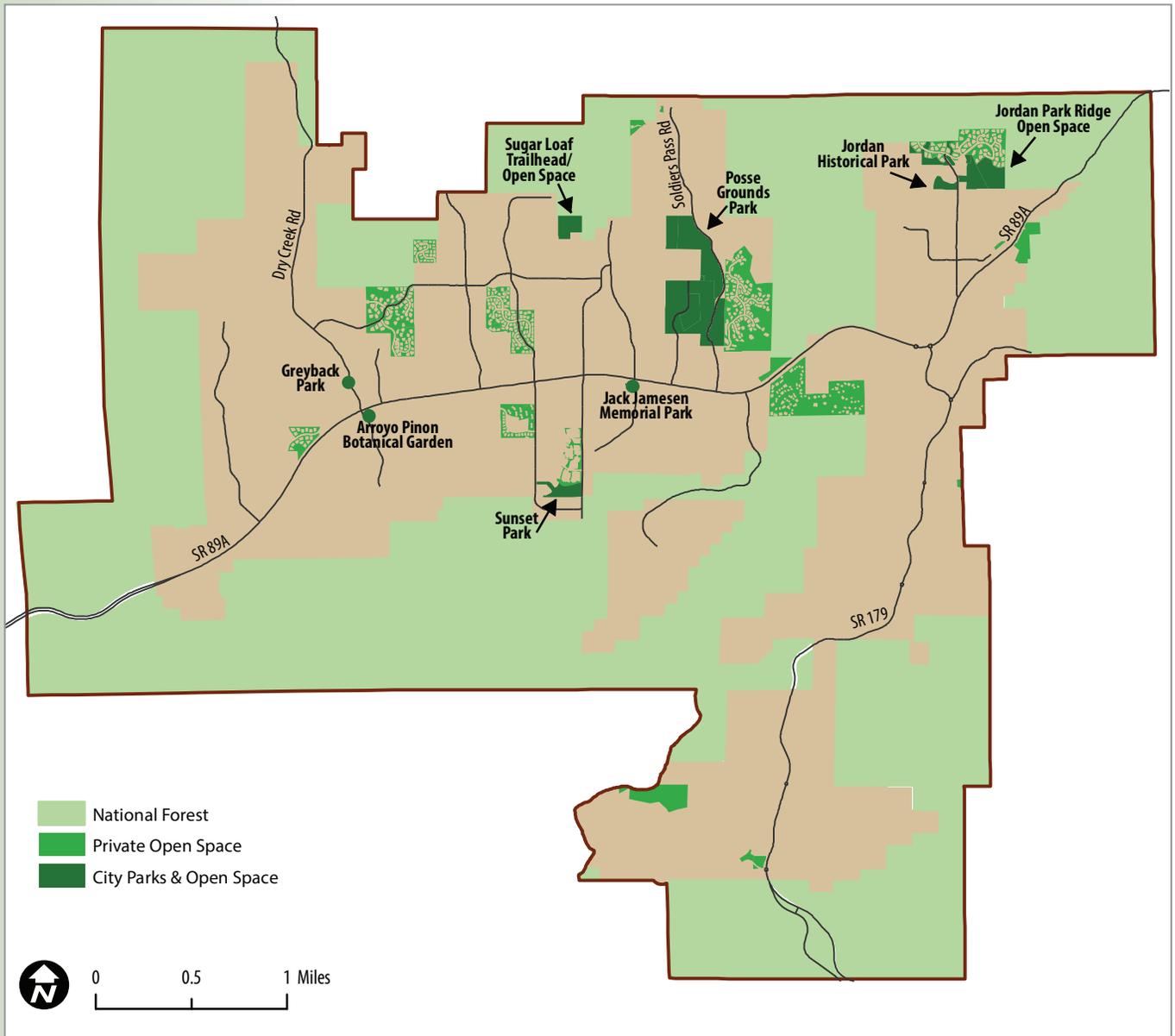
### Outdoor Recreation Tourism

Recreation is a significant component of the tourism industry and contributes to the economy with tour companies, outfitters, and guides that offer a variety of supplies, services, and activities based on outdoor recreation. Visitors can choose from traditional recreation such as golf and tennis or more adventurous activities like fishing, hiking, mountain biking, or horseback riding. These activities can be done as guided tours, or self-guided with rentals such as a jeep, all terrain vehicle, or mountain bike. Businesses offer supplies, rental equipment, and tour guides, which contribute to the economy with jobs and sales tax revenue.

### Key Issues

- Desire for more opportunities that allow for social interaction.
- Lack of public access to Oak Creek within the City.
- Popularity of National Forest trails, resulting in problems with access, parking, user conflicts, and trail conditions.

### Current Designated Open Space in Sedona



## OPEN SPACE

The City’s open space inventory comprises an impressive 52% of land within the City limits, of which 49% is National Forest. The City and the Forest Service have worked cooperatively over the years to ensure the preservation of these lands. Forest Service planning policies have specifically restricted land exchanges in the Sedona area.

There are some public and semi-public uses such as schools, transit facilities, parking, and water storage tanks for which there may be limited private land options, yet may be required in the greater Sedona area in the future. These uses may need to be evaluated to determine whether they should be considered on the National Forest to accommodate these needs and whether mitigation of potential impacts can be provided.

The wildland-urban interface between the National Forest and private development has been difficult to manage in a manner consistent with Forest Service policies and practices. Introduction of non-native plant species, development of unauthorized trails, unregulated National Forest access, and encroachments are some of the impacts associated with the urban environment.

There is also a continued need for participation in regional planning to ensure open space preservation between Verde Valley communities. Regional issues requiring coordination include the disposition of ten square miles of State Trust Land between Cottonwood and Sedona, as well as infrastructure that may have a visual impact in the region, such as cell towers. The Verde Valley Land Preservation Institute was formed in 2003 in response to regional cooperation on open space planning. The *Verde Valley Regional Plan* was adopted by Yavapai County in 2006, which further articulates the need for the preservation of public lands and open space between communities.

There are currently 16 acres of State Trust Land within the City. One parcel is located on Soldiers Pass Road and the other is the site of the KAZM radio station west of Dry Creek Road. State Trust Land is not public land, and State law prohibits the designation of State Trust Land as open space without State Land Department approval. Since the undeveloped State Trust Land in the City has great community value as open space, the City should evaluate options to ensure its preservation.

Preservation of open space within private development is also important in areas that have high scenic value along the highways, in riparian areas, and at entry corridors into the City.

### Key Issues

- Desire for permanent protection of the National Forest in and around the City.
- Need for further protection of the National Forest from impacts at the wildland-urban interface.
- Preservation of open space in highway corridors, gateways, and riparian areas.
- Interest in preserving undeveloped State Trust Land between Cottonwood and Sedona.

### Open Space Inventory

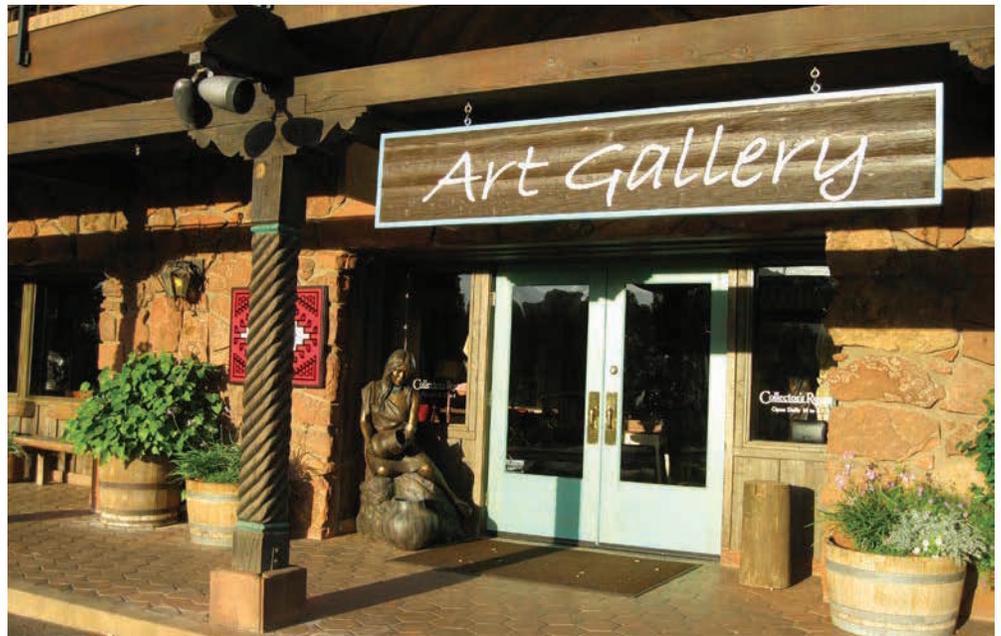
	<u>Acres</u>
National Forest	5,700
City Parks & Open Space	119
Private Open Space	254
Total:	6,073
City Parks & Open Space:	
Posse Grounds Park	79
Jordan Park Ridge	18
Sugar Loaf Trailhead	9
Sunset Park	7
Jordan Historic Park	5
Jamesen Park	0.4
Arroyo Pinon	
Botanical Garden	0.3
Greyback Park	0.3
Total:	119

## PARKS, RECREATION, AND OPEN SPACE POLICIES

1. Provide and support community events, festivals, and programs that offer a variety of opportunities for social interaction and contribute to a sense of community.
2. Diversify the funding sources that support the City Parks and Recreation Department to include public funding, earned revenues, and outside funding sources.
3. Develop partnerships that leverage resources of the City and other organizations to support park and recreation facilities and programs.
4. Establish regulations and incentives to incorporate parks and trails into subdivisions and other development projects.
5. Support collaboration between agencies, organizations, and businesses on trails marketing, management, and maintenance in recognition of the value of trails to the community and the economy.
6. Improve and manage public access to Oak Creek within the City.
7. Support Forest Service policies that ensure National Forest land in and around Sedona is permanently protected.
8. Partner with the Forest Service to manage the wildland-urban interface to preserve and protect the National Forest and natural resources through joint planning and management.
9. Maintain the lowest density land uses next to the National Forest, supporting cluster development, and reserving open space in Community Focus Areas or Planned Areas.
10. Preserve natural open space, including areas with significant natural resource values, the riparian habitat of Oak Creek, and viewsheds such as ridgelines, scenic vistas, along highways, and gateways into the community.
11. Support the preservation of significant open space between Verde Valley communities through ongoing coordination with other jurisdictions and land trusts.

## PARKS, RECREATION, AND OPEN SPACE ACTION PLAN

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
1 Develop City standards for park and trail acquisition, design, development, and maintenance.	Parks and Recreation, Community Development	City Manager's Office, City Council
2 Prioritize implementation of the <i>City Parks and Recreation Master Plan</i> recommendations to align with the Community Plan.	Parks and Recreation, Community Development	City Manager's Office, Planning and Zoning Commission
3 Amend City regulations to improve the quality and usability of dedicated parklands; provide a trail dedication alternative to developers; develop design standards for trail and park design, size, and dedication options for developers; consider cash-in-lieu donations for park development with new subdivision approvals.	Community Development	Parks and Recreation, City Manager's Office, City Attorney, City Council, Planning and Zoning Commission
<b>Priority 2 (6-10 years):</b>		
4 Establish a trails coalition to improve community collaboration on trails related issues.	City Manager's Office	Parks and Recreation, Community Development, Forest Service, business organizations, businesses, user groups
5 Develop an open space and trails plan that includes criteria to identify open space access and preservation priorities, including regulatory tools and incentives for open space acquisitions, and to address trail access issues.	Community Development	City Attorney, Forest Service, property owners, City Manager's Office, Planning and Zoning Commission, City Council
6 Investigate and possibly implement methods to obtain trail access across the State Trust Land parcel on Soldiers Pass Road.	Community Development	Forest Service, State Land Department



## 7. ECONOMIC DEVELOPMENT

### Goals

- Support locally owned businesses.
- Recruit new businesses and organizations representing different business and institutional sectors that diversify Sedona's economic base.
- Preserve and enhance Sedona's tourist based economic sector.
- Incorporate an assets-based framework into the City's economic development efforts.
- Improve the City's transportation, information and communication infrastructure to allow businesses to compete regionally, nationally and globally.

#### Economic Development Chapter:

- Policies
- Action Plan

### What Changed Since 2002?

- The worst economic downturn since the Great Depression began in 2008.
- The Northern Arizona Council of Government's *Comprehensive Economic Development Strategy Update 2010-2015* was released.
- The *Sedona Focused Future II Strategic Plan for Community and Economic Development* was completed in 2005.
- The Sedona Chamber of Commerce launched the "My Sedona" tourism brand program in 2012.
- The City of Sedona experienced the following population changes between the 2000 and 2010 Censuses:
  - 1.58 percent decrease in the City's population
  - 4.8 percent decrease in the 18-64 age group
  - 58 percent increase in the Latino and Hispanic origin population

Economic development in Sedona has been largely shaped and defined by tourism. Sedona is a national and international travel destination. A 2006 study commissioned by the City of Sedona identified that at the time of the report, tourist spending contributed approximately \$372 million to the local economy and that the tourism industry employed 7,660 persons and generated approximately \$148 million dollars in wages (*Economic and Fiscal Impact of Annual Tourism in Sedona, Arizona*, Elliott D. Pollack & Company, August 2006). In 2012, the Nichols Tourism Group prepared a market research study for the Sedona Lodging Council and identified that the tourism industry employed 8,900 jobs and tourism spending contributed approximately \$439 million to the local economy. Since the City of Sedona does not assess a property tax, its primary revenue sources are sales tax and bed tax.



Sedona's long-term sustainability as a community and visitor-based economy depends largely on its ability to remain an attractive, welcoming, accessible, and affordable place for future generations. However, there is a lack of consensus among Sedona residents about the value that tourists bring to the City. Many residents express frustration with the traffic, noise and interferences with the enjoyment of the natural setting that they feel tourists cause.

During the winter and summer seasons, Sedona experiences fewer tourists and less traffic. From an economic standpoint however, these times of the year are challenging for many Sedona businesses. These periods of slow sales and low visitor nights highlight the need for diversification of the local economy. The Sedona economy has been and will continue to be a visitor-driven economy. However, diversification into other strategic sectors would create a much healthier, robust economy that is not as dependent on tourism.

The key to success in diversification is to understand one's strengths in the marketplace and pursue business development strategies that build off and sustain these strengths. At the same time, there are a set of community values that are critical to sustain.

Assets-based economic development focuses on a community's strengths and assets. This approach concentrates on a community's capacity, not its deficits, and

builds an internal and external positive perception of the community. It leverages strengths and assets for enhanced economic development outcomes. For the City of Sedona, an assets-based approach to economic development will be pursued.

An assets-based approach to economic development begins with a recognition that Sedona's assets are many and varied, and are not limited to its physical assets. Sedona has a variety of intangible assets, such as its natural beauty, national and international reputation, arts and culture community, pool of professional retirees, and volunteer spirit. In addition, Sedona has a history of innovation and creativity that should serve it well in the future. Another key intangible asset is the City's strong working relationships with business and non-profit groups and the United States Forest Service. Sedona can rely on these assets to enhance and diversify its economy while at the same time working to create year-round value from its visitor-based economy.

Investment in these intangible assets can be a valuable approach to developing Sedona's economy. For example, under this assets-based approach, the City will recognize that investments in arts and culture may be viewed as a form of economic development.

Through its application of the assets-based model, Sedona will further the community's stated interest in environmental stewardship, sustainability, and a sense of place.

### Key Issues

- Heavy reliance on tourist based economy for jobs, income and taxes.
- Current lack of economic diversification.
- Limited dedication of City resources to economic development.

### What's New in This Plan?

- An approach for future economic development efforts that is based on the community's strengths and assets.
- The incorporation of an assets-based model into future planning and economic development efforts.
- Recommendation for an economic development strategic plan to guide short-term and long-term economic development efforts.

## ECONOMIC DEVELOPMENT POLICIES

1. Partner with the private sector to build an economically and environmentally attractive community by utilizing the City's unique image to promote new investment.
2. Attract high wage employment opportunities and professional based businesses to diversify the City's economic base and generate positive secondary benefits for the community.
3. Use an assets-based model to guide policy development and implementation in the areas of planning, economic development, and capital infrastructure.
4. Assist business organizations in developing and implementing new or improved product development opportunities to increase sales tax and bed tax revenue collections.
5. Prepare a ten-year economic development strategy to provide long-term guidance and direction to City leadership and the business community.
6. Support sustainable tourism that values, respects, and recognizes the economic benefit of tourism based on the protection of the National Forest.
7. Dedicate resources to pursue an expanded economic development program for the City.
8. Preserve the City's commercial and light industrial land inventory by placing limits on rezoning to residential designations.
9. Encourage the establishment of a year-round culinary institute in Sedona through partnerships with Yavapai College, business organizations, and other interested parties.
10. Create an economic development toolbox comprised of programs and incentives to reduce financial, regulatory, and operational constraints for existing or new business growth and expansion.
11. Coordinate with regional public and private partners to develop programs and support services for regional economic development efforts that will directly and indirectly benefit Sedona.

12. Work with public and private partners to build fiber optic infrastructure throughout the City to provide 21st century communications technology to current and future businesses.
13. Develop or enhance networking and relationship opportunities with public and private sector organizations inside and outside of the City to promote economic development opportunities in the City.
14. Strive to become one of the best school districts in the state.
15. Prioritize the installation of key infrastructure at identified employment areas to facilitate development of these economic centers.



## ECONOMIC DEVELOPMENT ACTION PLAN

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
1 Prepare a ten-year economic development strategic plan.	Community Development	Finance, City Manager, Public Works, business organizations
2 Form a staff facilitated working group to work on development and establishment of a year-round culinary institute.	Community Development	City Manager's Office, business organizations, Yavapai College
3 Establish consistent and competitive project review timeframes and fees.	Community Development	City Council, City Manager's Office
4 Work with City Council and other key departments to identify and implement economic development incentives to attract and retain preferred business clusters.	Community Development	City Manager
5 Establish a ready response team comprised of City staff and key partners to assist in business retention, recruitment, and expansion.	Community Development	City Manager's Office, Public Works, Finance, City Attorney, business organizations
6 Regulate temporary retail spaces to support local businesses.	Community Development	

Action	Lead	Partners
Priority 1 (0-5 years):		
7 Establish an economic development on-line resources center.	Community Development, Information Technology	City Manager's Office
8 Develop and implement economic development investment guidelines to guide expenditures of public funds to support new or existing business growth.	Community Development, City Manager's Office	City Manager's Office, City Attorney, Finance
9 Identify existing and future employment centers within the City and their appropriate industry clusters.	Community Development	City Manager's Office
10 Maintain and grow professional memberships and participation in strategic events with key international, national, and regional economic development organizations.	Community Development, Public Works	City Manager's Office
11 Establish a business incubator space through a public/private partnership to assist in new business attraction and development.	Community Development	Business organizations
12 Collaborate with the Sedona-Oak Creek School District to become one of the best school districts in the state.	Community Development, City Manager's Office	Sedona-Oak Creek School District



## 8. COMMUNITY

### Goals

- Cultivate an appreciation and respect for Sedona's distinctive community character.
- Ensure that the needs and aspirations of the community now and into the future are met through a variety of cultural activities, opportunities, and facilities.
- Create increased opportunities for formal and informal social interactions.
- Enhance opportunities for artistic display, engagement and learning.
- Preserve and celebrate the community's history.

### Community Chapter:

- Community Character
- Arts
- Culture
- Historic Preservation
- Policies
- Action Plan

### What Changed Since 2002?

- Thirteen additional properties designated as historic landmarks for a total of 23.
- Four properties placed on the National Register of Historic Places.
- A matching grant program established as incentive for property owners to preserve landmark properties.
- Sedona Arts and Culture Collaborative formed in early 2013.
- Sedona Performing Arts Alliance formed as a non-profit organization in 2009.
- Sedona Performing Arts Center at Red Rock High School opened in 2011.

### What's New in This Plan?

- Recommendation to establish Sedona as a center for arts education.
- A greater focus on creating opportunities for performing arts events.
- Support for an art museum as a significant community need.
- Recommendation to implement transfer of development rights as a tool for preserving historic sites.
- Recommendation for increased investment in the community's youth.
- Recommendation for increased outreach and inclusion efforts to Sedona's ethnically-diverse communities.

Sedonans enjoy a lifestyle that is matched by few other places. More than anything else, Sedonans value the natural scenic wonders of our area, the clean air and water, the wildlife that share it with us, and the special ambience that distinguishes our community. These values are the foundation for the quality of life for residents, and the quality of experience for the millions of visitors who help to sustain our economy. Aldo Leopold understood this when he wrote:

*"Examine each question in terms of what is ethically and aesthetically right, as well as what is economically expedient. A thing is right when it tends to preserve the integrity, stability, and beauty of the biotic community. It is wrong when it tends otherwise."*

Sedonans throughout the community planning process and in other forums have made it clear that they want places to gather for enjoyment of recreation, performing arts, and relaxation. Sedonans also expect to discuss and act on the affairs of the community.



## COMMUNITY CHARACTER

Sedona is first and foremost a community of people representing different experiences, genders, age, ethnicities, ideas, values, and expectations. Together, Sedonans stitch together the “community fabric” that defines, ties, and at times challenges the community’s character. This community fabric, comprised of diverse opinions, beliefs, and ideas, affirms the major theme of the Plan: that all aspects of community life are closely related.

The term “community character” is hard to define, but it encompasses many things that contribute to quality of life for residents and to visitor experiences. However, for many, if not all, each experience is distinct. For example, many Sedonans still treasure a “small-town” feeling. Others see that small-town ambience slipping away with growth and new residents. One of the most obvious

character features that a new arrival sees is a harmony in buildings and signage that have minimum visual impact. There are others who believe that this harmony is being lost as new development introduces different architectural designs and expression. These differences contribute to the vibrancy of the community experience in Sedona and are part of what makes the community unique.

### Ethnic Diversity

For a large part of its history, Sedona has been largely ethnically homogeneous in terms of population character and demographics. However, many Sedonans have been influenced and affected by the cultural and historical impacts of Native American communities that have lived and traveled through Sedona over thousands of years. More recently, Sedona has experienced increased ethnic and cultural diversity, particularly in the growth of the Hispanic community. Increased ethnic diversity presents challenges and opportunities for Sedona. Key challenges come from the need for individuals, organizations, and City government to increase their knowledge and understanding of the distinctive social, cultural, and communication attributes of these communities. The opportunities presented by this increased ethnic diversity include but are not limited to new cultural experiences, new ideas and forums for social interactions, increased avenues for public and private dialogues and expanded knowledge of individual and collective cultures.

### Key Issues

- Need for better understanding of Sedona’s ethnic diversity.
- Need for central gathering place(s).
- Need to maintain Sedona’s spirit of volunteerism.
- Need to promote a variety of educational resources and programs.
- Need for more activities for youth.
- Need for more of a focus on supporting families.

### Community Characteristics

Population under 5	3%
Population under 18	12%
Population over 65	29%
Hispanic or Latino	14%
White (Not Hispanic or Latino)	82%
Other (Not White, Hispanic or Latino)	4%
Persons below poverty	11%
Family households with children	13%

Source: U.S. Census 2010

### Community Gathering Places

During the public meetings for the Community Plan, many people called for a “string of pearls”—localized and possibly specialized indoor and outdoor places where young and old can mingle, play, and work together. The “string” as discussed would be a system of pathways and sidewalks connecting the “pearls” with minimum need for automobiles. In addition, people expressed the need for a central gathering place or places within mixed use, walkable districts with a mix of retail stores, public buildings, performance venues, and places just to relax in within a concentrated area conducive to walking. These expressions are addressed in greater detail in other elements of the Plan, but their future realization will further help refine and grow Sedona’s community character.

### Volunteerism

One of a community’s most indicative characteristics is its spirit of volunteerism. In Sedona, volunteers have founded and sustained active organizations that contribute to quality of life for residents and experience for visitors. Some are helped in specific efforts by grants and partnerships with City government. The volunteer spirit of past and present citizens has helped to create frameworks, outcomes, institutions, and successes for Sedona to grow and prosper. Sedona volunteers also play a key role in City government functions and programs. Overall, Sedona’s volunteers contribute immensely to the community’s quality of life, sense of place, and collective vitality.

### Educational Opportunities

Sedona benefits from having educational opportunities for all ages and levels and interest of learning. These different educational institutions contribute to and help define the community’s character. Within the City, the Sedona-Oak Creek Unified School District currently operates Sedona Red Rock High School and West Sedona School. Sedona Red Rock High School has a current student population of approximately 500 students. West Sedona School, with a current student population of approximately 450 students, offers elementary education (kindergarten through sixth grade), middle school (seventh and eighth grade). There is also a Montessori program for kindergarten and first grade, and a charter school. The City’s public school institutions, while small, offer a variety of educational resources and programs to support the growth and development of Sedona’s youth.



Yavapai College operates a branch campus in Sedona known as the Sedona Center for Arts and Technology, home to the Sedona Film School at Yavapai College and the Osher Lifelong Learning Institute. The Sedona Center provides education in many different formats, such as part-time and full-time classes, day, evening, online, hybrid, and weekend classes, as well as “intensives” featuring full-time instruction in short sessions. The Center is also home to the Small Business Development Center, Community Education for the Verde Valley, and the Yavapai College Foundation-Greater Verde Valley Chapter.

### Youth and Families

The City currently supports youth and families through events, activities, and grants to community organizations. In partnership with the YMCA, the City operates the Sedona Teen Center at Posse Grounds Park, which provides after school

care for children and programming for teens. The City also owns and operates the Jack Malmgren Skate Park at Posse Grounds Park. The City operates and manages the community pool at Posse Grounds Park, which is open to youth, families, and individuals of all ages.

### Health and Safety

Sedona’s residents desire a healthy and safe community that is supportive of its people, families, and community life. The health, safety, and welfare of the community is a priority throughout the Community Plan, including public safety services such as police and fire, medical facilities and services, community services, and physical infrastructure such as roads and drainage systems.



## ARTS

### Key Issues

- Need to enhance Sedona's role as an important arts community.
- Need for locations conducive to artists, musicians, performers, and events.
- Need for centralized archive to document artists' history.
- Desire for Sedona to be a destination for arts education.

Sedona has a long history of art and artistic expression. From early Americans who engraved the petroglyphs to early white settlers who made music, painted, and wrote, residents have expressed their wonder and appreciation for the area's physical beauty and have created records of local artistic heritage. More recently, Nassan Gobran and Max Ernst came to Sedona, and the community came together to create the Sedona Arts Center which was George Jordan's old apple barn. Their works, and the almost 100 movies made here, showed the scenic beauty of Greater Sedona to the world. In 1965, Joe Beeler and others gathered at the Oak Creek Tavern and founded the Cowboy Artists of America. Their paintings and sculptures inspired others, and helped grow Sedona's artistic heritage.



In 2009, the City's Arts and Culture Commission prepared a vision statement, "The Culture of Sedona" that in part reads: *There is also a growing acknowledgment that we need to create an environment more encouraging to local artists and musicians and performers. This aligns with the challenge of building a greater sense of community, providing more opportunities for public gathering places where arts-related events and displays can be part of the community fabric.*

Visitors come to Sedona for its artistic offerings more than for any other purpose except the natural beauty and outdoor recreation. There is a growing interest in Sedona as a destination for arts education with collaboration among schools and other arts groups to explore programming and facilities options. During the public outreach for the Plan, participants also expressed significant support for an arts museum that could document the long history of artists in the community and contribute to the recognition of Sedona as an arts community.

There are two primary components of arts in Sedona: visual arts and performing arts. Both are key ingredients in defining and sustaining Sedona's regional, national and international appeal. The beauty and sweep of Sedona's natural environment provide a compelling backdrop for the exploration of these tangible elements of the City's artistic past and future. The works of Sedona sculptors have gained worldwide recognition. Sedona's Art in Public Places program sponsors works by

local artists placed where everyone can enjoy them. Painters and photographers alike are inspired by the grandeur of Sedona's red rock formations and clear blue skies. Classes are offered to transform the snapshot fans into serious amateurs, salon winners, and professionals. More than 100 motion pictures and television shows have been filmed here, and Sedonans are motivated to continue this legacy. Education in the art of film and video has been featured at Yavapai College and in various other public and private classes.

Sedona offers a variety of performance art events hosted or produced by local and regional arts organizations as well as national and international artists. Top performers and excellent local talent have created a legacy of performing arts here. Jazz on the Rocks, Sedona Arts Center, Southwest Theater, Chamber Music Sedona, Canyon Moon Theater, and many others have made our community a mecca for song and story. Old western movies made here led to more modern ones and paved the way for the Sedona

International Film Festival. Today, our streets are lined with galleries exhibiting paintings, sculptures, photographs, and varied crafts made by locals and other artists. Thousands are attracted to Sedona to enjoy and buy artwork and marvel at the scenic grandeur that inspires them.

Sedona's pioneers had no television or radio for entertainment, but there were talented self-taught musicians and improvisational performers. Throughout the years, Sedonans have enjoyed performances from local, regional and national performers at events including plays put on by the Sedona Arts Center, Earl Sennett's Southwest Theater and Sedona Jazz on the Rocks. In addition, Sedonans have produced hundreds of books, essays, articles, plays and poems.

Throughout its long association with the arts, Sedona has benefited from individual and collective inspiration that comes not only from the magnificence of its natural environment, but from the creativity of the people who have come to live, visit, paint, sculpt, and perform.



## CULTURE

### Key Issues

- Need for formal and informal gathering spaces for cultural celebrations and events.
- Need for increased understanding and appreciation of the community's cultural heritage.

Culture challenges our preconceptions and compels us to perceive the world differently. Culture is tied to Sedona's unique identity. Culture in Sedona is not easily definable, as it involves art, music, language, humanity, spiritual beliefs, metaphysical philosophies, and individual and shared values. Culture's value on personal identity and inspiration is wide ranging and hard to measure. Nonetheless, the impact of culture on Sedona cuts across a broad range of issues, including economic development, public health, environmental protection, public safety and education. In all of its variations, Sedona is committed to a vibrant cultural life.

Sedona's cultural heritage stems from a rich variety of people in its history. The Sinagua left evidence of their culture in their structures, the artifacts of their lives, and the stories that historians have gleaned from research. The ranchers and orchard farmers had a profound effect on Sedona's cultural heritage that is still felt today. The movie makers, artists, and visitors from all over the world have brought different perspectives, as well as spreading word of Sedona's natural beauty around the world. Sedona's cultural heritage is the sum of all of the folklore, traditions, knowledge, arts, ideas, and buildings we have inherited from the generations that preceded us. It enriches people's lives, and it is incumbent on current and future generations to preserve it.

Sedona recognizes and celebrates its unique cultural heritage, combining a rich and varied history of Native American, Hispanic, pioneer, ranching and cowboy cultures. These cultures are each manifested by their unique language, architecture, cuisine, customs, music and spirituality. Sedonans also celebrate their community as a varied village functioning as a cohesive community that is not limited to a particular cultural group or heritage. In recognizing the past, Sedonans also embrace change as a positive force in the growth of the community.

Public and private cultural events cannot exist without a place for people to gather and experience them. These spaces can come in the shape of formal concert halls or more intimate outdoor amphitheaters built into City parks or commercial centers. In Sedona, there are a number of cultural venues, including but not limited to the Performing Arts Center at the Sedona Red Rock High School and the Mary D. Fisher Theater. However, Sedona could benefit from the presence of more formal and informal cultural event spaces.

Sedona's distinct cultural offerings and its long-standing commitment to its diverse cultural events and offerings sustain its national and international reputation as a distinctive cultural attraction.

## HISTORIC PRESERVATION

The City's historical heritage contributes to the distinctive identity and character of the community. Historic structures reflect the community's past, providing a record of history that is far more intriguing and understandable than the written record. History and cultural heritage also provides occasions for the community to interact, learn, and celebrate the defining characteristics of the City.

In 1997 the City demonstrated a commitment to its cultural heritage by adopting the Historic Preservation Ordinance, which established the City Historic Landmark program. The City awards maintenance funding for landmarked properties through its Historic Preservation Small Grant Program. The *Historic Resource Survey of the City of Sedona* is an inventory of known historic sites that is regularly updated, and includes both landmarked properties and those that are not landmarked. In 2013 there were 23 designated City Historic Landmark properties, four of which are also on the National Register of Historic Places.

The City partners with the Sedona Historical Society, the Sedona Main Street Program, and others, especially on heritage education and events.

Sedona's historical heritage is a vital part of its community character. It reminds residents and visitors of where the community has come from and guides it as it moves forward into the future. It offers tangible reminders of what it took to build a community and the need to remember, honor, and celebrate Sedona's historical underpinnings.

### City Historic Landmarks

Walter and Ruth Jordan Home*	1931
Walter Jordan Packing House*	1946
Walter Jordan Tractor Shed*	1934
Saddlerock Ranch House	1950
George Jordan Sales Building	1938
Gassaway House	1937
Sedona Ranger Station Residence*	1912
Sedona Ranger Station Barn*	1912-1937
USFS Pump House	1930
Farley Cabin	1937
Hart Store*	1925
Cook's Cedar Glade Cemetery	1905
Dr. Williamson House	1949
DaVoss-Hawley House	1937
Pushmataha Building	1957
Owenby Ditch	1893-1901
Madole Home-Pony Soldier	1962
Bennett-Purtymun Cabin	1922
Chapel of the Holy Cross*	1955
Dr. H. H. Nininger House	1959-60
Doodlebug Ranch	1930
Van Ess House	1964
Dorothy Philips House	1955

\*Listed on the National Register of Historic Places

### Key Issues

- Potential loss or damage of historic sites from natural disasters, intentional destruction, or neglect.
- Potential loss or significant alteration of historic sites due to residential or commercial redevelopment.

## COMMUNITY POLICIES

1. Increase outreach and inclusion efforts to Sedona's ethnically diverse and special needs communities.
2. Support partnerships between the schools, City, non-profit organizations, and businesses that invest in and involve youth in community and cultural education, projects, and programs.
3. Attract and retain creative professionals, businesses, and educational institutions that contribute to the arts, cultural, and economic vitality of the community.
4. Support contributions to the community from the spiritual, metaphysical, and healing sectors.
5. Support public and private partnerships that will provide sustainable and dedicated funding for arts and cultural programs and facilities.
6. Foster partnerships and networks between the City's cultural, arts, and history sectors that support arts and cultural programs and non-profit organizations.
7. Pursue increased incentives for private installation of arts within the built environment.
8. Modify and create City policies and regulations that support arts and cultural performance venues, artist studios, museums, events, instruction, and activities that further establish Sedona as a center for arts and cultural vitality, innovation, and education.
9. Support and provide education programs, projects, and events that promote Sedona's unique cultural heritage and increase public awareness and appreciation of historic sites and the City Historic Landmark Program.
10. Create incentives, tools, and programs that preserve historic sites, such as the transfer of development rights, allowing adaptive uses of historic structures, and a public/private partnership fund.

11. Support public and private efforts that reflect and celebrate community with events, expressions, displays, and activities that will foster cultural innovation and creativity and promote the value and impact of arts, culture, and history to Sedona's community character.
12. Encourage collaboration and partnerships among community groups, including public, non-profit, and private youth and family service providers.
13. Support facilities and services that address the health, safety, and welfare needs of the community.
14. Support programs and services for youth and families, including efforts to enhance intergenerational activities between youth and adults that create mutual relationships, respect, and knowledge sharing.



## COMMUNITY ACTION PLAN

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
1 Maintain and enhance the Art in Public Places program.	City Manager's Office	Public Works, City Council, citizen volunteers
2 Amend the Land Development Code to create incentives to expand the installation of art in public and private spaces.	Community Development	Public Works, City Council, Planning and Zoning Commission
3 Continue and enhance funding for the Arts Education Program and other youth oriented arts education programs.	City Manager's Office	City Council, Sedona-Oak Creek School District
4 Provide funding support to facilitate the development of Sedona as a learning center for arts and culture.	City Manager's Office	City Council, citizen volunteers
5 Work with public and private sector partners to develop an art museum.	City Manager's Office	City Council, arts organizations, property owners
6 Pursue acquisition of the historic Ranger Station by a public or community organization.	City Manager's Office	Community Development, City Council, citizen volunteers
7 Enhance the City's website to provide comprehensive information about the City's Historic Landmark Program for property owners and the public.	Community Development	Citizen volunteers
8 Prepare a citywide Cultural and Arts Plan to develop specific policies, programs, and actions for the continued growth and development of Sedona's cultural and arts heritage.	Community Development, City Manager's Office	City Council, citizen volunteers, Planning and Zoning Commission, arts organizations
9 Assist in the development of a mentorship program among emerging and established creative professionals and artists.	City Manager's Office	Community Development, City Council, citizen volunteers, arts organizations, City Manager's Office
10 Streamline approval processes and create City sponsored how-to guides and training sessions for cultural, arts, and historical events and activities.	Community Development	Citizen volunteers, arts organizations, Sedona Historical Society
11 Partner with public and private partners to develop one or more youth arts conferences and develop a semi-permanent to permanent youth arts exhibit space.	Community Development, City Manager's Office	City Council, schools, citizen volunteers, arts organizations

Action	Lead	Partners
<b>Priority 1 (0-5 years):</b>		
12 Partner with non-profit service providers and arts and cultural organizations to increase awareness and participation of senior citizens in arts and cultural activities.	City Manager's Office	Citizen volunteers, arts organizations, Community Center
13 Support the development of a local "Creative Conference," bringing members of the arts, culture, and history communities together with private sector and public sector leaders to explore the role of creativity in work, life, and learning.	Community Development	Citizen volunteers, arts organizations, City Council, community leaders
14 Create a public marketplace for trade in local produce, products, and arts and crafts.	City Manager's Office, Community Development	Property owners, community leaders, Planning and Zoning Commission
15 Maintain the City's small grants program for arts and cultural organizations.	City Manager's Office	Citizen volunteers, City Council
16 Maintain the City's small grants program for historically designated buildings and properties.	Community Development	Citizen volunteers, City Council
17 Pursue increased and affordable community events and activities that promote family togetherness and a sense of community.	Parks and Recreation	City Manager's Office, Police, community organizations
18 Explore the development of an online youth and family resources guide.	City Manager's Office and/or community organizations	Community organizations



## 9. IMPLEMENTATION

The Implementation chapter of the Plan describes the mechanisms that turn policies into actions and describe how the Plan is adopted and amended. “Cost of Development” includes policies and actions related to the funding of improvements and development. “How the Plan Is Implemented” describes how more detailed planning, Land Development Code, Capital Improvements Programming, and the private sector all contribute to turning the Plan into reality. “Plan Adoption, Amendment, and Administration” describes the processes for updating, amending, and reviewing the Community Plan and Specific Plans and the criteria for determining a Major Amendment to the Community Plan. The “Cumulative Action Plan” lists all of the recommended actions that have been proposed in this Plan. These actions are prioritized over ten plus years with many to be accomplished through public-private partnerships and volunteer efforts.

The City of Sedona recognizes its fiduciary responsibility to its citizens and will work aggressively to ensure that costs are kept to a minimum and that any major expenditures only occur after a transparent and thorough public conversation.

### **Implementation Chapter:**

- How the Plan Is Implemented
- Plan Adoption, Amendment, and Administration
- Cost of Development
- Policies
- Action Plan
- Cumulative Action Plan

## HOW THE PLAN IS IMPLEMENTED

### The Community Plan is:

- An expression of the community's vision
- A guide for future growth
- An assessment of community priorities

### The Community Plan is not:

- A capital improvement program budget
- A zoning ordinance
- A subdivision ordinance
- A maintenance and operations plan
- A commitment for expenditures of public funds
- An infringement on private property rights

The Sedona Community Plan is a guide for both the private sector and for strategic public investments over a period of ten or more years. The following outlines the key ways that the Plan can be implemented.

### Community Plan Action Program and Detailed Plans

The Plan provides general guidance with goals and policies and a more detailed Action Program. Many of the actions in the Plan call for more specific planning to further define how the goals and policies will be achieved. These more detailed plans may relate to particular geographic areas or topics, such as the SR 89A corridor in West Sedona or planning for a more walkable community.

### Land Development Code

The City of Sedona Land Development Code contains the zoning regulations, subdivision regulations, procedural requirements, and development standards for the City. The provisions of the Land Development Code are to be consistent with and conform to the Community Plan and related specific planning. The Land Development Code and Zoning Map are key tools to implement the Plan.

### Private Sector

Many of the Plan recommendations are implemented with new development or redevelopment of existing properties that conforms to the City's Land Development Code and through incentives that may be created in Specific Plans and Planned Areas. In these cases, development flexibility may be provided in conjunction with benefits to the community.

### Capital Improvements Program

The Plan also guides the preparation of the City's Capital Improvements Program (CIP), a ten-year plan that identifies the capital projects and equipment and infrastructure investments that will be made by the City along with the priority, projected costs and funding sources for each project. The CIP is updated annually by the City Council with public participation. As provided in Arizona State statutes, the Planning and Zoning Commission then reviews the CIP to determine the conformity of the proposed capital projects with the adopted Community Plan. The City Council then approves the CIP.

## PLAN ADOPTION, AMENDMENT, AND ADMINISTRATION

### Adoption/Re-adoption

As required under Arizona Revised Statutes (ARS) 9-461.06, the adoption or re-adoption of a general plan is subject to:

- Public participation procedures adopted by the City Council.
- Approval by an affirmative vote of at least two thirds of the members of the Sedona City Council.
- Ratification of the adopted or re-adopted Plan by Sedona's voters.
- Updating at least once every ten years.

### Major Amendments

As defined by ARS 9-461.06, a major amendment is defined as a substantial alteration of the City's land use mixture or balance as established in the Community Plan's Land Use Element. It is up to the City to develop criteria that meet this definition. As required by ARS 9-461.06, all Major Amendments to the Community Plan:

- Are subject to public participation procedures adopted by the City Council.
- Shall be presented at a single public hearing in the same calendar year the proposal is made.
- Be approved by an affirmative vote of at least two thirds of the members of the City Council.
- May be initiated by the City or requested by the private sector.

### Major Amendment Criteria

The following criteria will be used to determine the need for a Major Amendment. These criteria do not apply to amendments proposed in conjunction with a Specific Plan within a Community Focus Area. Amendments in conjunction with these Specific Plans are all considered Minor Amendments.

A. A change to the Future Land Use Map where:

1. There is an increase in density beyond the density range of a specific residential land use category and the density allowed by the Zoning Map.
2. There is an increase in residential density above 12 DU/AC.
3. There is a change in the land use designation from:
  - Residential to Commercial; Commercial/Lodging and Planned Area
  - Public/Semi-Public to Residential; Commercial; Commercial/Lodging and Planned Area.
  - Planned Area to Commercial; Commercial/Lodging.
  - Commercial to Commercial/Lodging if outside the Lodging Area Limits in the Future Land Use Map designation.
  - Parks and Open Space to any other land use designation.
4. A new land use designation is applied to the Map.

- B. A modification to the text of the Community Plan that proposes:
1. A change in the density ranges within the residential land use categories or a change in the intensity of use in any land use category.
  2. Substantial changes to goals and policies in the Land Use, Housing and Growth chapter.
  3. Addition of a new land use designation.

### **Minor Amendments**

All amendments to the Community Plan that are not a new or re-adopted Plan or a Major Amendment are considered Minor Amendments. Minor Amendments may be considered and approved at any time by an affirmative vote of the City Council. Minor amendments are subject to public participation procedures adopted by the City Council.

### **Specific Plans**

Specific Plans are addressed in ARS Section 9-461.08 and .09 and provide more detailed planning to allow systematic implementation of the Community Plan through the use of detailed policy direction for smaller areas of the City. In addition to recommending appropriate locations for different land use types, Specific Plans may guide building locations, placement of public facilities and other issues appropriate to the area covered by the Specific plan. Specific Plans may be considered by the Planning and Zoning Commission and City Council at any time and are adopted by a majority of the City Council.

### **On-going Review**

The City should conduct periodic reviews of the Community Plan to evaluate the following.

- Specific Action Items.
- Potential Amendments.
- Actions called out in ARS Section 9-461.07, such as the preparation of an annual report on the progress in applying the Plan.

## COST OF DEVELOPMENT

Cost of Development includes policies and strategies that the City may use to require new development to pay its fair share of the cost of additional public service needs and impacts generated by that new development.

The goal of protecting Sedona's natural and environmental qualities, combined with policies that direct orderly growth, creates a special challenge for the community. To match growth, the City must expand public infrastructure and services, using innovation and partnerships with other public agencies and the private sector. The City establishes policies, plans and strategies that can be implemented with community support.

City facilities and services are funded through the general fund and special revenue funds such as grants, public/private partnerships, development agreements, development impact fees and community facilities district fees. The General Fund is usually financed by sales tax revenues, bed taxes, and other population-based revenues from the State, or payment for City services. Sales and bed taxes are the largest revenue source for the City's general fund.

### **Funding Mechanisms**

The City has been financing capital improvement projects since its incorporation in 1988. A number of options are available under Arizona statutes to fund infrastructure and public facilities necessary to service new development.

### **Community Facilities District Fees**

The Arizona Community Facilities District Act became effective in 1988, allowing a town, on petition of property owners, to establish a Community Facilities District to finance and provide public infrastructure within a defined area.

### **Dedications**

Dedications are a conveyance of land by a private owner in the nature of a gift or grant, and the acceptance of that land by a public entity. Streets in a subdivided development are usually acquired through a dedication to the public of the property comprising the streets. Other dedications may include land for parks and recreational facilities, schools, bike paths, and transit facilities.

### **Development Agreements**

A development agreement is a contractual arrangement between the City and a property owner, regulating the permitted uses, density, maximum height, and other aspects of the land subject to the agreement. The agreement may also address payment of fees or mitigation efforts to address development impacts. Development agreements are voluntary and mutually agreeable to all parties. Also, they can enable the City to attain planning

goals at minimal or no cost.

In lieu fees for timeshare units were created as part of development agreements when new development was approved through Planning & Zoning and City Council. The intent of the in-lieu fee was to recapture the amount of bed tax the City could have collected if the timeshare were subject to the same bed tax as other categories of lodging, which they are not by state law. The timeshare units that were approved before the City began requiring development agreements do not owe an in-lieu fee. Each development agreement is slightly different and fees/formula charged for various phases of development are different—either charged as “in-lieu” or annual assessment. Depending on the specific project, the fees are based on size of units, fractional time sold, annual association fee, and fees on transactions of timeshares sold. Several of these agreements included specific parameters for the use of funds and others were established to allow use for general operations of the City.

### **Exactions**

An exaction is a payment or dedication made by a developer for the right to proceed with a project requiring government approval. It can be in the form of a fee, dedication of land to the public, construction or maintenance of public infrastructure, or provision of public services. The exaction must be directly related to the need created by the development, and proportional to the cost of the improvement.

### **Development Impact Fees**

Development Impact Fees (DIFs) are one-time charges applied to new development in order that new growth will pay its fair share of infrastructure improvements needed to provide municipal services. They also ensure that existing residents are not unduly burdened to pay for improvements and services needed to accommodate new development. Development impact fees must bear a reasonable relationship to the burden imposed upon the municipality, and the development should receive a beneficial use. The City of Sedona first adopted DIFs on May 18, 1998.

New DIF legislation adopted by the Arizona State Legislature in 2011 narrows the categories of infrastructure and services that qualify as “necessary public services” for which development fees can be assessed. The “necessary public services” under the current DIF legislation that are applicable to the City of Sedona include transportation, police, parks, and an assessment to contribute to the debt payments for the City Hall complex.

### **Franchise Fees**

Franchise fees are based on the gross sales of utility companies that serve Sedona customers, such as electric, gas, cable, and water. The revenue raised from franchise fees is generally used to fund street maintenance, fire hydrants, drainage and other infrastructure maintenance.

**General Obligation Bonds**

General Obligation Bonds (GO bonds) are municipal bonds backed by the credit and “taxing power,” also known as “full faith and credit,” of the issuing jurisdiction rather than the revenue from a given project. GO bonds are issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral. GO bonds spread the benefits and burdens of the fund uniformly throughout the community and may be used for almost any capital purpose. The Arizona Constitution requires voter approval before the issuance of GO bonds, and GO bonds are subject to certain debt limitations.

**Revenue Bonds**

Revenue bonds are municipal bonds that finance income-producing projects and are secured by a specified revenue source. Improvements to sewer facilities are often made using revenue bonds. These do not require voter approval, and the constitutional debt cap does not apply. Municipalities with population of 75,000 or less may issue revenue bonds for utilities and recreational facilities.

**Improvement Districts**

Special taxing districts (commonly known as improvement districts) may be formed by petition of affected property owners and legislative action of the City Council to distribute costs of public improvements among the properties that benefit, by assessing properties within those specific boundaries. With a combined effort for

funding, districts typically provide a more feasible way to establish improvements than can be obtained through individual investments.

**Highway User Revenue Fund**

This revenue source is commonly referred to as the gasoline tax; however, there are a number of additional transportation related fees, including a portion of vehicle license taxes, which are placed in the highway user revenue fund. Cities and towns receive 27.5 percent of the highway user revenues. One-half of the monies that a city or town receives under this formula is distributed on the basis of the municipality's population in relation to the population of all incorporated cities and towns in the State, according to the decennial census. The remaining half of the highway user revenue monies is allocated on the basis of “county of origin” of gasoline sales and the relation of a municipality's population to the population of all incorporated cities and towns in the county. (The “county of origin” factor used in the formula is determined on the basis of the gasoline and other fuel sales in a county in relation to the sale of gasoline and other fuels in other counties in the State). The intent of the distribution formula is to spread a portion of the money across the State solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales.

**Permit Fees**

Permit fees are local fees from building permits, planning fees, and engineering fees.

**State-Shared Sales Tax and Income Tax Revenues**

Cities and towns share in a portion of the state sales tax collection total. A municipality receives its share of the State shared sales tax based on the relation of its population to the total population of all incorporated cities and towns in the State, according to the decennial census. This money may be expended for any municipal public purpose; outside of this stipulation, there is no restriction on the expenditure of these revenues. A 1972 citizen's initiative gave the cities and towns a 15 percent share of the state income tax. This source of money is officially called urban revenue sharing. This money is distributed to a city or town based on its population in relation to the total population of all incorporated cities and towns, according to the decennial census. The annual amount of urban revenue sharing money distributed is based on income tax collections from two years prior to the fiscal year in which the city or town receives these funds. There is no restriction on the expenditure of urban revenue sharing funds, except that they must be expended for a municipal public purpose.

**Specialty Industry Tax**

An example of a specialty industry tax is a bed tax, which is a levy imposed by a local government on transient hotel stays within its jurisdiction. A portion of these funds can be used for general public services and facilities; however, at least part of the funding is required to fund visitor/tourism related infrastructure and activities.

**Transaction Privilege Tax**

The transaction privilege tax is commonly referred to as a sales tax; however, this tax is on the privilege of doing business in Arizona and is not a true sales tax. It is levied on the seller, not the purchaser. The seller may pass the burden of the tax on to the purchaser, but the seller is ultimately liable for the tax.

**User Fees**

User fees are assessed for the specific use of a service or activity. Examples are a fee charged for admission to a park, or fees charged for recreation facilities and programs. A user fee can be used to defray a portion or the entire cost of a project. The advantage of a user fee is that only the person using the specific service incurs the charge.

## **Other Funding Options**

### **Certificate of Participation**

A certificate of participation (COP) is the equivalent of a tax-exempt bond, purchased by private parties to represent an ownership interest in property belonging to a local government. The property is then leased back to the local government, which makes “lease” payments to the COP holders to cover the bond program. Sedona used a COP to purchase a portion of Posse Ground Park, and another to expand the wastewater system.

### **Concurrency Requirements**

The pressures of growth and concern about urban sprawl have encouraged some communities to adopt “concurrency” ordinances, which are intended to ensure that growth cannot occur in an area unless adequate public facilities are either in place, planned or concurrent with development. These programs have

been adopted generally in urban areas to prevent unacceptable declines in services to existing residents and to meet the demands of new residents.

### **Property Tax**

A property tax is levied on land and improvements on a specific parcel of land. For many communities, it is their primary source of revenue. While Yavapai and Coconino counties both levy a property tax, the City of Sedona does not. Cities can levy primary property taxes to fund maintenance and operation of services. At this point, any property tax in Sedona would need to be supported by Sedona’s citizens. Primary property taxes may not exceed the municipality’s levy limit. Costs of public infrastructure are funded by secondary property taxes, levied back to general obligation bonds issued by a municipality. Secondary property taxes are not subject to the levy limit.

## IMPLEMENTATION POLICIES

1. Identify and use a variety of sources to finance necessary City services, facilities, equipment, and infrastructure that meet community needs.
2. Support funding mechanisms that are beneficial to development and bear a reasonable relationship to the burden imposed on the City to provide additional necessary public services.
3. Ensure the review of the annual capital budget according to the priorities established in the Sedona Community Plan.
4. Require development to pay its fair, proportionate share of service and infrastructure costs through development agreements, development impact fees, and other appropriate methods.

## IMPLEMENTATION ACTION PLAN

Action	Lead	Partners
Priority 1 (0-5 years):		
1 Periodically review and adjust the City's development impact fees ordinance to ensure that the City collects sufficient funding to construct additional infrastructure needed to serve new residents and businesses developing in Sedona.	City Manager's Office	Community Development, Public Works, Finance
2 Create a City Strategic Plan to help implement the Community Plan by prioritizing more specific action steps to carry out the Plan recommendations, prepare a capital budget, and identify funding sources.	Community Development, City Manager's Office, Public Works	All City departments, City Council

## CUMULATIVE ACTION PLAN

The following is a list of all the action items proposed in this Plan. While each chapter included an action plan, they are all combined here by priority order (priority 1: 0-5 years, priority 2: 6-10 years).

<b>Priority 1 (0-5 years)</b>		
Action	Lead	Partners
<b>Land Use</b>		
1 Revise Land Development Code to be consistent with Community Plan land use designations and CFA/PA planning/review processes, CFA Specific Plans and land acquisition tools such as transfer of development rights.	Community Development	City Attorney, Planning and Zoning Commission, City Council
2 Prepare and update specific corridor plan for West Sedona, coordinate with access control planning for SR 89A and prepare Specific Plans for the West Sedona Corridor CFAs and prepare Community Plan revisions if applicable. Identify capital improvement priorities and funding sources.	Public Works, Community Development	Property/business owners, Arizona Department of Transportation, Sedona Fire District, Planning and Zoning Commission, City Council, City Manager's Office
3 Prepare Specific Plans for the following CFAs: Uptown, North Oak Creek, Ranger Road, Schnebly Hill, Cultural Park; and prepare Community Plan revisions if applicable. Coordinate with City-wide traffic modeling and Uptown traffic mitigation. Identify capital improvement priorities.	Community Development	Public Works, Forest Service, property/business owners, Planning and Zoning Commission, City Council, Arizona Department of Transportation
4 Update residential housing inventory with analysis on purchase/rental prices, unit size/type and housing need. Update housing policy.	Community Development	Planning and Zoning Commission, City Council
5 Prepare a land use master plan for the Wastewater Treatment Plant property (see CFA Community Expectations).	City Manager's Office, Community Development	Forest Service, Planning and Zoning Commission, City Council, Public Works

<b>Priority 1 (0-5 years)</b>		
Action	Lead	Partners
<b>Circulation</b>		
1 Implement parking recommendations for Uptown from the 2012 update to the 2005 Parking Management Study and the Parking Advisory Committee.	City Manager's Office, Public Works	Police, Community Development
2 Prepare a traffic study and city-wide traffic model (corridor and access control planning for the West Sedona commercial corridor and traffic mitigation for Uptown, including evaluation of "Complete Street" standards to promote multi-modal circulation – see Land Use, Growth, and Housing).	Public Works, Community Development	Property/business owners, Arizona Department of Transportation, Sedona Fire District, City Manager's Office, Planning and Zoning Commission, City Council
3 Develop and implement a pedestrian and bicycle master plan to develop a network of safe and connected routes for walking and biking. The plan will identify potential linkages, barriers and gaps, bike lanes and routes, sidewalks, separated pathways, and implementation strategies.	Public Works, Community Development	Property and business owners, Arizona Department of Transportation, Sedona Fire District, City Manager's Office, Planning and Zoning Commission, City Council
4 Prepare a transit feasibility plan that addresses commuter, visitor and residential needs, park and ride locations, new technologies and Forest Service goals and options for reducing traffic in Oak Creek Canyon.	City Manager's Office	Public Works, Community Development, Forest Service, Planning and Zoning Commission, City Council, Arizona Department of Transportation

<b>Priority 1 (0-5 years)</b>		
Action	Lead	Partners
<b>Environment</b>		
1 Ensure that a City representative participates in regional water advisory organizations.	Community Development, Public Works	Yavapai County, Verde Valley municipalities and regional organizations
2 Collaborate with private water companies to reduce water consumption.	Community Development, Public Works	Private water companies
3 Reevaluate and update the dark sky ordinance.	Community Development	Planning and Zoning Commission, City Council
4 Investigate existing weed management efforts and implement appropriate actions, which may include a partnership weed management plan.	Public Works	Community Development, Forest Service
5 Develop a City green building code and associated incentives for all development.	Community Development	Planning and Zoning Commission, City Council, citizens, building community

<b>Parks, Recreation, and Open Space</b>		
1 Develop City standards for park and trail acquisition, design, development, and maintenance.	Parks and Recreation, Community Development	City Manager's Office, City Council
2 Prioritize implementation of the City <i>Parks and Recreation Master Plan</i> recommendations to align with the Community Plan.	Parks and Recreation, Community Development	City Manager's Office, Planning and Zoning Commission
3 Amend City regulations to improve the quality and usability of dedicated parklands; provide a trail dedication alternative to developers; develop design standards for trail and park design, size, and dedication options for developers; consider cash-in-lieu donations for park development with new subdivision approvals.	Community Development	Parks and Recreation, City Manager's Office, City Attorney, City Council, Planning and Zoning Commission

<b>Priority 1 (0-5 years)</b>		
Action	Lead	Partners
<b>Economic Development</b>		
1 Prepare a ten-year economic development strategic plan.	Community Development	Finance, City Manager, Public Works, business organizations
2 Form a staff facilitated working group to work on development and establishment of a year-round culinary institute.	Community Development	City Manager's Office, business organizations, Yavapai College
3 Establish consistent and competitive project review timeframes and fees.	Community Development	City Council, City Manager's Office
4 Work with City Council and other key departments to identify and implement economic development incentives to attract and retain preferred business clusters.	Community Development	City Manager
5 Establish a ready response team comprised of City staff and key partners to assist in business retention, recruitment, and expansion	Community Development	City Manager's Office, Public Works, City Attorney, Finance, business organizations
6 Regulate temporary retail spaces to support local businesses.	Community Development	
7 Establish an economic development on-line resources center	Community Development, Information Technology	City Manager's Office
8 Develop and implement economic development investment guidelines to guide expenditures of public funds to support new or existing business growth.	Community Development, City Manager's Office	City Manager's Office, City Attorney, Finance
9 Identify existing and future employment centers within the City and their appropriate industry clusters.	Community Development	City Manager's Office
10 Maintain and grow professional memberships and participation in strategic events with key international, national, and regional economic development organizations.	Community Development, Public Works	City Manager's Office
11 Establish a business incubator space through a public/private partnership to assist in new business attraction and development.	Community Development	Business organizations
12 Collaborate with the Sedona-Oak Creek School District to become one of the best school districts in the state.	Community Development, City Manager's Office	Sedona-Oak Creek School District

<b>Priority 1 (0-5 years)</b>		
Action	Lead	Partners
<b>Community</b>		
1 Maintain and enhance the Art in Public Places program.	City Manager's Office	Public Works, City Council, citizen volunteers
2 Amend the Land Development Code to create incentives to expand the installation of art in public and private spaces.	Community Development	Public Works, City Council, Planning and Zoning Commission
3 Continue and enhance funding for the Arts Education Program and other youth oriented arts education programs.	City Manager's Office	City Council, Sedona-Oak Creek School District
4 Provide funding support to facilitate the development of Sedona as a learning center for arts and culture.	City Manager's Office	City Council, citizen volunteers
5 Work with public and private sector partners to develop an art museum.	City Manager's Office	City Council, arts organizations, property owners
6 Pursue acquisition of the historic Ranger Station by a public or community organization.	City Manager's Office	Community Development, City Council, citizen volunteers
7 Enhance the City's website to provide comprehensive information about the City's Historic Landmark Program for property owners and the public.	Community Development	Citizen volunteers
8 Prepare a citywide Cultural and Arts Plan to develop specific policies, programs, and actions for the continued growth and development of Sedona's cultural and arts heritage.	Community Development, City Manager's Office	City Council, citizen volunteers, Planning and Zoning Commission, arts organizations
9 Assist in the development of a mentorship program among emerging and established creative professionals and artists.	City Manager's Office	Community Development, City Council, citizen volunteers, arts organizations, City Manager's Office
10 Streamline approval processes and create City sponsored how-to guides and training sessions for cultural, arts, and historical events and activities.	Community Development	Citizen volunteers, arts organizations, Sedona Historical Society
11 Partner with public and private partners to develop one or more youth arts conferences and develop a semi-permanent to permanent youth arts exhibit space.	Community Development, City Manager's Office	City Council, citizen volunteers, arts organizations, schools

<b>Priority 1 (0-5 years)</b>		
Action	Lead	Partners
<b>Community</b>		
12 Partner with non-profit service providers and arts and cultural organizations to increase awareness and participation of senior citizens in arts and cultural activities.	City Manager's Office	Citizen volunteers, arts organizations, Community Center
13 Support the development of a local "Creative Conference," bringing members of the arts, culture, and history communities together with private sector and public sector leaders to explore the role of creativity in work, life, and learning.	Community Development	Citizen volunteers, arts organizations, City Council, community leaders
14 Create a public marketplace for trade in local produce, products, and arts and crafts.	City Manager's Office, Community Development	Property owners, community leaders, Planning and Zoning Commission
15 Maintain the City's small grants program for arts and cultural organizations.	City Manager's Office	Citizen volunteers, City Council
16 Maintain the City's small grants program for historically designated buildings and properties.	Community Development	Citizen volunteers, City Council
17 Pursue increased and affordable community events and activities that promote family togetherness and a sense of community.	Parks and Recreation	City Manager's Office, Police, community organizations
18 Explore the development of an online youth and family resources guide.	City Manager's Office and/or community organizations	Community organizations

<b>Implementation</b>		
1 Periodically review and adjust the City's development impact fees ordinance to ensure that the City collects sufficient funding to construct additional infrastructure needed to serve new residents and businesses developing in Sedona.	City Manager's Office	Community Development, Public Works, Finance
2 Create a City Strategic Plan to help implement the Community Plan by prioritizing more specific action steps to carry out the Plan recommendations, prepare a capital budget, and identify funding sources.	Community Development, City Manager's Office, Public Works	All City departments, City Council

**Priority 2 (6-10 years)**

Action	Lead	Partners
<b>Land Use</b>		
6 Prepare a specific corridor plan for the SR 179 area south of Canyon Drive to evaluate opportunities for neighborhood-scale services, public spaces, open space retention, and ways to address visitor impacts to neighborhoods (such as the Chapel Road area).	Community Development	City Public Works, property/business owners, local planners, Planning and Zoning Commission, City Council

**Circulation**

5 Implement SR 89A traffic mitigation improvements in Uptown based on traffic study recommendations.	Public Works	Public Works, property/business owners
6 Evaluate the extension of Ranger Road as a replacement for the Brewer Road/SR 89A intersection.	Public Works	Community Development, Planning and Zoning Commission, Arizona Department of Transportation
7 Work with the Sedona Airport Administration to coordinate future airport planning goals and non-aeronautical uses, Airport Road traffic mitigation and pedestrian safety, and Forest Service trailhead locations.	Community Development	Public Works, Sedona Airport Administration, Forest Service

<b>Priority 2 (6-10 years)</b>		
Action	Lead	Partners
<b>Environment</b>		
6 Conduct an inventory and audit of water conservation and energy efficiency of City facilities and operations and implement appropriate measures.	Public Works	Private water companies, Community Development
7 Develop an action plan that would focus on methods to improve energy efficiency and conservation and reduce harmful emissions.	Community Development	Public Works, City Manager's Office, Planning and Zoning Commission
8 Investigate the acquisition of private water companies.	City Manager's Office	Public Works, City Attorney, Community Development, water companies

<b>Parks, Recreation, and Open Space</b>		
4 Establish a trails coalition to improve community collaboration on trails related issues.	City Manager's Office	Parks and Recreation, Community Development, Forest Service, business organizations, businesses, user groups
5 Develop an open space and trails plan that includes criteria to identify open space access and preservation priorities, including regulatory tools and incentives for open space acquisitions, and to address trail access issues.	Community Development	City Attorney, Forest Service, property owners, City Manager's Office, Planning and Zoning Commission, City Council
6 Investigate and possibly implement methods to obtain trail access across the State Trust Land parcel on Soldiers Pass Road.	Community Development	Forest Service, State Land Department



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# APPENDIX A: 2002 SEDONA COMMUNITY PLAN MAJOR AMENDMENTS TO PLANNED AREAS

## **Villages at Heritage Park Resolution 2006-42 (November 29, 2006)**

### **Villages at Heritage Park Planned Area**

#### Area Description

Includes 22 acres along both sides of Brewer Road, south and west of the Ranger Road intersection, primarily including the former USFS 21-acre administrative site on Brewer Road.

#### Land Uses

The Villages at Heritage Park will provide for a mixed use development including timeshare/lodging and residential units, a public park, natural open space, educationally-related facilities such as the "Sedona Project," an educational and research institute, and some minor retail. Pedestrian access to Oak Creek through the adjacent Los Abrigados development has also been discussed for the area.

#### Community Needs and Benefits

The Open Space Element of the Community Plan recommends the evaluation of community benefits on this site relative to a potential future extension of Ranger Road, preservation of natural open space west of Brewer Road, and preservation of designated historic structures on the site.

#### Summary of Community/Area Needs

- Donation of 1.1 acre park site and historic structures to the City.
- Preservation of natural open space west of Brewer Road including but not limited to a prominent ridgeline on the south and west portion of the site and the northwest corner of the site.
- Reservation of right-of-way for the potential extension of Ranger Road.

- Provision of at least 9 on-site workforce housing units affordable to employees of the Sedona Oak Creek School District, Los Abridados employees and grounds keeper and additional discussion regarding contribution to off-site housing or additional on-site units in place of timeshare units.
- Provision of bed tax and other revenues such as in lieu fees.
- Mitigation of visual and other site impacts using topographic differential, setbacks and natural vegetation.
- Maximum preservation of vegetation on north slope of the southern ridge.
- Coordination of the project with the planned off-site improvements to SR179/89A.

#### Summary of Community/Area Benefits

- Undergrounding of overhead utility lines.
- Historic structures given to the City in good condition.
- Opportunity for park site to provide a venue for community events and a catalyst for civic tourism.
- Opportunity for park site improvements to be made by the property owner.
- Inclusion of a transit stop.
- Relocation and development of historic weather station as an historic exhibit.
- Opportunity to provide pedestrian improvements within open space preservation areas.
- Provision of off-site public pedestrian access to Oak Creek and other amenities through the adjoining Los Abridados development.
- Inclusion of an easement to provide school district access to the western portion of their property.
- Reservation of land for future right-of-way extension of Mormon Hill Road.
- Opportunity to establish the "Sedona Project," a consortium that would create a Science Institute focused on human-environmental sustainability. Opportunity to contribute to local economy through receipt of bed taxes and other revenue sources.
- Opportunity to support affordable workforce housing available to low and moderate income households.

#### General Development Criteria

- Maximum of 82 Timeshare units.
- Minimum of 9 workforce housing units.
- Maximum of 8 residential condominium units.
- Minimum of 8 acres of preserved natural open space with a total of at least 73% natural open space throughout the project west of Brewer Road.
- Sufficient parking to accommodate the recommended uses.

## **Sedona Cultural Park (Southern Portion) Resolution 2007-40 (October 23, 2007)**

### **Cultural Park Planned Area – Southern Portion**

#### Area Description

Includes approximately 23 acres constituting the southern half of the original 44-acre Sedona Cultural Park, located northwest of the intersection of Cultural Park Place and SR 89A. The original Cultural Park ceased operations in 2003.

#### Community Needs and Benefits

This Planned Area has been and continues to be developed to meet the need for cultural and performing arts facilities in the community. Several goals and objectives in the Economic, Tourism, and Arts and Cultural Elements of the Plan supported this site in meeting this need. Ultimately, the entirety of the original Cultural Park site should be carefully evaluated and planned relative to the uses developed on this 23 acre planned area to ensure compatibility of uses, mitigation of USFS interface impacts, open space preservation, and mitigation of the overall impact of land uses, density, and intensity of uses on the 44 acre site as a whole. Additional benefits include:

#### Summary of Community/Area Needs

- Support and promotion of arts and culture in the Sedona area.
- Provide an opportunity for shared parking for future transit park and ride.
- Preservation of natural open space.
- Provide affordable workforce housing as part of a mixed use project.
- Provide access and parking to US Forest Service trailhead.

#### Summary of Community/Area Benefits

- Creation of an indoor performing arts center to benefit the community and arts organizations.
- Creation of an amphitheater and performing arts center on a smaller scale than the original Cultural Park, thereby lessening traffic impacts and enhancing elements of small-town character.
- Creation of a “Sedona Village” that will contain more studios and artists residences and provide an economic magnet and benefit to the Sedona economy by attracting visitors who will participate in the many activities at the Village, amphitheater, and performing arts center.
- Provide increased revenue to the City and to merchants in west Sedona.
- Opportunity to support affordable workforce housing available to low and moderate income households.

- Provide for “small-town” scale development and architecture that promotes Sedona’s Historic and Cultural Heritage.
- Opportunity for a conference/resort center.
- Opportunity to evaluate the impact of the Heritage Grant commitment during the “rezoning process.”

#### Potential Uses

Provides an appropriate mix of uses to support the development of cultural and performing arts facilities in Sedona including an outdoor amphitheater, performing arts theater, conference/resort/restaurant facilities, a “Sedona Village” with potential elements ranging from galleries, cafés, and coffee houses, museum, music, art and design studios, office space, visitor center, Forest Service Interpretive Center, bars, restaurants, specialty shops and boutiques, bakeries, ice cream parlors, small grocery store and music clubs. Additional area for potential expansion of Yavapai College and live/work opportunities could also be provided.

#### General Development Criteria

- Preservation of approximately 9 acres of natural open space on the high knoll on the southwest portion of the site and along the highway in the southern and southeast portions of the site generally consistent with the open space areas delineated in the original Cultural Park plan.
- Sufficient on-site parking to accommodate the recommended uses without compromising natural open space on the site.
- A maximum of 210 Hotel Units.
- A maximum of 40 live/work units with a majority of units focused on housing artists.
- Maximum building Area of 250,000 square feet for the Sedona Village and conference center, restaurant, and lodging with a maximum building area of 48,000 square feet for non-arts-related commercial uses.
- Maintenance of access to the US Forest Service trailhead.
- Buildings not located on prominent ridgelines with an emphasis on maintaining and being sensitive to the SR 89A view corridor .
- Maintenance of a focus on arts, cultural, and educational components with commercial uses developed commensurate with the phasing of these components.
- Commercial development on a scale compatible with an intimate village environment.
- Providing at least 12% of live/work housing, lodging units, and commercial area square footage to address workforce housing needs.

Note: The above language is intended to provide general guidelines for possible future zoning and development of the property in question and does not convey any property rights, guarantees, or commitments by the City of Sedona.



# APPENDIX B: SCHNEBLY HILL NEIGHBORHOOD VISION

The pages in this appendix are part of a presentation made by a working group of the Citizens Steering Committee in 2012. The group was asked to imagine and describe possible development ideas for various locations in Sedona, which would be consistent with community feedback the Committee had gathered. While this appendix is not a specific proposal of this Plan, it is included to suggest ways that Specific Plans might be developed for any of the Community Focus Areas described in chapter 3 (page 34 and following).

### **Schnebly Hill Neighborhood Vision**

The Schnebly Hill Community Focus Area vision is that of a rural neighborhood with an agricultural theme, and a vital mix of uses beyond pure residential that is compatible with the historic and current diversity of the area. This vision has evolved from the previous Community Plan Special Planning area discussion for Schnebly Hill and the Uptown Creek Area and Heart of Sedona Area Specific Planning efforts. Those are summarized below, followed by a synopsis of the evolving vision for developing and preserving the unique character of this area.

#### **Previous City Plan Special Planning Area Discussion and Goals**

- Preserve the historic ranch flavor: large parcels, low densities.
- Need pedestrian improvements.
- Minimize auto traffic.
- Any new development should be of similar scale to historic pattern.
- Retain affordable housing currently existing in Rancho Sedona Mobile Home Park.

Issue: Existing zoning is for higher density residential than rural vision supports. Need for transfer of development rights/density to maintain open space and historic character. Could be facilitated by combining more than one property in a collective development idea and allowing higher value uses with less of a footprint.

#### **Uptown Creek Area Plan and Heart of Sedona Ideas**

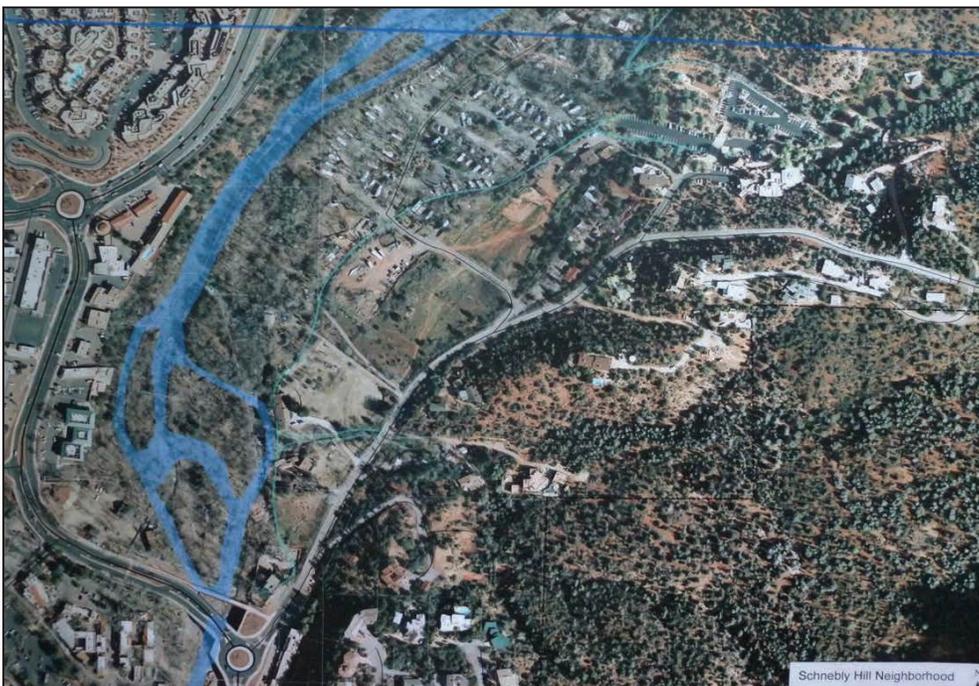
- Creekside park - the CFA vision moves it closer to the commercial area than shown, so that it connects to the Heart of Sedona vision.
- Artist-in-residence overlay zone-shops/galleries allowed along the lower portion of Schnebly Hill Road up to Burris Lane, pedestrian or shuttle only.
- Guest house rental overlay zone - throughout neighborhood.
- Pedestrian paths - not all along roads.
- Trailhead connections - different location (now existing at Creative Life Center).
- Parking structure - the CFA vision sees a smaller structure in different location under age-in-place housing, concealed so no urban feeling is associated with it.

#### **New Ideas for the CFA Vision:**

- Agricultural/garden theme becomes main neighborhood character.
- Neighborhood center/community garden on Bear Wallow Lane.
- Reinstate the historic ditch as a key water feature linked to the agricultural uses.
- Build on the existing mix of uses (Rancho Sedona Mobile Home/RV Park, Creative Life Center, and gallery district at the entrance to the neighborhood) to envision a more vital and thorough integration of mixed uses into a coherent whole that works for both residents and visitors. New land uses (higher value on less area) depicted as compatible with the vision include:

- Creekside nature cafe/bed and breakfast at historic house on creek.
- Farmstay-vineyard lodge/culinary garden institute.
- Age-in-place housing with hidden parking below.
- Guest house short-term rentals allowed in neighborhood for Creative Life Center attendees or artist studio seminars.
- Infrastructure should be different than City engineering norms: paver, flagstone, and/or gravel paths rather than curb, gutter, and concrete sidewalks; narrow drives, pedestrian easements not along roads, quirky historic-looking stone retaining walls, etc.
- Monument signage for neighborhood identity at Schnebly Road/SR 179 roundabout, pedestrian emphasis.
- City participates financially in proposed public spaces rather than exacting them from local land owners/developers, covers liability & maintenance for easements for public access on private property.

### Existing Schnebly Hill Neighborhood



**Schnebly Hill Road Rural Character**



**Historic Ranch Style Architecture**



**Primary Issue: Existing High Density Zoning Implications**

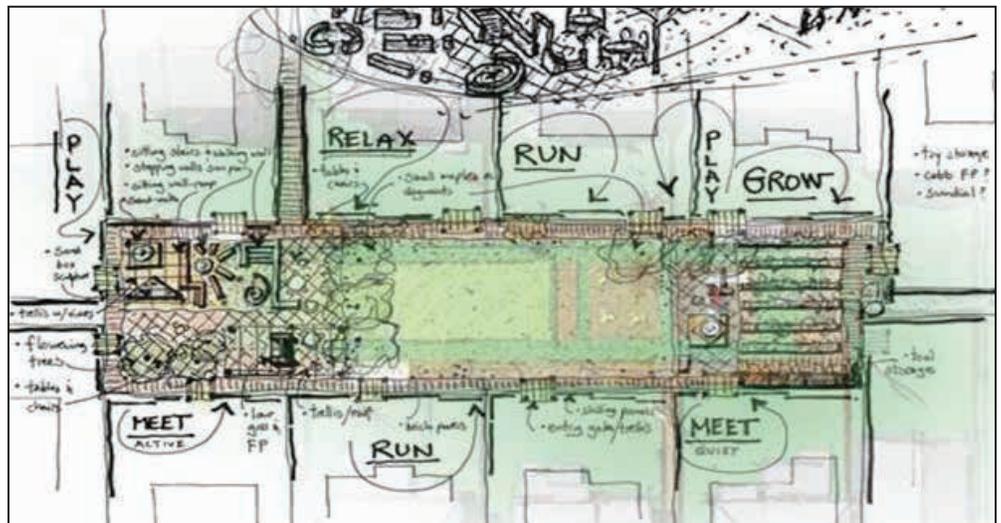


**New Vision for Schnebly Hill CFA**



### Neighborhood Center Ideas

- Park/common greenspace
- Network of pedestrian connections
- Community garden/greenhouse
- Meeting space (house, pavilion, etc.)
- Shade structure
- Water feature
- Small market/café
- Exercise facility



**Schnebly Hill Neighborhood Center and Community Garden**



**Community Garden Site on Bear Wallow**



**Uptown Creek Area Plan  
(showing ideas for Schnebly Hill area)**

- Artist-in-residence overlay zone
- Guest house rental overlay zone
- Creekside park
- New pedestrian paths
- Trailhead connection
- Parking structure
- Hillside preserve



**Heart of Sedona Plan**

(showing creek access near roundabout)

