RESOLUTION NO. 2016-17

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF SEDONA, ARIZONA, ADOPTING THE COMMUNITY FOCUS AREA PLAN FOR THE SOLDIERS PASS ROAD CFA OF THE CITY OF SEDONA, ARIZONA.

WHEREAS, A.R.S. §§ 9.461.08 and 9-461.09 provide for authority and scope of Specific Plans and the procedure for adoption of Specific Plans by resolution of City Council; and

WHEREAS, the Sedona Community Plan, which was ratified by citizens of the City of Sedona on March 11, 2014, recognized Community Focus Areas (CFA) as areas where Specific Plans will be developed to provide guidance for future development, and the Soldiers Pass Road/State Route 89A area was identified as a Community Focus Area; and

WHEREAS, the Community Focus Area Plan for the Soldiers Pass Road CFA is consistent with the vision and goals of the Sedona Community Plan and meets the CFA community expectations as listed in the Community Plan; and

WHEREAS, public participation in the planning process included a citizen work group, public open houses, stakeholder workshops, and public hearings to provide input and comments on the Community Focus Area; and

WHEREAS, the City of Sedona Planning and Zoning Commission held a public hearing and recommended the draft Community Focus Area Plan for the Soldiers Pass Road CFA to City Council on March 17, 2015; and

WHEREAS, the Sedona City Council conducted a public hearing on the Community Focus Area Plan for the Soldiers Pass Road CFA on April 12, 2016 and recommended its approval.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Sedona:

That the Community Focus Area Plan for the Soldiers Pass Road CFA, as approved by the City Council on April 12, 2016 and incorporated herein as Exhibit A, is hereby approved and adopted as a specific area plan and addendum to the Sedona Community Plan.

PASSED AND ADOPTED by the Mayor and Council of the City of Sedona, Arizona this 10th day of May, 2016.

Sandra J. Moriarty, Mayor

ATTEST:

Susan L. Irvine, CMC, City Clerk

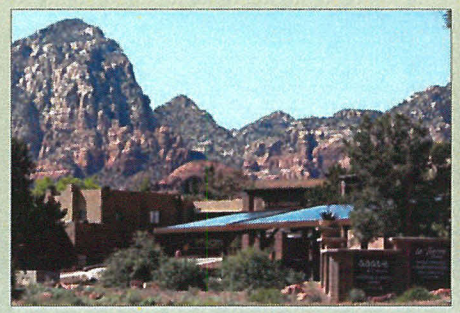
APPROVED AS TO FORM:

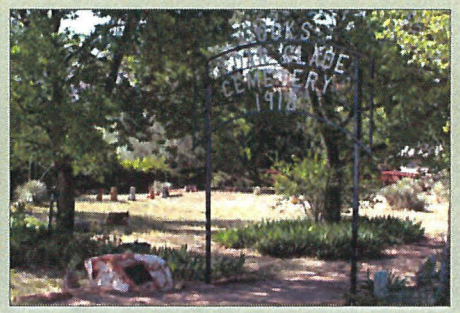
Robert L. Pickels, Jr., City Attorney

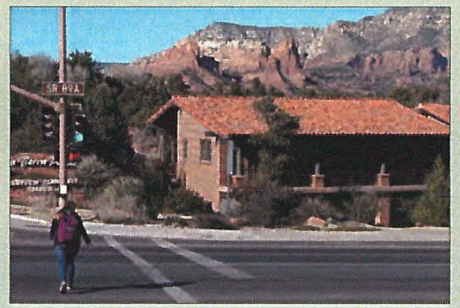
EXHIBIT A

Community Focus Area Plan for the Soldiers Pass Road CFA

CFA Vision:
This is a dynamic and walkable center of activity for neighbors, visitors, and businesses. The already diverse mix of land uses will be enhanced and new development will complement existing land uses. People will walk, bike and use transit more as improvements will be designed with people in mind by improving connectivity, safety, and convenience.







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Approved by Sedona City Council April 12, 2016.

Acknowledgments
Thank you to the CFA5 Work Group for their participation in the planning process: Helen Knoll, April Payne, Judi Schultz, and Councilor Jessica Williamson. The Work Group is part of the City's Citizen Engagement Program, which provides a forum for citizen volunteers to participate in specific projects. Illustrations by Richard Hubbell.

Note:
Any references to current conditions reflect what existed when the plan was written during 2015 and 2016.

INTRODUCTION

This Community Focus Area (CFA) Plan is an addendum to the Sedona Community Plan, and serves as a guide for future development and redevelopment of this area. The intent is to address issues that are specific to this geographic area at a more detailed scale than the city-wide Community Plan. The Community Plan's vision and goals serve as the guiding principles for this CFA Plan. The starting point for planning was the Community Expectations for the area as set forth in the Community Plan (see list to the right from page 41 of the Community Plan).

The planning process sought input from neighborhood residents, property owners, and businesses in 2014 and 2015. The top issues heard about the area were: traffic, appearance of the West State Route 89A (89A) corridor, residential impacts from commercial development, walking and biking challenges, and a desire for community gathering spaces. The comments are consistent with the original Community Expectations.

The area already has a diverse mix of land uses with shops, offices, lodging, houses and townhouses, with the Posse Ground City Park and National Forest nearby. All of which is within a walkable distance, however the area is not very friendly to walking and biking. With improvements such as more sidewalks, landscaping, and pedestrian connections the area could be transformed into a walkable neighborhood center that is considered the focal point for the surrounding neighborhoods.

The CFA Plan is a guide to the community's desired future of the area, and is intended for use by both public and private entities as a policy document and not a regulatory document. For example, the plan can be used by a developer when designing a new project, then the Planning and Zoning Commission and City Council will evaluate the project proposal based on this plan.

Who implements the plan and how will vary depending on the project – it may be the City of Sedona, the Arizona Department of Transportation, a private developer, business owner, landowner, or as a partnership project. The plan is intended to provide guidance whether it is in the design of a new development or redevelopment project, a City of Sedona Capital Improvement Project, or an improvement project by a business or homeowner's association.

Vision:
The community's vision for this CFA is to enhance the already diverse mix of land uses and ensure that new development is compatible with the existing land uses. Improvements to the area should be designed with people in mind, creating a safe and convenient experience. Thus, more people will walk, bike, and use transit which will help reduce traffic congestion. These and other recommendations set forth in this plan are intended to create a dynamic and walkable center of activity for neighbors, visitors, and businesses.

Community Expectations
The Community Plan listed the following expectations for this CFA:

- Provide mixed uses and a more walkable environment.
- Create public gathering spaces.
- Address neighborhood traffic circulation and controlled access options to the highway.
- Preserve historic resources.
- Provide buffering and land use alternatives as transitions between more intensive uses and adjacent single-family neighborhoods.
- Focus on the general needs of the West Sedona Corridor.
- Create better pedestrian connections between the north and south sides of 89A.

-Sedona Community Plan, page 41

Planning Area Boundary

The Community Plan identified the general planning area for this CFA. The specific boundary (shown here in blue) was defined during the CFA planning process.

Most of this area is already developed. There are less than 10 acres of undeveloped vacant parcels, however there are additional properties that could be redeveloped.

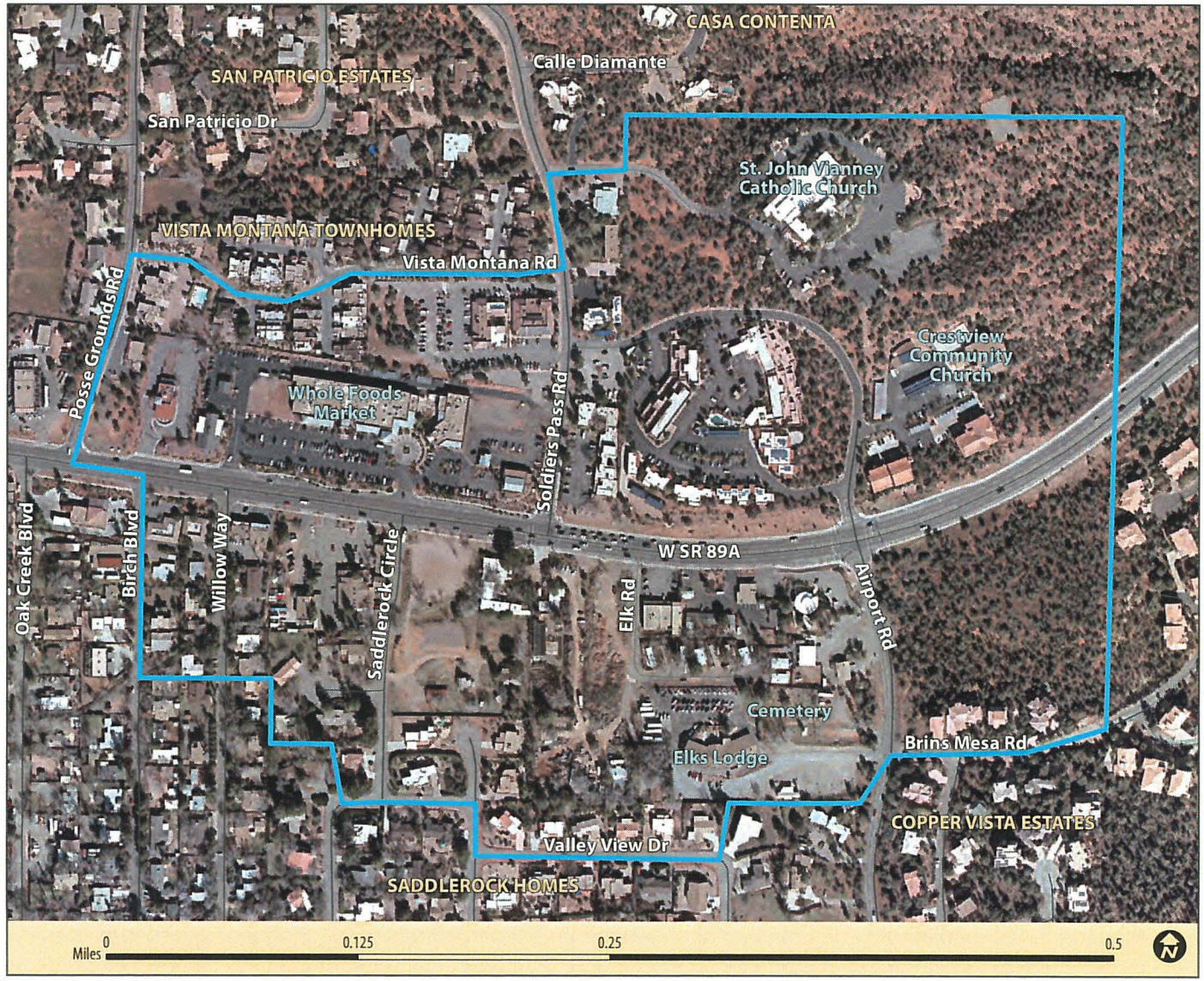


Figure 1.
CFA Planning Area Boundary

Future Land Use Map

The Future Land Use Map is a key component of the Community Plan that depicts desired land uses.

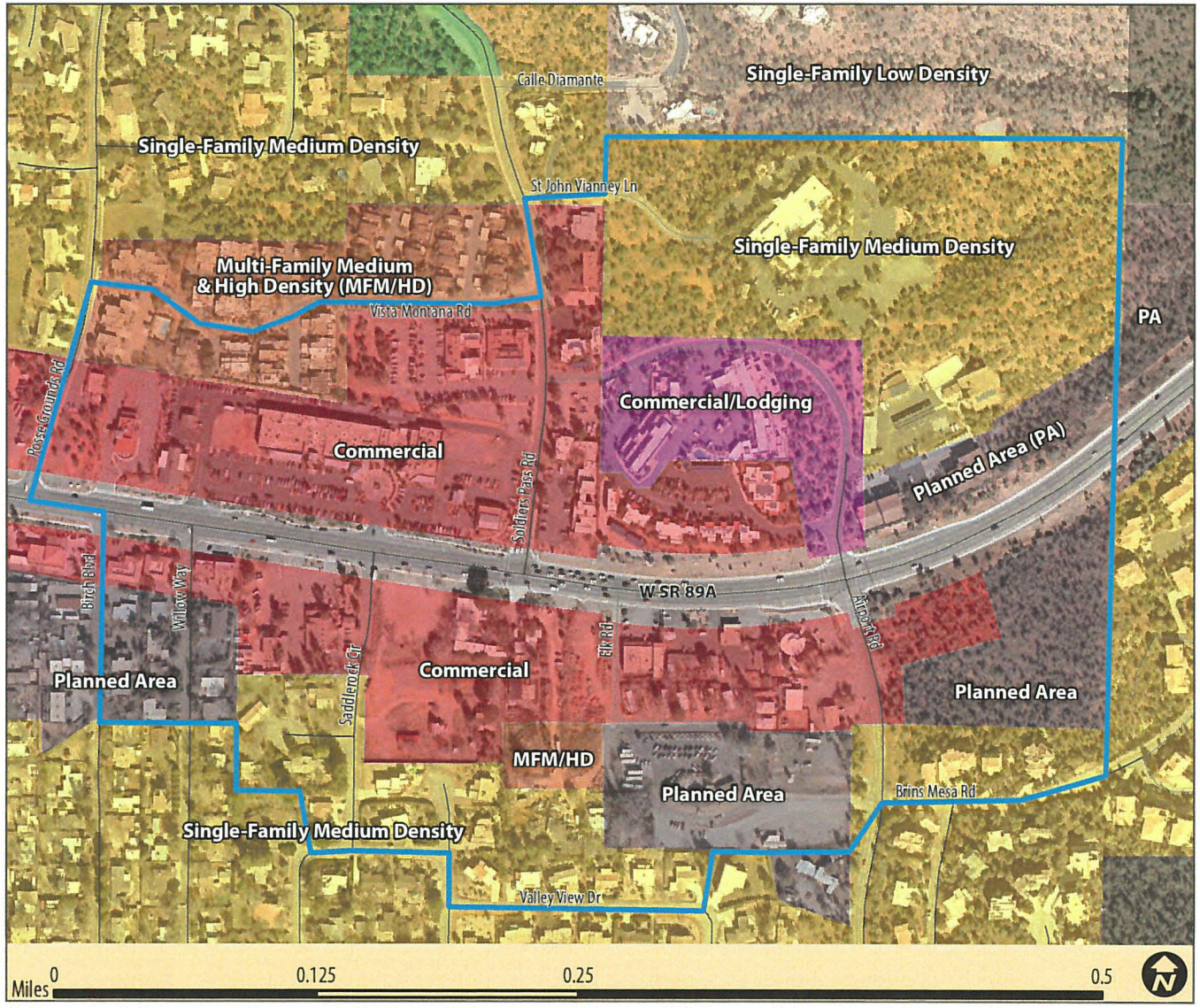


Figure 2b.
Future Land Use Map (as of 2/22/16)

See Community Plan: p. 51, pp. 26-27.

KEY ISSUES

Mix of Land Uses

This area is one of Sedona's best examples of a "mixed use" neighborhood. There are single-family homes, townhomes, and community facilities surrounding a commercial corridor that has a diverse mix of businesses that could fulfill the daily needs of most residents.

The Community Plan encourages compact and walkable mixed use areas, described as a combination of housing options with services and retail uses, that may have "venues for entertainment and the arts mixed with education and civic functions, a central community gathering space, all linked by walkways." That description provides a vision for the future of this area - many of those elements already exist here or can be added or enhanced.

The advantages of a walkable, mixed use area:

- Creates a desirable and animated center of the community
- Defines a neighborhood's unique character and identity
- People are more likely to walk and bike instead of driving when services are nearby, which can reduce the number of cars on the road
- Provides support for local businesses from local residents
- Increases revenue for businesses and the City
- Improves the viability of small businesses
- Rejuvenates investment in neglected or vacant properties

A Day in the CFA:
Walk from home, first to the dentist, then a haircut, go to the bank, eat lunch, and stop at the grocery.

Leaving the car at home, you are more likely to meet people, get some exercise, save on gas, and avoid traffic. You are also more likely to consider this "your neighborhood".

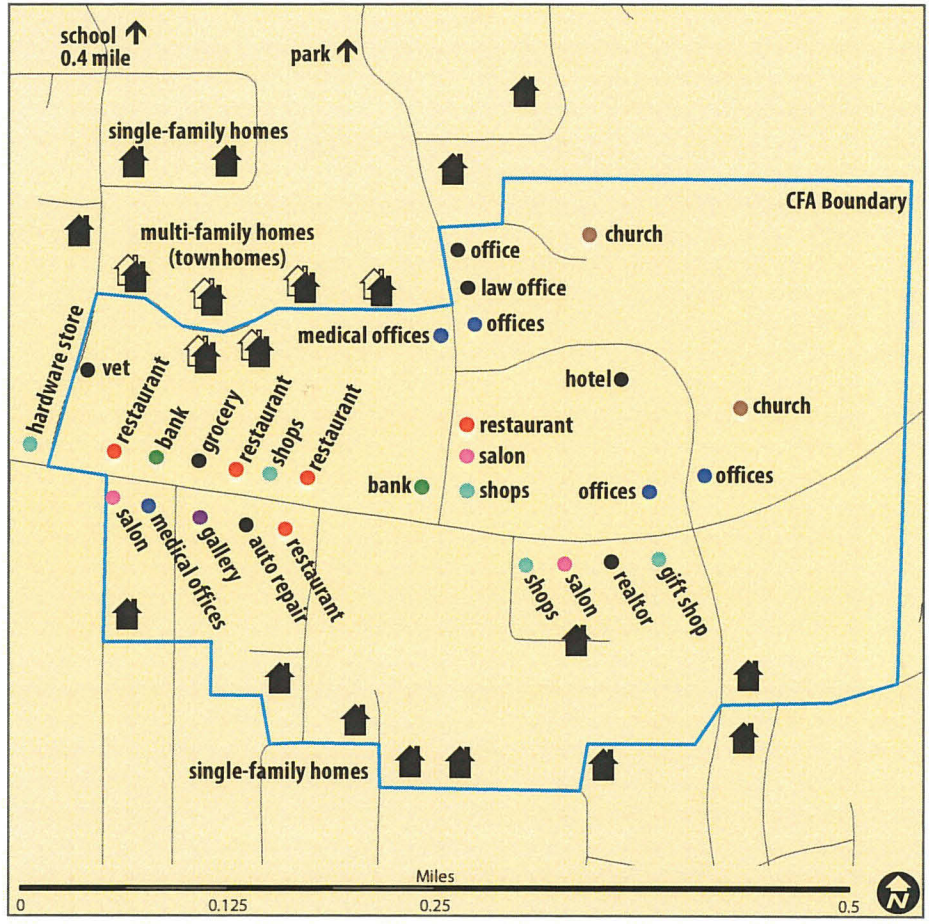


Figure 3. Current Mix of Land Uses as of 2016

Walkability

The Sedona Community Plan's vision and goals call for walkable, mixed use areas that will have less traffic congestion and a greater sense of community. While this area has a mix of uses in close proximity, it is not very walkable.

This particular area happens to include most of the features that communities in other areas seek. Many residents live near a variety of services, as well as parks and trails, yet it does not appear that very many residents take advantage of this which points to what is missing. The distances may be reasonable, but there is a lack of sidewalks, crosswalks, and shortcuts that would make walking safer and more convenient.

A walkable distance is generally considered within 1/4 mile, although how far people are willing to walk often depends on the experience. You tend to walk further if it feels safe, and is a convenient, interesting, and enjoyable experience.

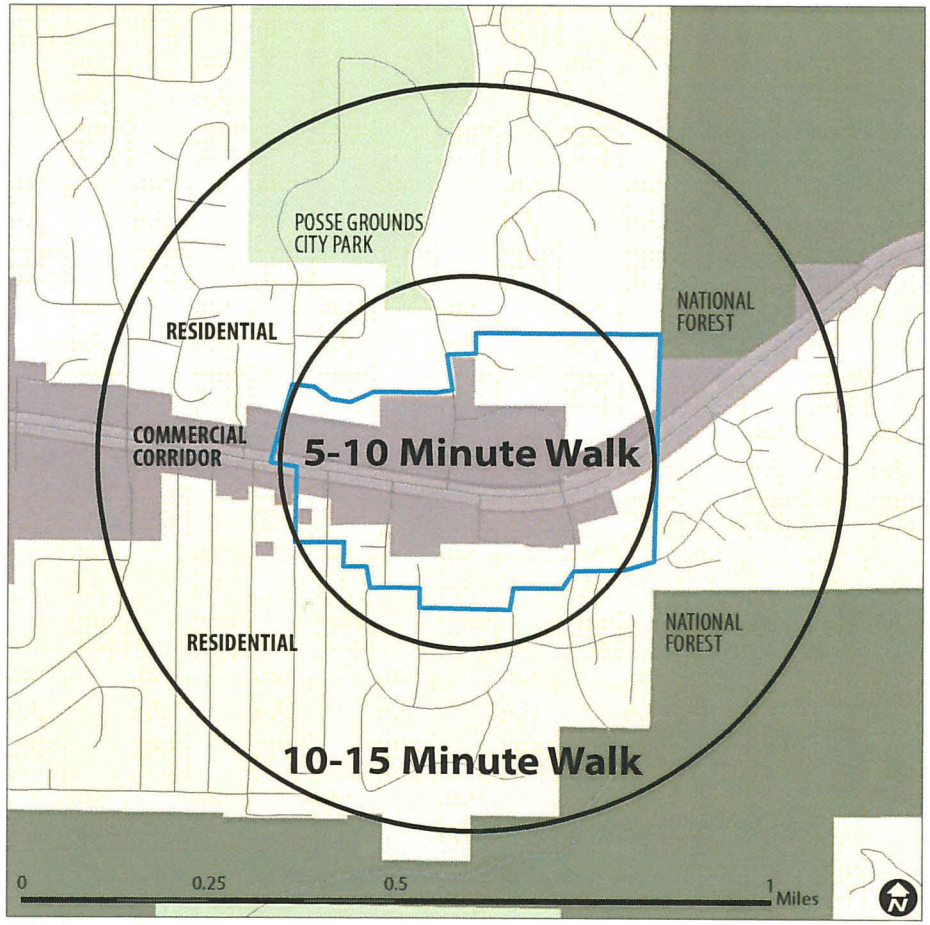


Figure 4. Walkable Radius

Traffic Safety

The issue of top concern for the public during this planning process and for the Community Plan was traffic congestion. The community has expressed their frustration with traffic safety in this specific area, which is not simply about the volume of traffic, but more about the difficulties of multiple access points on both sides of the street.

The previous development pattern in West Sedona was one (or more) driveways per property. If new development continues in this manner, there could be 3 additional driveways along this portion of 89A. The preference is for coordinated development that can result in shared driveways and improved traffic safety.

Note:
The City will be conducting a traffic study that may provide additional guidance on circulation in this CFA.

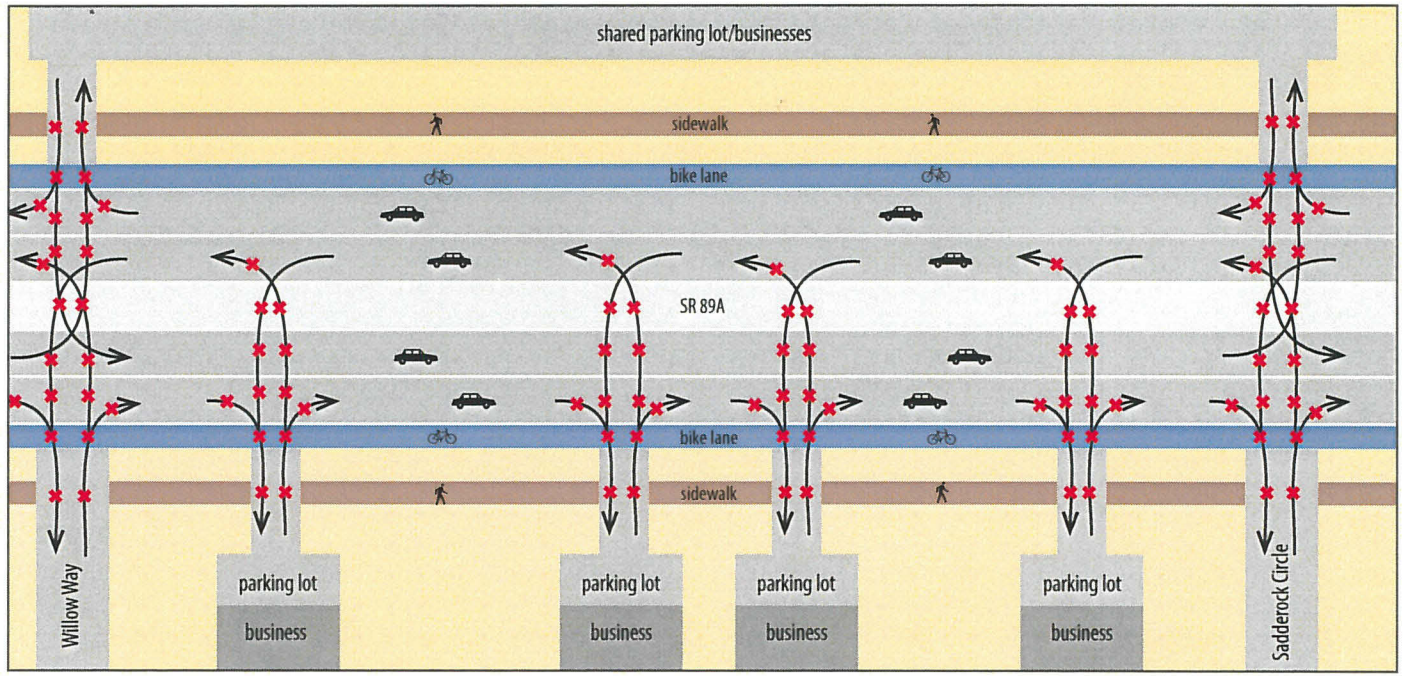


Figure 5. Potential Points of Conflict Between Vehicles, Bicyclists, and Pedestrians
This scenario is based on the current situation of an existing section of 89A between Willow Way and Saddlerock Circle. Each red "x" represents where a collision may occur as a vehicle crosses lanes of traffic, bike lanes, and sidewalks.

West State Route 89A is within the jurisdiction of the Arizona State Department of Transportation, whereas the City of Sedona has jurisdiction of the public street network that connects to the highway.

RECOMMENDATIONS

The recommendations for this CFA reflect the community's desire to keep this an area of complementary and balanced land uses in which a resident or visitor can live, work, shop, dine, and play within a walkable area. Below is a summary of the recommendations, which are outlined on the following pages. The goals from the Community Plan are those most relevant to the issues of this area. The CFA objectives are statements describing the desired future for this Community Focus Area. There are two chapters of the Community Plan that are not specifically listed below ("Parks, Recreation, and Open Space" and "Economic Development" however those topics are encompassed by one of the other categories below.

LAND USE	CIRCULATION	ENVIRONMENT	COMMUNITY
Community Plan Goals • Create mixed use, walkable districts. • Encourage diverse and affordable housing options.	**Community Plan Goals** • Provide for safe and smooth flow of traffic. • Create a more walkable and bike-able community. • Reduce dependency on single-occupancy vehicles. • Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles.	**Community Plan Goals** • Ensure a sufficient supply of quality water for the future. • Reduce the impacts of flooding and erosion on the community and environment. • Promote environmentally responsible building and design.	**Community Plan Goals** • Provide public gathering spaces that promote social interaction. • Reflect a unique sense of place in architecture and design.
CFA Objectives • A complete neighborhood center that is a mix of complementary and compatible land uses. • A range of housing options that vary by type, size, and price ranges that offer an alternative to single-family housing.	**CFA Objectives** • Improved safety and reduced traffic congestion on SR 89A. • Improved safety, convenience, and experience for walking and bicycling. • A connected network of sidewalks and trails that link neighborhoods and lodging to businesses and destinations such as parks, National Forest trails, and the West Sedona School.	**CFA Objectives** • Conservation practices are incorporated into building and landscape design, construction, and maintenance.	**CFA Objectives** • An identifiable area recognized for its natural features and the design quality of its built features. • A neighborhood center with appealing and accessible community spaces that reflect a sense of community.

Compatible Land Uses

Community Plan Goal:
Create mixed use, walkable districts.

CFA Objective:
A complete neighborhood center that is a mix of complementary and compatible land uses.

Strategies:
1. New development should complement and coordinate with adjacent properties.
2. Mitigate the impacts of commercial land uses on neighboring residents using a variety of methods such as building design, site layout, and landscaping.
3. Coordinated development is encouraged to enable shared access, parking, and community spaces.
4. Create a dynamic area that is not dominated by a single use, but is a balanced mix of land uses that includes housing, lodging, and commercial.

Continued on page 11

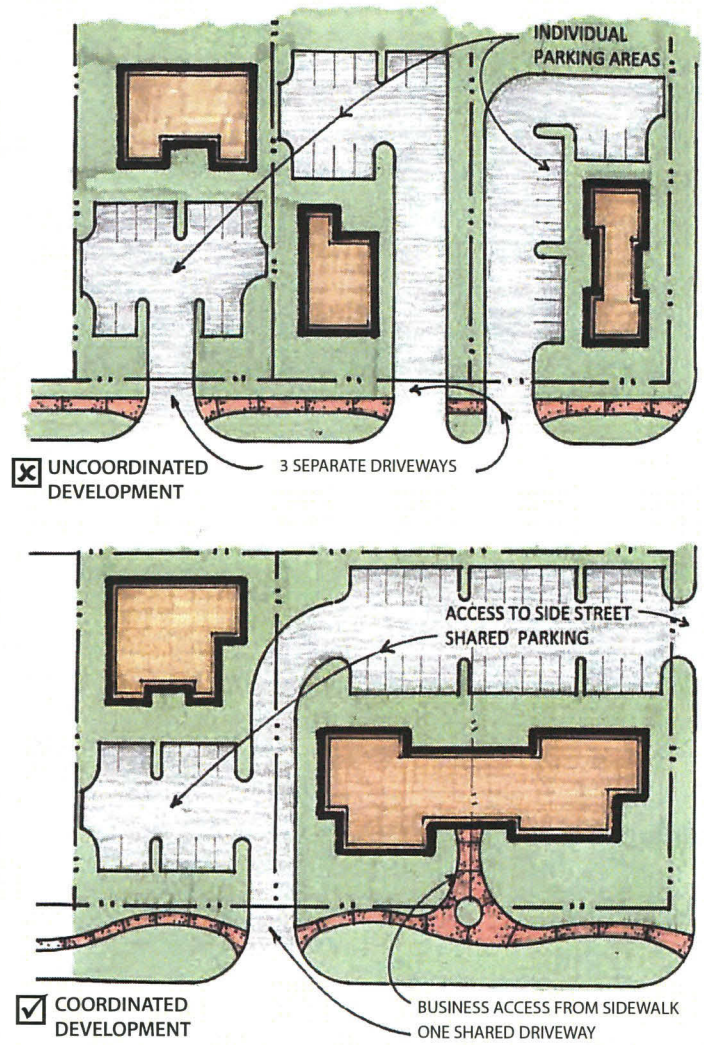


Figure 6. Examples of Uncoordinated & Coordinated Development

See Community Plan: p. 17 Goal 5; p. 53 Policy 3 and 4; p. 66 Policy 6; p. 67 Policy 13.

Lodging Strategies

Strategies (continued from page 10):

5. New lodging should enhance the commercial area and be compatible with adjacent land uses.
   5a. Lodging is limited to no more than 10 acres within the CFA.
   5b. Lodging may extend beyond the boundary* if the project contributes to a more walkable mix of housing and commercial land uses with improved connectivity.
   *Lodging Area Limits boundary from the Community Plan (shown in the map to the right).

Lodging Area Limits are identified in the Community Plan as locations where new lodging development is supported. In this CFA the Lodging Area Limits encompasses 32 acres. To ensure a balanced mix of land uses not overwhelmed by lodging it is recommended that lodging is limited to 10 acres in this CFA.

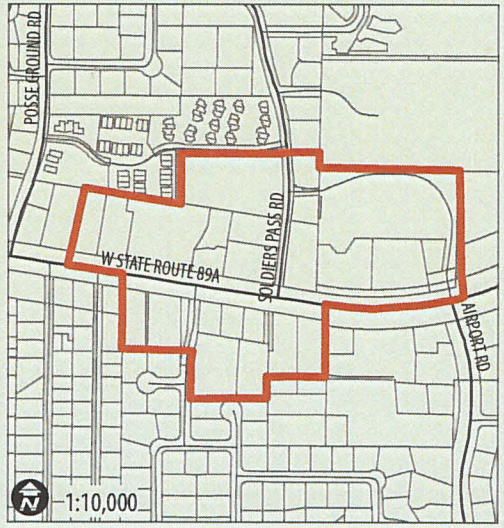
Flexibility in the Lodging Area Limits boundary will be supported if the CFA Plan's objectives can be acheived. Examples of the benefits that could result from a development project that extends beyond the lodging boundary are new street connections, shared and connected parking lots and driveways, and pedestrian and bicycle connectivity. Otherwise, strict adherence to the Lodging Area Limits boundary may inhibit consolidated redevelopment projects that are more likely to produce community benefits.

See Community Plan: pp. 27-29, p. 53 Policy 4

The Community Plan addresses lodging within a CFA:
New lodging development may also be approved as part of a Plan within a Community Focus Area... 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.*

-Community Plan, page 27



Lodging Area Limits map from the Community Plan, page 28

Lodging Standards

Proposed lodging projects must meet the following lodging standards. Flexibility in the maximum acres of lodging in the CFA could be supported if the project addresses all of the lodging standards.

Mixed Use Lodging Development
Lodging projects shall include other uses that will benefit both hotel guests and local residents. Integrating multiple uses into one development project can reduce the need to drive, and thus not contribute further to traffic congestion.

Other land uses in addition to lodging such as retail and restaurants will not count toward the maximum allowable acres of lodging in the CFA.
The following are examples of preferred mixed use lodging developments.

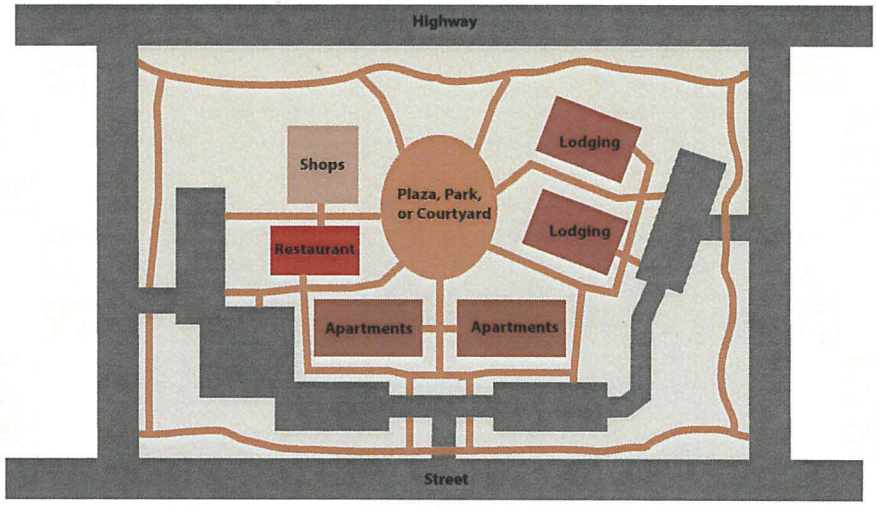
- Mixed use lodging projects with shared community space, parking, and access.
- Lodging with a spa, restaurant, and event space (minimum 1,000 sq. ft.).
- Lodging with retail and restaurants on the first floor, rooms on the second floor.
- Projects that include both lodging and multi-family residential.

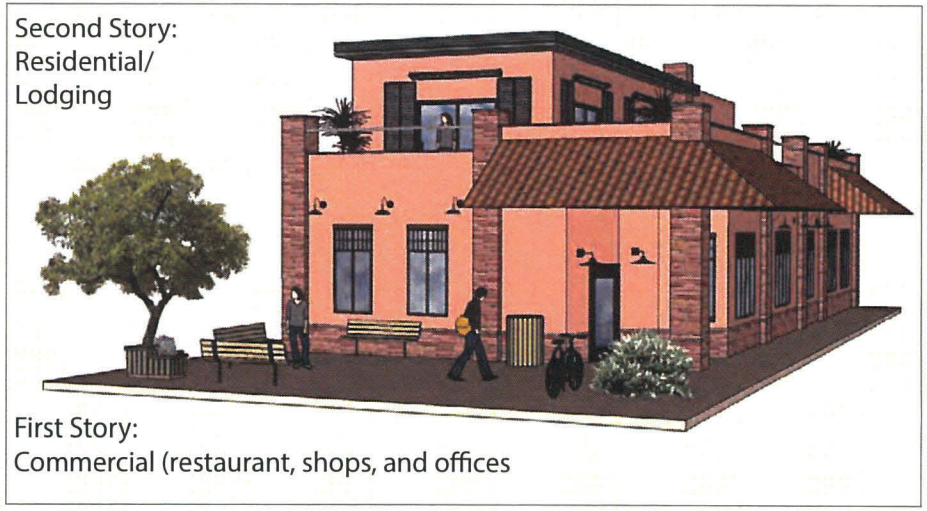
Shared Community Space
Common areas shall be incorporated into the project design that will serve as gathering spaces for guests, visitors, and local residents. Examples: lounge, atrium, plaza, garden, or courtyard with ample seating. See page 25 for examples.

Housing
If the lodging project involves property zoned as residential, the equivalent number of maximum units allowed under the current zoning must be included within the development project. The housing shall be multi-family, such as apartments, condominiums, townhomes, or employee housing.

Example: (1 acre RM-2 = 12 units) + (1 acre RS-12 = 3 units)
= 15 housing units required (minimum)

Examples of Mixed Use Development:





Lodging Standards, continued

Site Layout

- Lodging buildings adjacent to SR 89A shall be aligned perpendicular or at an angle to SR 89A (not parallel to SR 89A.)
- Multiple buildings are preferred to one larger building.
- Parking is to be located behind the buildings, and not facing SR 89A or visible from a public street or SR 89A.
- Multiple, smaller parking lots are preferred to large parking lots.

Connectivity

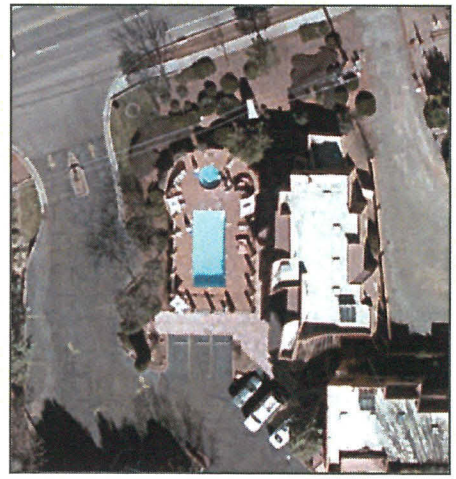
- Sidewalks and paths shall link on-site amenities, parking, building entrances, trails, streets, community spaces, and adjacent destinations.
- Projects shall be designed to maximize connectivity for vehicles to improve safety and minimize local traffic congestion, such as creating new street connections, and connected and shared driveways and parking lots.

Landscaped street frontage ➢

Building perpendicular to street ➢

Multiple buildings ➢

Parking not in street frontage ➢



Landscaped street frontage ➢

Buildings at an angle to streets ➢

Multiple buildings ➢

Parking behind the buildings ➢

Housing Diversity

Community Plan Goal:
Encourage diverse and affordable housing options.

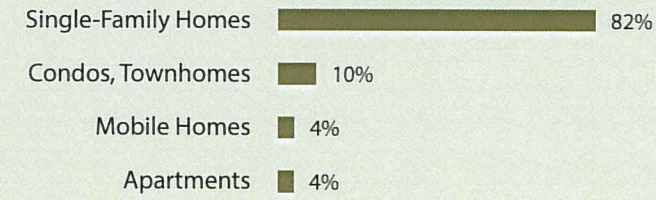
CFA Objective:
A range of housing options that vary by type, size, and price ranges that offer an alternative to single-family housing.

Strategies:
1. Increase the amount of multi-family residential housing within the CFA.
2. Commercial development projects should incorporate housing, such as workforce, affordable, and multi-family housing.
3. The diversity of housing types should increase with more multi-family residential options that accommodate seniors, singles, and others who want alternatives to a detached single-family house.

Note:
The City of Sedona's "Development Incentives & Guidelines for Affordable Housing" provides guidance that encourages the construction and retention of affordable housing in the city.

See Community Plan: p. 17 Goal 6; p. 53 Policy 10; p. 54 Policy 12, 13, and 14.

Housing Types in Sedona



Benefits of Multi-Family Housing

- Provides a variety of choices for people whose needs vary because of age, mobility, and lifestyle.
- Requiring less land area, it is an efficient use of land by concentrating homes in a compact area.
- Allows for convenient access to shops, restaurants, and transit.
- Improves walkability that can reduce traffic.
- Allows for more residents who can support local businesses and contribute to creating dynamic public spaces.

Traffic Flow and Connectivity

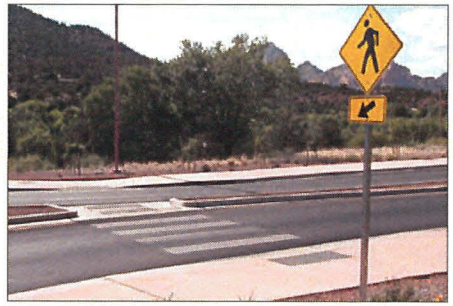
Community Plan Goal:
Provide for safe and smooth flow of traffic.

CFA Objective:
Improved safety and reduced traffic congestion on SR 89A.

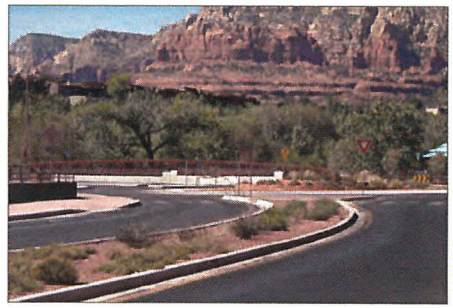
Strategies:

1. Safety and traffic congestion on 89A and intersecting streets should be addressed with appropriate street improvements, such as enhanced crosswalks, medians, or roundabouts.
2. Improve access between businesses and neighborhoods and reduce conflicts on 89A by connecting, consolidating, and sharing driveways and parking lots.
3. Street connections should be created, such as a connection from Saddlerock Circle to the signal on 89A at Soldiers Pass Road.

Note: The City will be conducting a traffic study that may provide additional guidance on circulation in this CFA.



Crosswalks



Medians

Benefits of Shared Driveways

For the Community:

- Improve traffic flow and reduce traffic congestion
- Improved appearance with more landscaping

For Customers:

- Reduced chance of conflicts
- Safer for walking and bicycling
- Reduced frustration

For Businesses:

- Improved customer attitude
- Increased area for parking
- Encourages customers to visit adjacent businesses
- Improved appearance with more landscaping

See Community Plan: p. 57 Goal 2, 3, 4; p. 66 Policy 1, 3 and 5.

Walking and Biking Improvements

Community Plan Goal:
Create a more walkable and bike-able community.

CFA Objective:
Improved safety, convenience, and experience for walking and bicycling.

Strategies:

1. Continuous streetscapes along 89A should be created to provide a safer and more appealing place to walk. See illustrations of streetscapes on the following page.
2. Safer crossings of 89A should be provided with enhanced crosswalks, medians, and/or roundabouts.
3. Safety and amenities for bicyclists, such as bike racks and pavement markings should be improved to encourage bicycling.
4. Transit stops with bus pull-outs, benches, and shelters should be provided.
5. Route information (destinations, distances, and direction) at visible locations, such as intersections, transit stops, trailheads, and public spaces should be provided.

What makes a place more walkable?

- *Interesting*
- *Entertaining*
- *Convenient*
- *Comfortable*
- *Safe*
- *Productive*

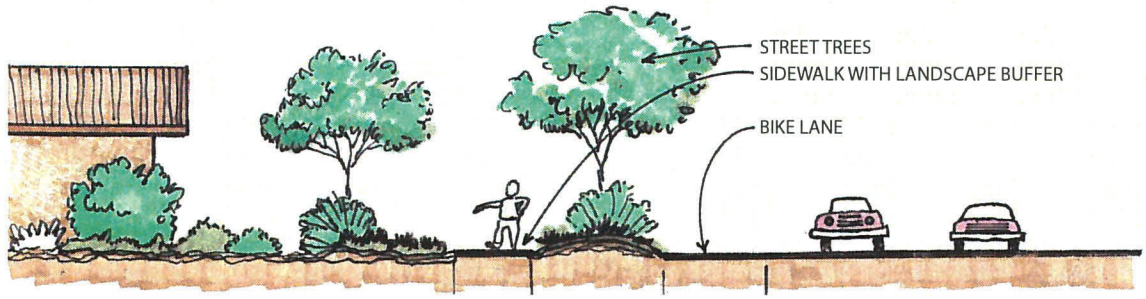
Streetscape with Landscaped Buffer

Streetscape with Business Access

Streetscape with Shaded Bench

See Community Plan: p. 57 Goal 5 and 6; p. 66, Policy 11; p. 67, Policy 14

Streetscape Design



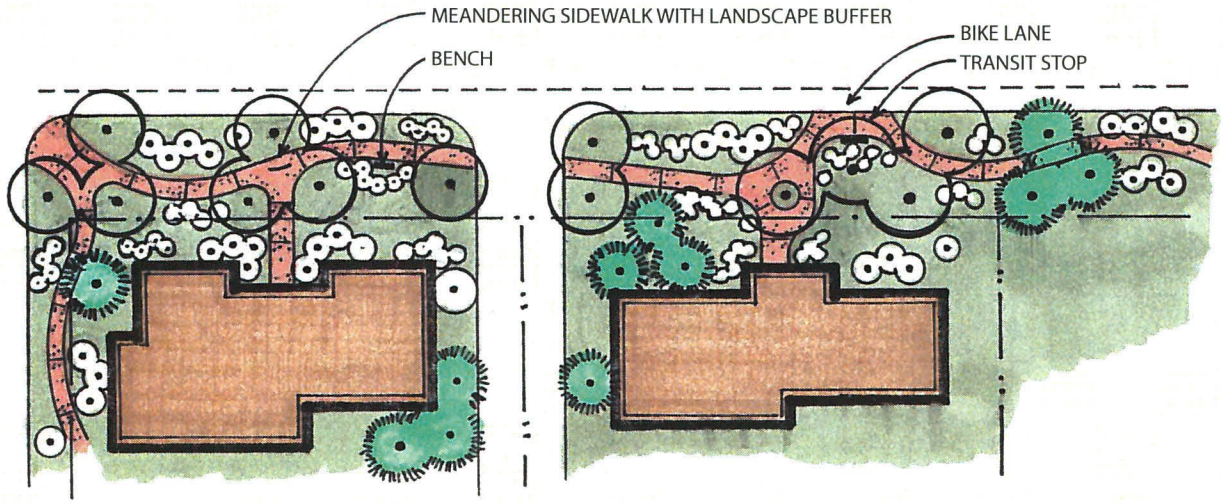


Figure 8. Streetscape Examples

Neighborhood Connections

Community Plan Goals:

- **Create a more walkable and bike-able community.**
- **Provide activities and amenities that allow for community interactions and encourage active and healthy lifestyles.**

CFA Objective:
A connected network of sidewalks and trails that link neighborhoods and lodging to businesses and destinations such as parks, National Forest trails, and the West Sedona School.

Strategies:

1. Connected paths that allow for direct pedestrian and bicycle access should be provided within and between housing and commercial developments.
2. Pedestrian access to public sidewalks and adjacent transit stops should be incorporated into development projects.
3. Sidewalks should be extended along streets such as Airport Road, Saddlerock Circle, and Soldiers Pass Road.
4. Partnerships with landowners are encouraged to create a connected trail system that enables off-street pedestrian and bicycle travel.

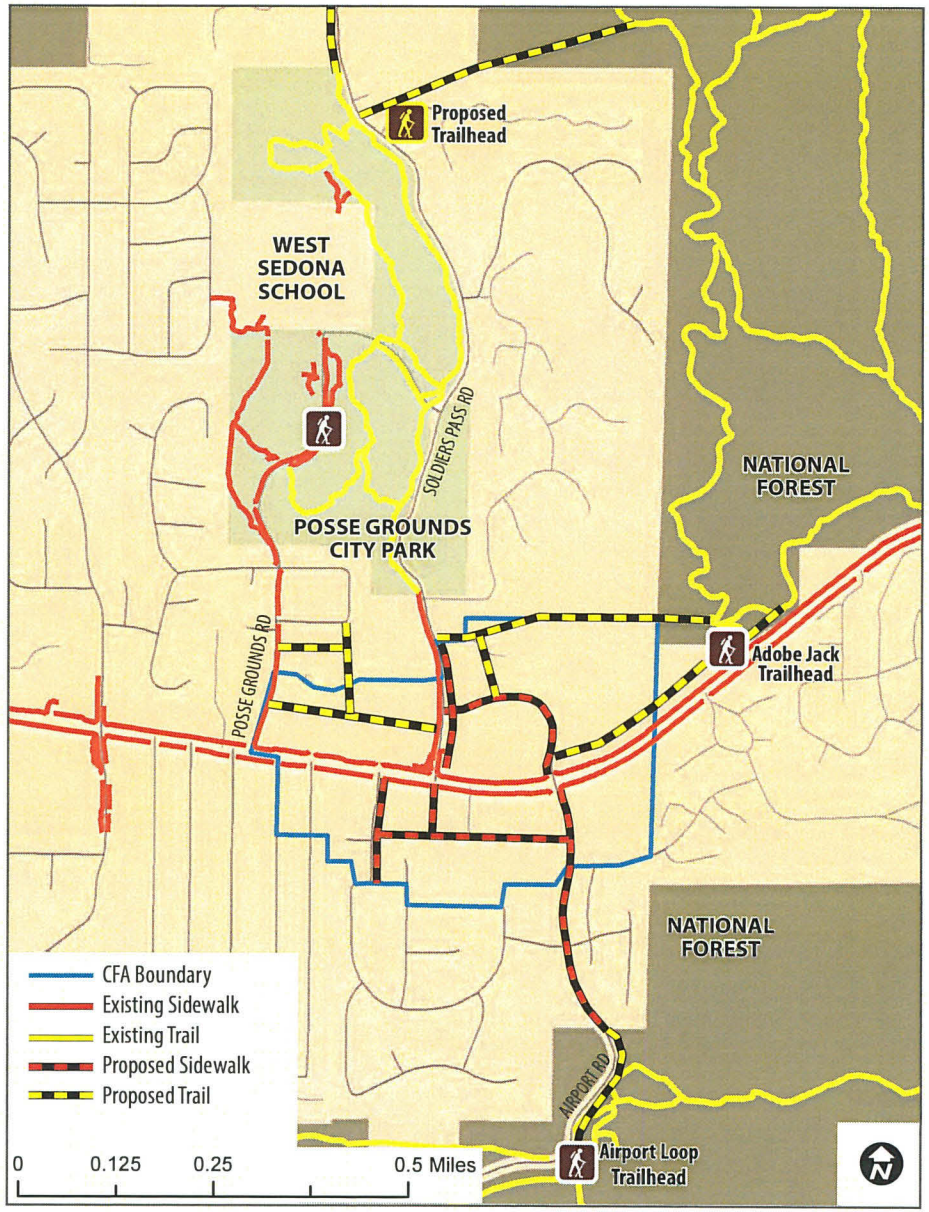


Figure 9. Proposed Sidewalk and Trail Network

See Community Plan: p. 57 Goals 1, 5, 6; p. 81 Goal 3; p. 66 Policy 2; p. 87 Action 6.

Green Building

Community Plan Goals:

- **Promote environmentally responsible building and design.**
- **Ensure a sufficient supply of quality water for the future.**
- **Reduce the impacts of flooding and erosion on the community and environment.**

CFA Objective:
Conservation practices are incorporated into building and landscape design, construction, and maintenance.

Strategies:

1. The use of solar energy in building designs for energy, heating, and lighting is encouraged.
2. Waste reduction measures should be integrated into building construction, maintenance, and business operations, including the utilization of recycled building materials.
3. Non-compliant outdoor lighting should be converted to dark-sky compliant and energy efficient lighting.
4. Xeriscape principles in landscaping should be practiced by conserving water and using appropriate plants reflective of Sedona's natural environment that contribute to a sense of place.
5. Stormwater should be managed with "green infrastructure" practices that slow and capture runoff.

Green Building Goals:

- *Energy efficient*
- *Water efficient*
- *Waste reduction*
- *Reuse and recycle materials*
- *Reduce pollution*

Xeriscape Principles:

- *Strategic planning and design*
- *Soil evaluation/improvement*
- *Alternatives to turf*
- *Efficient irrigation*
- *Use mulch*
- *Select appropriate plants*
- *Appropriate maintenance*

Green Infrastructure Examples:

- *Permeable paving*
- *Bioswales*
- *Rain gardens*
- *Stormwater planters*

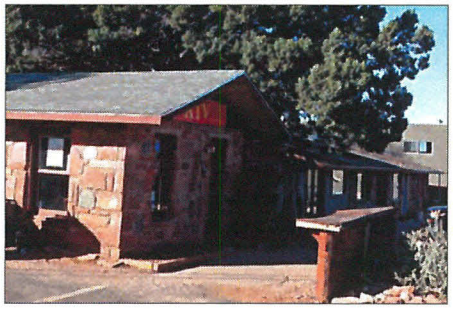
See Community Plan: p. 71 Goal 1-5; p. 78 Policy 4, 6, 10, 12.

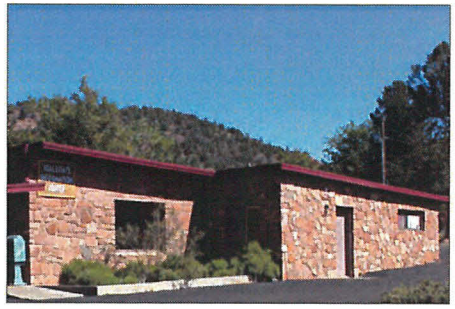
Sense of Place

Community Plan Goal:
Reflect a unique sense of place in architecture and design.

CFA Objective:
An identifiable area recognized for its natural features and the design quality of its built features.

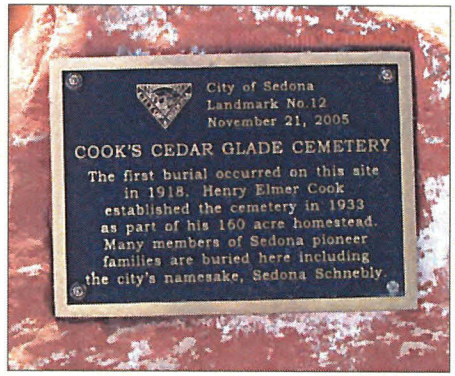
Strategies:
1. Scenic views, natural areas, and hillsides should be preserved by clustering development to preserve open space.
2. Development design should be complementary to the architectural character of the surrounding area as well as the natural environment.
3. The significance of the Cook's Cemetery to Sedona's history should be recognized by maintaining public access, improving the surroundings, and increasing awareness of this City Historic Landmark.
4. The reuse of historic buildings is encouraged to preserve the cultural history that contributes to a sense of place.



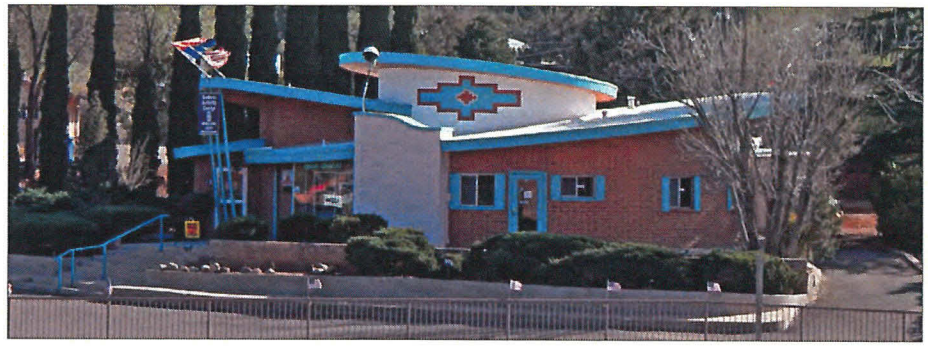


Several of the buildings on 89A were built circa 1944, such as the old Sunset Court Motel (above left) and what was once a market (above right).

See Community Plan: p. 17 Goal 2, 3; p. 53 Policies 5, 8, 9; p. 54 Policy 15; p. 81 Goal 1; p. 86 Policy 10; p. 97 Goal 1 and 5; p. 106 Policy 9, 10.



The Cook's Cedar Glade Cemetery is a City Historic Landmark and is the resting place of Sedona Schnebly, the city's namesake.



Artist Valenty Zaharek designed this building (c. 1963) specifically to house his prized artwork, a rotating diorama that was the centerpiece of his Pecos West Gallery.

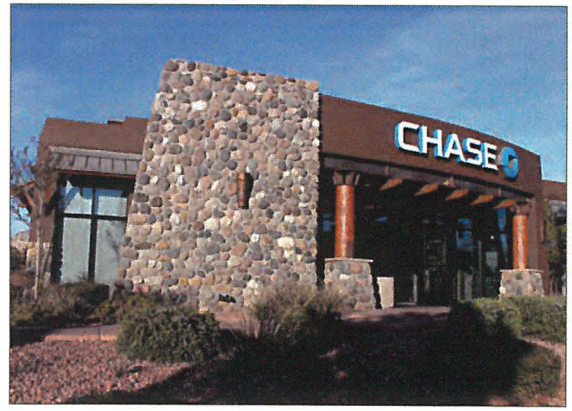
The unique design of this building should be celebrated by taking full advantage of the design, such as returning it to its original purpose as an art gallery.

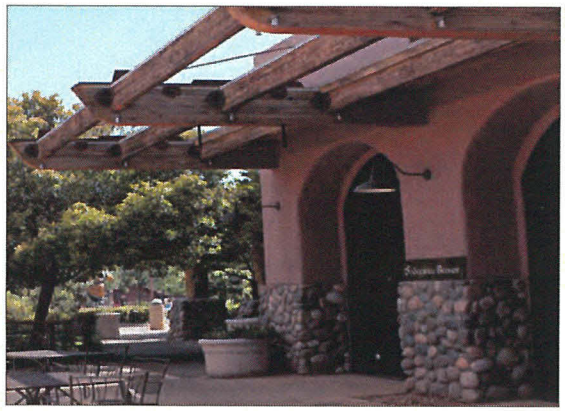
Sense of Place Design

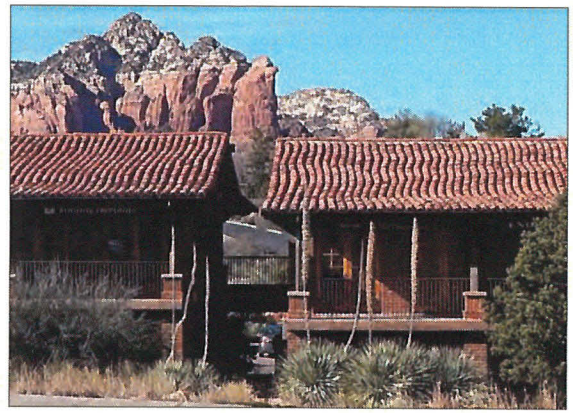
Community Plan Goal:
Reflect a unique sense of place in architecture and design.

CFA Strategy (from page 20):
Development design should be complementary to the architectural character of the surrounding area as well as the natural environment.

The following are examples of architectural styles and details found within the CFA.







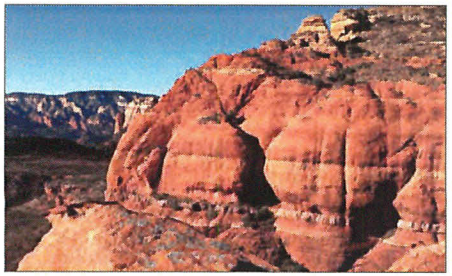
Sense of Place Design, continued

Community Plan Goal:
Reflect a unique sense of place in architecture and design.

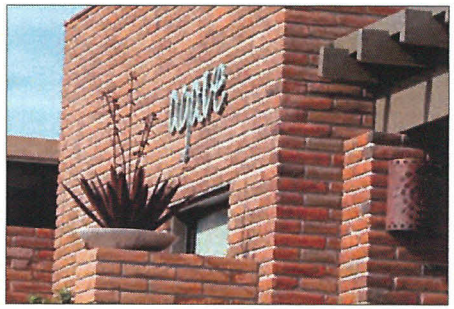
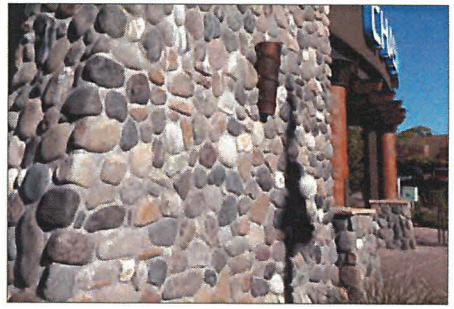
CFA Objectives & Strategies:
An identifiable area recognized for its natural features and the design quality of its built features (from page 20).

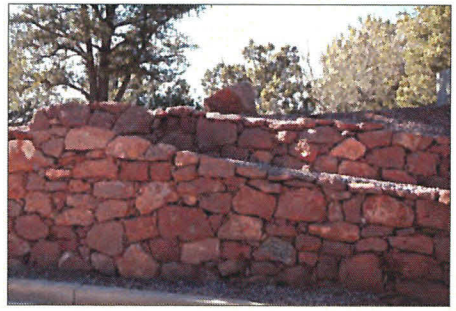
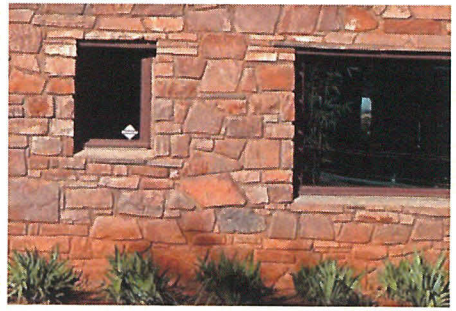
New development should complement and coordinate with adjacent properties (from page 10).

Colors found in Sedona's natural environment that can be replicated in building design and landscaping.



The following are building materials found within the CFA that provide examples suitable for new development projects.

Sense of Community

Community Plan Goal:
Provide public gathering spaces that promote social interaction.

CFA Objective:
A neighborhood center with appealing and accessible community spaces that reflect a sense of community.

Strategies:
1. Open, shared community spaces should be incorporated into development projects.
2. Community space amenities such as shade, seating, landscaping, and public art should be provided.
3. Community spaces should be designed to mitigate noise and other potential impacts to neighbors.
4. The large, mature trees south of the Soldiers PassRoad/89A intersection should be incorporated into future development as community space.

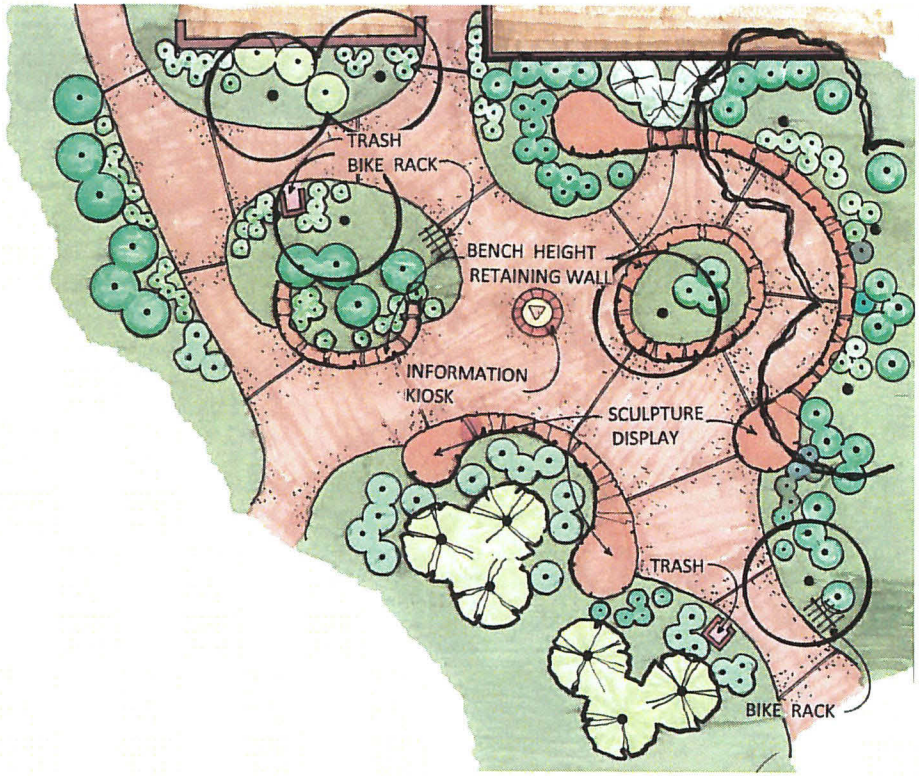


Figure 10. Community Space Example
Community gathering spaces may be in a park, shopping center, or office complex, and may be a courtyard, plaza, or garden that is open to the public.

See Community Plan: p. 17 Goal 4; p. 53 Policy 9; p. 97 Goal 3.

Community-Oriented Site Design

To achieve community-oriented and walkable environments with a distinctive character, design matters. Several of the concepts proposed in this plan are illustrated below.

- Meandering sidewalks with landscape buffer between street and sidewalk
- Direct access from sidewalk to the buildings
- Windows facing the sidewalk and street

- Pedestrian access to buildings from sidewalk and parking lot
- Buildings facing street with parking to rear of buildings
- Complete pedestrian access with connected pathways

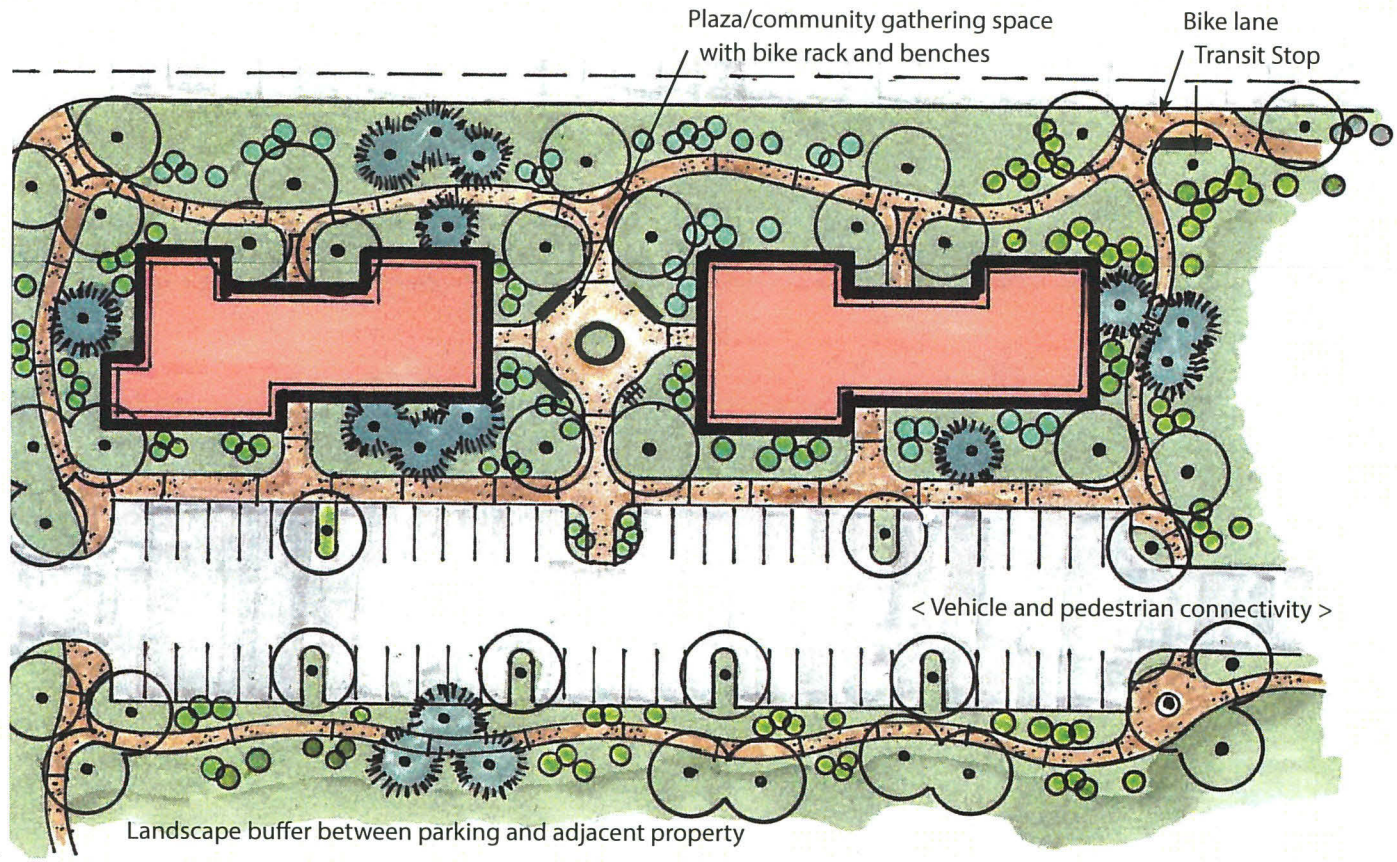
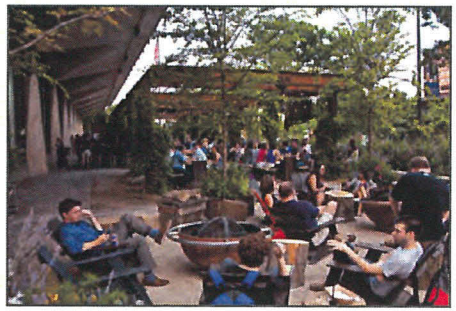


Figure 11.
Community Oriented Site Design

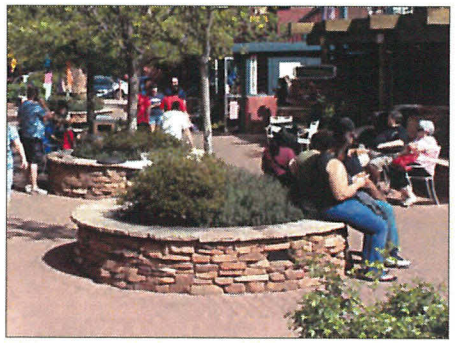
See Community Plan: p. 17 Goal 3; p. 53 Policy 7.

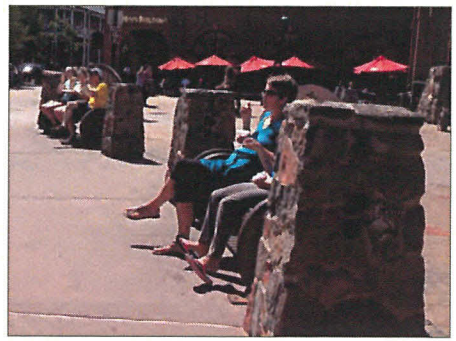
Examples of Community Oriented Spaces

Outdoor dining areas can add to the activity and liveliness of outdoor areas.

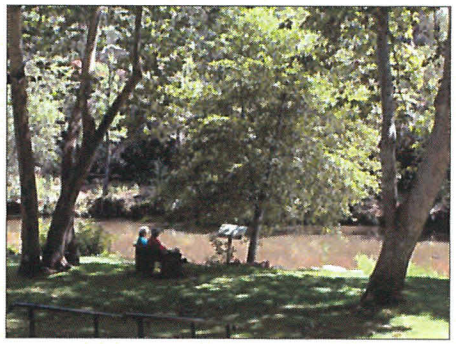


Plazas and other open public spaces can attract people and create an atmosphere that encourages community gathering.





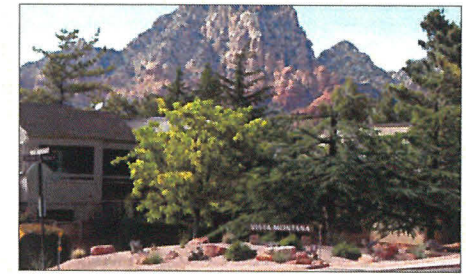
Parks and other small natural areas can provide places for people to gather in a more relaxed and natural setting.



IMPLEMENTATION

The Sedona Community Plan provides the overarching vision for future development of the City and as an addendum the CFA Plan provides a more specific vision for this area. Both are important tools in the City's development review process which looks at new construction projects, such as commercial, lodging, or housing as well as renovations and redevelopment. The CFA Plan will be used by City staff, the City's Planning and Zoning Commission, and City Council when reviewing and evaluating proposed projects.

The CFA Plan is also a tool for use by property owners, developers, and residents preparing a development proposal. The plan is intended to serve as a guide when preparing a development proposal by establishing the community's expectations for future development of this area.

This plan is a guide for development with detailed policy direction, whereas the Land Development Code sets forth the requirements. To make some of these strategies possible, the City of Sedona may need to amend existing regulations and processes, such as elements of the Land Development Code. The City may also consider providing incentives to encourage the participation of private developers in implementing the CFA Plan's recommendations.

Implementation of the plan is likely to occur incrementally over time with public infrastructure improvements, property redevelopment, and new development projects. Projects should be designed in alignment with the plan's recommendations, whether it is a private developer or a City of Sedona Capital Improvement Project. Partnerships among private and public entities will also be essential to realizing the community vision set forth in this plan.