

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. A Community Focus Area (CFA) Plan is an example of a more detailed specific plan (see pages 34-49).

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.

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. Community Focus Area Plans are Specific Plans (see pages 34-49). 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).

Priority 1 (0-5 years)		
Action	Lead	Partners
Land Use		
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

Priority 1 (0-5 years)		
Action	Lead	Partners
Circulation		
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

Priority 1 (0-5 years)

Action	Lead	Partners
Environment		
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

Parks, Recreation, and Open Space

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

Priority 1 (0-5 years)		
Action	Lead	Partners
Economic Development		
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

Priority 1 (0-5 years)		
Action	Lead	Partners
Community		
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

Priority 1 (0-5 years)		
Action	Lead	Partners
Community		
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

Implementation		
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
Land Use		
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

Priority 2 (6-10 years)		
Action	Lead	Partners
Environment		
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

Parks, Recreation, and Open Space		
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