CITY OF SEDONA

Parks and Recreation Master Plan

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In association with:

pros consulting

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Left Brain Concepts, Inc.
Research / Consulting

AS PRESENTED TO CITY COUNCIL ON: 01/23/2013

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SECTION 1: WHERE WE ARE TODAY

1.1: Introduction

The City of Sedona Parks and Recreation Master Plan is a living document that provides a framework for guiding the Sedona City Council and Staff in managing the parks and recreation program over the next 10 years.

This plan is based on an extensive and thorough public involvement process conducted over the period of over a full year (August 2011 to September 2012), and includes a statistically-valid household survey of residents. The public input process revealed ideas, priorities, values, needs, interests, and concerns of residents, many of which varied widely among individuals and among different communities. There were also many similarities of what the residents of Sedona desire from their parks and recreation program today and in the future.

Being the site of human activity and settlement for nearly 6,000 years, Sedona has a rich past as a desert oasis, spiritual destination, and as a trade center. Despite its long history and popularity with both early settlers and modern visitors, Sedona incorporated only 24 years ago in 1988. Since that time, the community has been able to grow and develop strategically based on the priorities and needs of those who call the City home.

Sedona is surrounded by parks in many ways. The sprawling lands of Coconino National Forest exist both within the corporate limits and surround the community, enabling and preserving the town's character and sense of identity. Unlike many municipalities, the City of Sedona does not have the pressure or need to create a multitude of parks and open space as a primary provider to satisfy public demand for parks and recreation. Rather, the City is expected to help maintain a balance of open space management with development in town, and to augment the recreational opportunities supported by the surrounding environment through quality facilities and services.

The undertaking of the City's first Parks and Recreation Master Plan, for the citizens of Sedona, is a significant step to protect its rich legacy. This document outlines an ambitious, yet implementable, plan for the future to protect unique natural and historical resources, while providing opportunities for responsible growth, open space preservation, and recreation.

This Master Plan will enhance the vision of the community while plotting the course for the future through concise, outcome-based recommendations that reflect the unique profile of current and future residents. As part of this Master Plan, it was imperative to set new quality standards for service, operations and maintenance, as well as, develop updated standards for parks and facilities.

The Consulting Team utilized a comprehensive planning approach to address these objectives into a living document which provided guidance through clearly detailed short-term tactics and long-term strategies which reflect a financially sustainable balance of ambition and realism that:

- Establishes direction for future decisions
- Develops an approach to enhance and expand opportunities
- Provides a needs assessment
- Defines priorities and goals which facilitate future actions

As the City continues to work hard to maintain sustainable economic growth, residents engaged in healthy lifestyles, and a great sense of livability in its community, this planning effort will help propel Sedona toward its goals of becoming the premier destination community in the region.

"Sedona has a rich past as a desert oasis, spiritual destination, and as a trade center."

1.2: Existing Parks and Recreation Facilities and Programs:

Existing Facilities:

There are seven (7) city parks totaling 92.18 acres owned and/or maintained by the City of Sedona. This system includes a neighborhood and community park, as well as unique sites such as a small botanical garden, pocket parks, and a historical park. This is an active and "leisure literate" community. Residents of Sedona can be observed playing in the parks, hiking, running, on- and off-road bicycling and horseback riding, as well as both youth and adults participating in sports leagues and programs ranging from bat-and-ball sports, field sports, and swimming. Overall, the City of Sedona is an active community with a hearty appetite for high quality park and recreation sites, facilities, and services.

A few quick facts regarding the parks and recreation system of Sedona are listed below:

- The City of Sedona manages seven park and recreation sites, totaling over 92 acres; a variety of recreational amenities and assets; special use facilities; and co-manages two (2) trailheads with the U.S. Forest Service, as access points to the surrounding national forest.

- The park and recreation assets of the City of Sedona include many significant amenities within the community such as the Sedona Community Pool; recreation room; Teen Center and Skate Park at Posse Grounds Community Park; the diverse amenities of Sunset Park; the historic structures and artifacts of Jordan Historical Park; as well as numerous other parks within the City.
- The parks and recreation function of the City of Sedona is one of the few methods in the community through which public parklands and trails are acquired and managed for public recreation as a direct impact from development.
- While the parks and recreation sites of Sedona are financially supported by the City, which has a little more than 10,000 residents, these assets serve the greater region and the multitude of visitors to Sedona.
- The parks and recreation system of the City of Sedona is operated by a small number of staff and allocated budget funds. The system utilizes the City Public Works Department and community partnerships to develop, manage and maintain parks.

	2011-2012
Total Operating Expenses	$510,000
Total Earned Revenues	$55,864
Total Cost Recovery	9%
Total Full-Time Employees (includes 3.4 positions in Public Works Department)	5.4
Total Park and Open Space Acreage	119.28 acres
2010 Population	10,031
Approximate Acres of City Park and Open Space per 1,000 Residents	12.05 acres

Early in the Master Planning process, the Consultant Team undertook an extensive on-site investigation process to develop a detailed assessment of each of the Sedona Parks and Recreation Department's assets. The culmination of these observations, reviews, analyses, and findings reported were not intended to be an extensive review of all asset challenges, but rather reflect a thorough understanding of the predominant issues that contribute to the department's current operating conditions. These findings served as the foundation from which ambitious, yet realistic recommendations were developed in the upcoming sections of this Master Plan. The objectives of the assessments performed were to:

- *Identify existing site and operational conditions*
- *Identify potential areas for improvement or enhancement*
- *Provide defensibility for future recommendations*

These assessments established a base-line understanding and 'snapshot' of the existing conditions of sites and facilities within in the system, from which the following key findings and prevailing issues were noted:

City Parks Are Generally Well Maintained

The City of Sedona Parks and Recreation Department maintains seven sites used for public park and recreation lands and facilities, totaling over 92 acres. In addition to these seven assets, the department also maintains two trailheads located adjacent to United States Forest Service property (one on City owned property and one on vacant private property). Generally, all of the sites and facilities assessed were observed to be in good condition. There are a number of amenities within these sites that need maintenance attention or replacement. Typically these involve older benches or shade structures located in areas of high use. In summary, City of Sedona facilities feature; play equipment in good working condition, ample open turf areas, picnic tables and ramadas that are in generally good condition, and sports fields that are well-maintained.

Great Trails, Limited 'Walk-ability'

The City of Sedona is completely surrounded by public lands. The United States Forest Service Red Rock Ranger District operates and maintains a large number and variety of facilities directly adjacent to the City's boundaries, and owns 50% of the lands within the city's boundaries. While these trails and facilities are heavily used by residents and visitors alike, there is little to no linkage (safe and clear pedestrian access) with the City's facilities. There are major connections missing that could dramatically improve the non-motorized transportation and recreational opportunities available in the City. One of the greatest challenges is the limited pedestrian-friendly connectivity across State Route 89A, which bisects West Sedona.

The condition of facilities and assets evaluated and assessed were rated using a differential scale of excellent, good, fair, or poor. Park assets were classified as developed amenities within the parks which enhanced the recreational experience of users. These are solely referenced as tangible structures or developments within parks (specific examples of park assets include picnic areas, playgrounds, shelters or pavilions, ball fields, sport courts, etc.).

92+

number of acres owned and/or maintained by the City

There are a total of seven park units and sites operated and managed by Sedona Parks and Recreation Department as detailed in the table below:

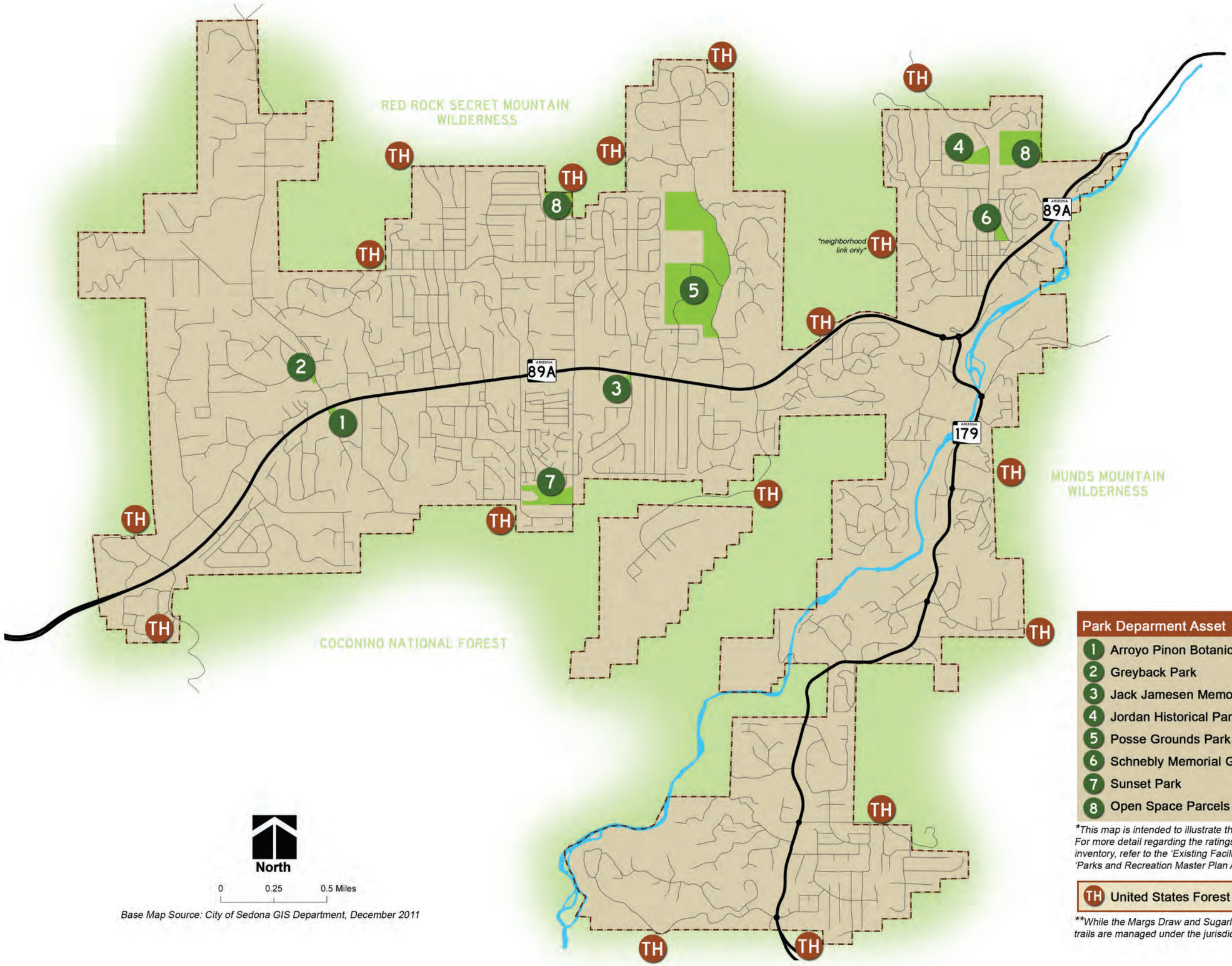
	Quantity	Size
Pocket Parks	3	0.93 acres
Neighborhood Parks	1	7.46 acres
Community Parks	1	78.63 acres
Special Use Parks/Facilities	2	5.16 acres
Total Parks	**7**	**92.18 acres**

There are numerous recreational amenities throughout the Sedona Parks and Recreation System. These facilities are detailed in the table below. (*Pool facility square footage includes both wet (pool) and dry (deck) surfaces)*

	Size
Recreation Room (Posse Grounds)	850 sq. ft.
Teen Center (Posse Grounds)	4,522 sq. ft.
Sedona Community Pool	11,873 sq. ft.
Jordan Historical Park	4.80 acres

In addition to these major facilities, the Department also operates numerous other recreational amenities and features throughout the city. A table detailing a summary of these is provided below.

	Quantity
Baseball, softball, and Little League game fields	2
Soccer, football, and multi-use game fields	1
Basketball courts	2
Tennis courts	4
Volleyball courts (sand)	1
Playgrounds	3
Skate parks	1
Dog parks	1
Ramadas and picnic areas	15
Restrooms	3
Concession buildings	1
Botanical gardens	1
Museums	1
Trails (within parks)	3.59 miles



Base Map Source: City of Sedona GIS Department, December 2011

Park Deparment Asset	Size (ac)	Condition*
1 Arroyo Pinon Botanical Garden	0.28	Fair
2 Greyback Park	0.27	Good
3 Jack Jamesen Memorial Park	0.38	Good
4 Jordan Historical Park	4.80	Excellent
5 Posse Grounds Park	78.63	Good
6 Schnebly Memorial Garden	0.36	Good
7 Sunset Park	7.46	Excellent
8 Open Space Parcels	27.10	n/a

**This map is intended to illustrate the location of existing facilities and assests only. For more detail regarding the ratings system, specific parks, facilities and asset inventory, refer to the 'Existing Facilities Assessment' which can be found in the 'Parks and Recreation Master Plan Appendix'*

TH United States Forest Service Trailhead**

***While the Margs Draw and Sugarloaf Trailheads are maintained by the City, all trails are managed under the jurisdiction of the USFS.*

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Existing Programs

Sedona Parks and Recreation Department provides a multitude of recreational programs, classes, and special events to serve the interests and needs of local residents and visitors. Programs are uniquely designed to engage residents in varied experiences ranging from sports to cultural classes, and the majority of these programs are fee-based, requiring market-based participant fees to support the costs of the programs. Community special events are usually free and often appeal to both residents and visitors alike. The diversity of programming and events is reflective of community interests and requests, and they are widely acclaimed by the public as being high quality appropriate to the City's character and resident expectations.

Below is a short listing of recreational programs routinely offered by the Sedona Parks and Recreation Department:

- Chess clubs
- Dog training programs
- Arts and music programs
- Sports – skill building programs
- Sports – league programs
- Community events and festivals
- Holiday events
- Outdoor programs
- Volunteer program

In addition, the Sedona Parks and Recreation Department works closely with local sports associations and user groups that utilize the City's parks and recreation facilities. These include, but are not limited to:

- American Youth Soccer Organization – local chapter
- Quick Start Tennis Program – Fit Kids
- Sedona Little League
- Sedona Red Rock Youth Football
- Swordfish Swim Team

Program and event participation ebbs and flows with other community happenings and public interest, but generally has grown at a steady pace over the last five to seven years. These programs and events serve from 1,000 – 2,000 residents each year and are well received and liked within the community.

Community Connectivity:

A key component of any parks and recreation system are the linkages that a pedestrian trail network provides within the community. Successful trail systems enhance the access to quality outdoor recreation and provide a variety of experiences by integrating equestrian, bicycling, and walking opportunities into City infrastructure to create a comprehensive, well rounded parks and recreation system.

A common perception within the City is that it is surrounded by an abundance of spectacular trails and facilities, which are operated and maintained by the United States Forest Service, but that a link between the two is sorely missing. This lack of pedestrian connectivity within the City creates an obvious 'gap' identified in the 2002 Community Plan, which established a goal to meet the community's recreational needs and provide access to open space by developing an interconnected system of trails and urban pathways.

Mission Statement of Sedona Parks and Recreation

It is the mission of the Sedona Parks and Recreation Department to provide year-round leisure opportunities through the preservation of open space, park settings, recreational facilities, and recreational programs for the citizens, visitors and future generations of Sedona.

Since that time, both the City's *Trails and Urban Pathways Plan*, finalized in 1996, and the *Verde Valley Regional Trails Concept Plan,* completed in 2010, attempted to close these gaps by proposing implementation strategies which expanded the City's trail system. The Consultant Team reviewed each of these past planning efforts and utilized on-site investigation to locate existing Forest Service trailheads that are directly adjacent to the City's boundaries. A detailed assessment of 16 individual trailheads was performed. These assessments, much like those undertaken for the City's park assets, helped to establish an understanding of the existing conditions adjacent to the City's limits and provided a reference point from which further recommendations could be made *(for more detail, refer to the 'Existing Facilities Assessment', which can be found in the Appendix).*

While this Plan is not intended to be a trails specific master plan, its goals and the recommendations within were influenced greatly by these past planning efforts. Focusing on trails and their role in an overall parks and recreation system, this Plan outlines major principles which are pertinent in helping connect the City of Sedona's system to the larger regional trail system that is planned for the entire Verde Valley. It is recommended that the City update the existing Trails and Urban Pathways Plan. This update could help provide direction for trail linkages, amount and location of trailhead development, potential subdivision connections and support for volunteerism. The update of this plan will be critical if the City wants to create a well-designed, well used, and well maintained urban trail system.

SECTION 2: THE FUTURE OF PARKS AND RECREATION IN SEDONA

2.1 Demographics and Trends:

One component of the needs analysis for the Sedona Parks and Recreation Master Plan is a review of the prevailing demographic characteristics of the City and the relevant trends. These trends affect public interests and needs related to the core services and functions of the City parks and recreation services and facilities.

The focus of this analysis was concentrated on the needs of City residents as the primary users of Department facilities, programs, and services. These statistics do not reflect the demographics and trends of non-residents. Tourism is critical to the City's economy and should not be overlooked when examining the potential for new facilities, programs and/or services.

Demographics

This demographic analysis provides a basic understanding of the population characteristics of Sedona City using data from renowned national databases. The analysis that follows identifies multiple demographic characteristics of interest for this project including:

- Overall size of the City population by individuals, households, age segments, and race
- Economic status and spending power as demonstrated by household income statistics

Methodology

Demographic data used for the analysis was obtained from the Environmental Systems Research Institute, Inc. (ESRI). ESRI is the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2012, and reflects actual numbers as reported in the 2010 U.S. Census[1] , 2000 Census[2] and demographic projections as estimated by ESRI using linear regression.

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[1]Not all 2010 detailed data from the 2010 US Census is available at the municipal level. Actual 2010 Census data was used where available.

[2]Detailed statistical demographic data collected by the U.S. Census Bureau in the 2010 Census is only partially available for cities at the time of completion of this report. Where 2010 data is not available, population and demographic projections based on the 2000 Census are utilized as the best data set available.

City of Sedona Demographic Quick Facts

- The total population of Sedona has decreased by -0.24% in the last decade from 10,192 in 2000, to 10,031 in 2010. This is considerably different from the 3.28% growth of the previous decade.
- Sedona has a much older median age (56 years) compared to other cities around the nation largely due to the high number of retirement communities. In comparison, the median age of the United States is 36.8 years. Over 23% of the total population is between the ages of 55 64 years.
- Located at the base of Oak Creek Canyon, Sedona is renowned for its stunning red rocks, as well as its surrounding lush forests. Sedona is located in both Coconino and Yavapai Counties and is completely surrounded by the Coconino National Forest.
- From 2000 to 2010, the total number of **households in Sedona (year round and seasonal) has grown by 8%. The number of year-round households has grown by approximately 0.91%,** while the number of **families has decreased by -4.8% in that same time period.**[3] Approximately **14.4% of the households in Sedona are seasonal households** (second homes), featuring an estimated 14.3% of the total community population.
- The **median household income of Sedona residents appears to have grown by 2.4% from 2000 to 2010,** while **median home value has increased by as much as an estimated 20%.** This indicates a slight increase in housing ownership costs as a percentage or proportion of household income.
- By far, the largest **10-year age segment of City residents are those aged 55-64 years** (23% of the total population), with the next largest in descending order being 65-74 years (16.4%), 45-54 years (15.7%), 75-84 (9.0%), and 35-44 years (9.0%).
- The **gender balance of Sedona residents remains slightly skewed towards females** (46.7%/53.3%), with less males than females in both 2000 and 2010.
- The **2010 population of Sedona is predominantly White** (90.1%). Persons of Hispanic origin are considered to be a part of the "White" race and constitute approximately 14.3% of the total population.[4]

[3] Families are defined as one or people living together either married or of the same bloodline. Households are just one or more persons living in the same residence regardless of any family relations

[4] Persons considered of Hispanic Origin are also considered to be racially classified as White. This is a common classification practice utilized by the U.S. Census and other demographic databases.

Tables detailing the basic demographic profile of Sedona are provided below.[5]

Total Population

Total Population Growth in 2010	10,031
Annual Growth in Rate since 2000	-0.24%

Households and Families

Total Households in 2010	5,810
Average Household size in 2000	2.02
Household Annual Growth Rate since 2000	8%
Total Families in 2010	2,725
Average Family Size in 2010	2.51

Race and Ethnicity

White (includes Hispanic origin)	90.1%
Black	0.5%
American Indian	0.6%
Asian or Pacific Islander	2.0%
Some other race alone	5.2%
Two or more races	1.7%
Hispanic origin	14.3%

Additional Data (2011)

Median Household Income	$57,780 (Yavapai County) $61,800 (Coconino County)
Median Home Value	$ 305,556
Per Capita Income	$ 31,891
Median Age	56

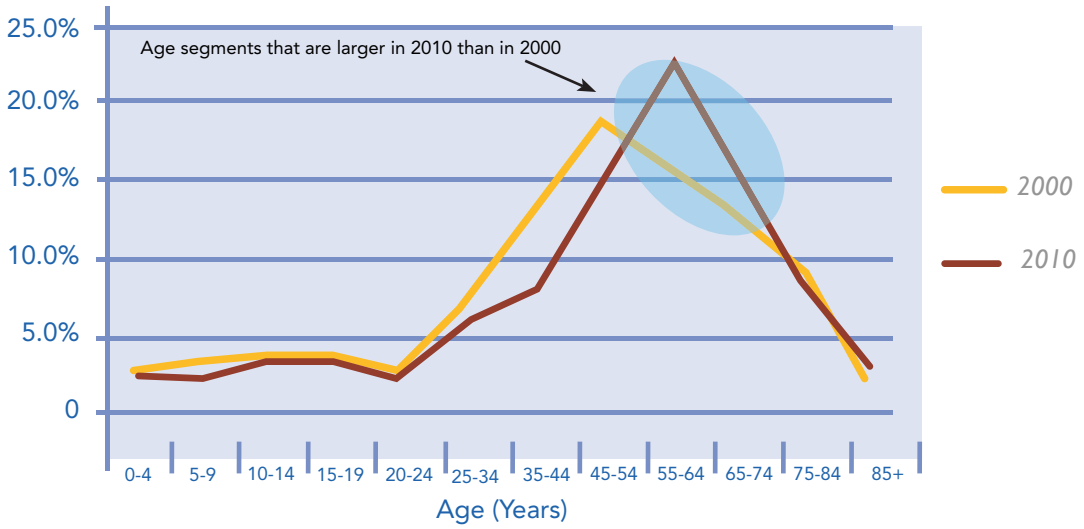
Analysis Findings

Sedona is a dynamic and diverse community that continues to evolve, which will influence the affect the recreational needs most appropriately served by the City in the next 10 years. There is a multitude of data available about the resident population of Sedona, with the following key findings being the foundation for further understanding community needs.

- The resident population has decreased in the last decade, which is considerably different from the prior decade. Population growth decreased from 3.28% (1990-2000) to -.24% (2000-2010).

[5] Detailed statistical demographic data collected by the U.S. Census Bureau in the 2010 Census is only partially available for cities at the time of completion of this report. Where 2010 data is not available, population and demographic projections based on the 2000 Census are utilized as the best data set available

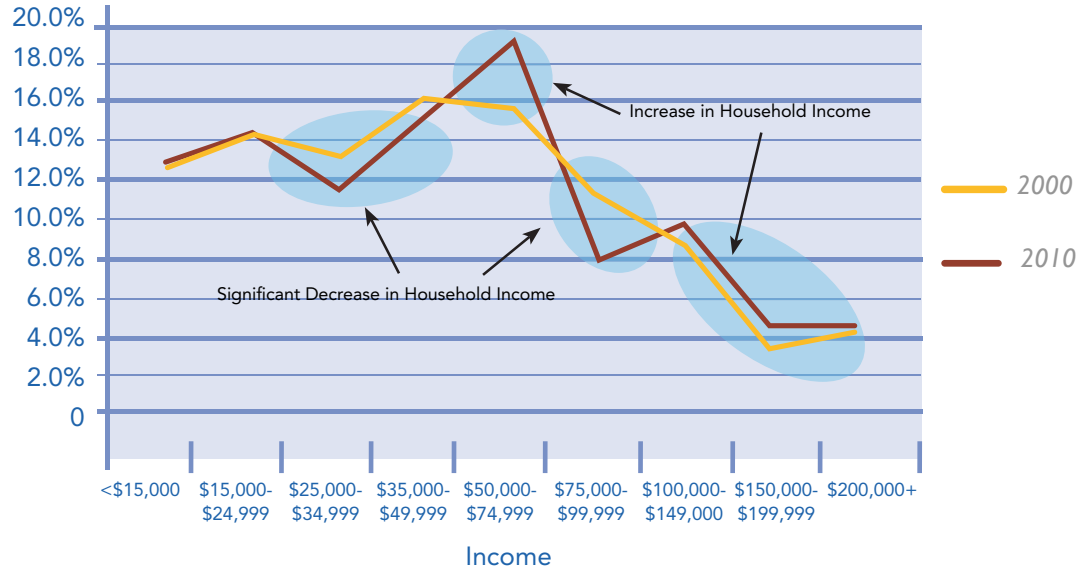
AGE DISTIBUTION IN SEDONA: 2000-2010



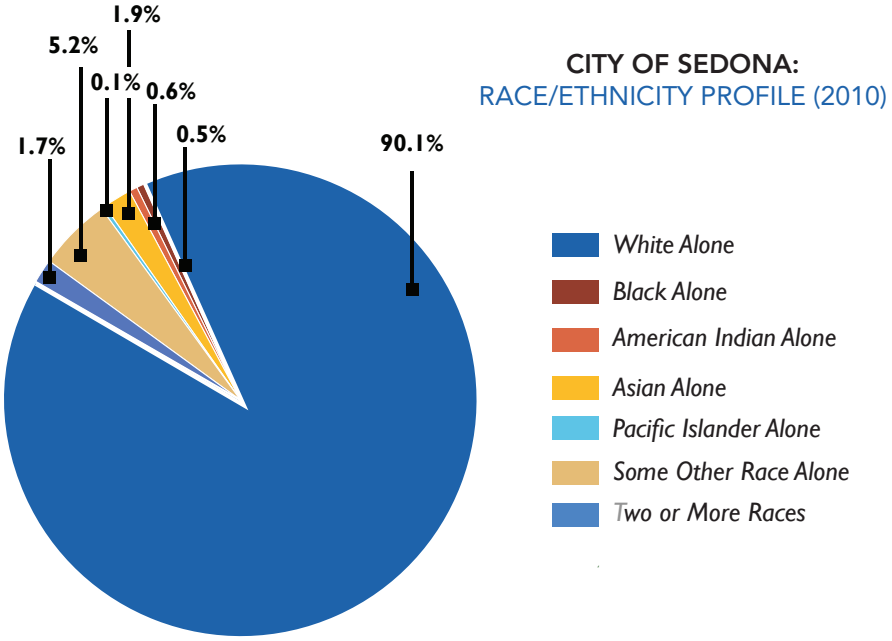
- Sedona is statistically a City made largely of older adults; with a median age of 56.0 years - considerably older than the median age of Arizona (35.9 years), and the National median age (36.8 years). A notable statistic is that over half of the total population is 55+ years of age. The age segments that have grown the most since 2000 are residents aged 55-74 years. This is illustrated in the graph below.
- Given the cost of living in Sedona, it is surprising that Sedona household income characteristics are lower in comparison than that of Arizona and National averages. Household income changes in the last 10 years indicate the proportion of total households with annual incomes of $25,000 - $50,000 and $75,000 - $100,000 has dropped, and the percentage of households with incomes from $50,000 - $75,000 has increased dramatically. Overall, Sedona has seen an increase in the proportion of households with incomes of $50,000 and a slight increase in the number of households with incomes greater than $100,000. This indicates an increase in middle-income, working class households, and slow growth in the higher earning income groups.

A graphical illustration of household income from 2000 to 2010 is provided below.

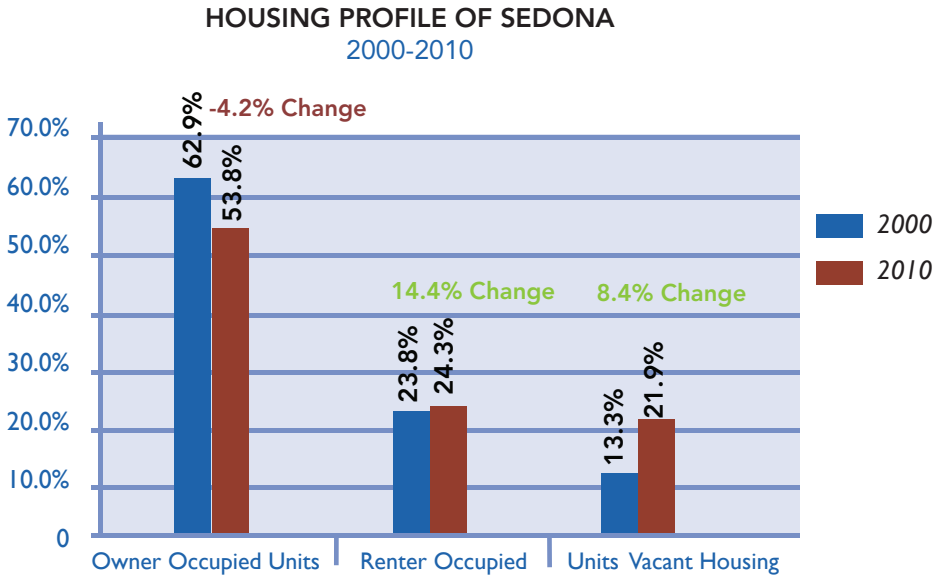
DISTIBUTION OF HOUSHOLD INCOME IN SEDONA: 2000-2010

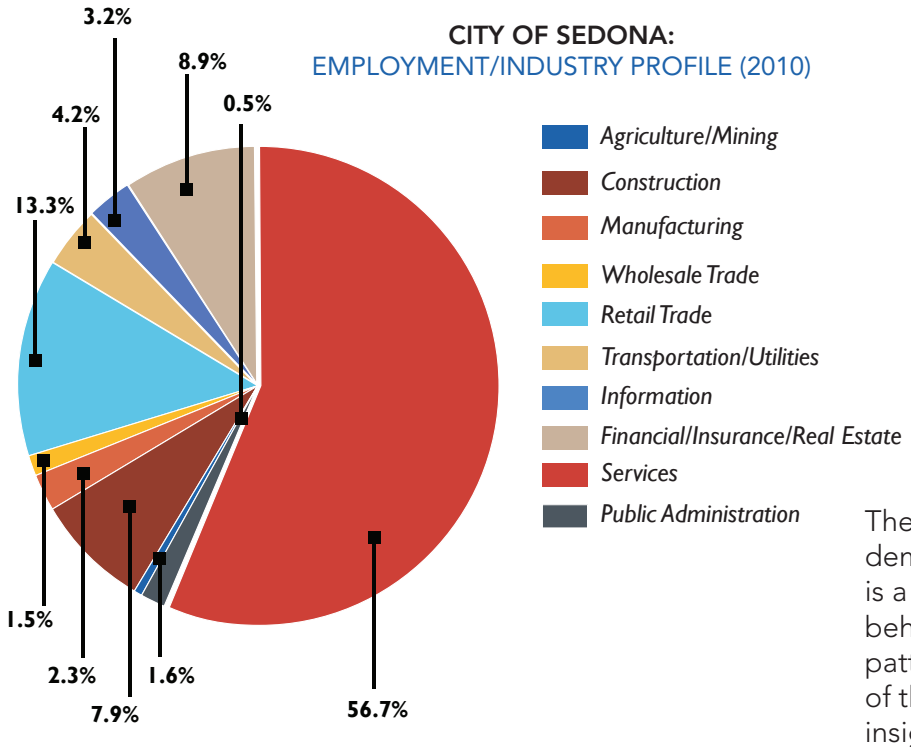


- Sedona remains a family-friendly City with families constituting 55% of all households. This has remained consistent since 2000.
- Sedona features racial diversity in the community, yet people that are classified as "White" clearly represent the largest race segment in the population at 90.1% of all residents. The practices of the U.S. Census include persons of Hispanic Origin in the category of White. Hispanic person total 14.3% of the total population. A graph illustrating the racial/ethnic diversity of Sedona is provided below.



- The housing profile of Sedona is typical for a small city that also is home to a large retirement community population. Below are few quick facts about home ownership related to household composition. A graph illustrating owner-occupied, renter occupied, and vacant housing is provided below. Pursuant to housing industry trends in Arizona overall, there has been a dramatic increase in the number of vacant housing units over the last ten years.





- The economy of Sedona is largely a service-oriented economy given that 56.7% of the workforce in 2010 is employed in this sector. The smallest employment sector of the local economy is agriculture/mining with only 0.5% of the employment market. A graph illustrating the employment/industry profile of Sedona is provided to the left.

The final component of this demographics and market analysis is a basic review of prevailing market behaviors as seen through spending patterns of Sedona residents. Each of the analyses that follow provides insight into these market tendencies and preferences. The 2010 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Consumer Spending data is derived from the 2005 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

2010 Consumer Spending	
Apparel & Services: Total $ Average Spent	$9,673,456 $1,745.80
Computers & Accessories: Total $ Average Spent	$1,263,548 $228.04
Education: Total $ Average Spent	$6,233,026 $1,124.89
Entertainment/Recreation: Total $ Average Spent	$21,078,808 $3,804.15
Food at Home: Total $ Average Spent	$27,639,093 $4,988.11
Food Away from Home: Total $ Average Spent	$19,199,898 $3,465.06
Health Care: Total $ Average Spent	$28,082,045 $5,068.05
HH Furnishings & Equipment: Total Average Spent	$11,482,129 $2,072.21
Investments: Total $ Average Spent	$14,129,278 $2,549.95
Retail Goods: Total $ Average Spent	$154,968,989 $27,967.69
Shelter: Total $ Average Spent	$93,123,400 $16,806.24
TV/Video/Audio:Total $ Average Spent	$7,607,846 $1,373.01
Travel: Total $ Average Spent	$12,543,398 $2,263.74
Vehicle Maintenance & Repairs: Total $ Average Spent	$6,207,915 $1,120.36

This data reveals that recreation-related expenditures rank fifth highest of all household expenditures in Sedona, providing further evidence of the importance of recreation to residents.

What Does This Tell Us?

The overall analysis of demographic characteristics and trends in Sedona leads to the following conclusions that are relevant to this Parks and Recreation Master Plan:

- Sedona has a diverse population, but is heavily dominated by older adults and active retirees with recreational and leisure preferences leaning towards adult fitness, self-guided experiences, and low-intensity athletic skill building programs.
- The growth in middle income families and the working class in Sedona indicates a growing need to provide family programming, youth programs, and team sports.

- The household income distribution of Sedona residents suggest programs and services should range from free to fee-for-service; based on exclusivity of the experience and market appropriateness.
- The prevalence of recreation-based household expenditures indicates Sedona residents are dedicated to recreational experiences in their personal lives and that of their families.

Trends Analysis

Arizona and many other western states are widely considered to be an outdoor adventure paradise due to their rugged landscapes, pristine wilderness, millions of acres of public lands, and relative remoteness. The parks and facilities of Sedona provide diverse experiences including both traditional recreation opportunities and outdoor, nature-based activities. This analysis provides a basic overview of the prevailing trends in the industry locally and nationally that are most relevant to the City of Sedona.

Outdoor Recreation in Arizona

Arizona offers year-round opportunities to discover and enjoy. There are many different landscapes from deserts, canyons, as well as mountain ranges, pine forests, lakes, and valleys. This summary of current trends in Arizona focuses on the recreational activities that are more prominent throughout the State and are most relevant to the facilities and services of the City of Sedona. The data for recreational trends in Arizona has been taken from the 2008 Statewide Comprehensive Outdoor Recreation Plan (SCORP), completed by the Arizona Department of Natural Resources, Division of State Parks and Recreation in 2008.[7] Within the executive summary of the 2008 SCORP, there are several findings that are relevant to local park and recreation systems like Sedona:[8]

- Large, nature-oriented parks with few buildings; primarily used for hiking, picnicking or camping are the most important recreation settings statewide
- Most important funding priority is maintaining existing outdoor recreation facilities
- People most often participate in trails and driving pursuits, viewing/learning activities, and social
- Most important recreation issue is protecting natural and cultural resources

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[7] Arizona Department of Natural Resources Division of State Parks and Recreation, 2008. Arizona State Comprehensive Outdoor Recreation Plan.

[8] Arizona Department of Natural Resources Division of State Parks and Recreation, 2009. Arizona State Comprehensive Outdoor Recreation Plan.

Participation Preferences

The Arizona SCORP report featured multiple findings about recreational preferences and participation. The table below illustrates the top 22 activities based on participation. This data was collected by a statewide sample and through an additional municipality survey. The table below is an excerpt from the SCORP and based on statewide survey results.[9]

Current Participation Rate	Not at all	Once a year	Few times a year	Once a month	Once a week	Twice a week	Mean # of days/ visits/ year	Percent who say use will increase in future
Average Number of Days per calendar year	0 days	1 day	5 days	12 days	52 days	130 days		%
Recreation Category	No Use	Low Use	Moderate Use		High Use			
Play a sport: baseball, football	34.70%	3.20%	16.20%	12.60%	14.70%	18.70%	34.25	33.70%
Participate in an outdoor activity on your feet: hike, jog	25.30%	7.40%	23.70%	19.10%	9.90%	14.60%	27.68	38.40%
Driving in motorized vehicle for sightseeing, pleasure	16.30%	5.90%	29.70%	26.30%	13.10%	8.70%	22.9	34.10%
Riding on something non–motor-ized: bike, horse	50.90%	5.40%	17.20%	10.70%	6.50%	9.30%	17.62	36.50%
Visit a natural or cultural feature: park, arch. site	15.00%	14.30%	42.30%	17.90%	6.60%	3.70%	12.65	47.90%
Visit a wilderness area or nature preserve	25.50%	14.70%	35.10%	14.70%	5.50%	4.40%	12.25	47.40%
Attend an outdoor event: sporting, concert, festival	27.20%	13.20%	34.90%	15.80%	5.40%	3.50%	11.13	48.60%
Picnicking	22.60%	6.90%	39.70%	16.60%	4.60%	1.80%	9.49	40.60%
Off-road driving: ATV, dirt bike, 4-wheeling	67.00%	4.30%	12.30%	8.40%	4.10%	3.90%	8.93	24.10%
Participate in non-motorized water activity: canoe, swim	55.00%	8.90%	22.20%	8.10%	3.00%	2.70%	7.26	33.20%
Fishing	65.60%	7.00%	15.00%	6.60%	3.60%	2.10%	6.22	33.30%
Participate in motorized water activity: boat, water ski, jet ski	70.70%	6.00%	13.70%	5.10%	2.50%	2.00%	5.25	30.30%
Go to a dog park	82.20%	4.30%	6.10%	3.20%	2.40%	1.80%	4.24	18.20%
Target shooting	74.80%	4.60%	12.30%	5.30%	2.30%	0.60%	3.28	17.90%
Participate in winter activity: skiing, sledding, snow play	62.30%	13.60%	19.90%	2.20%	1.00%	1.00%	3.15	31.30%
Nature study/environmental education activity	66.80%	11.70%	15.40%	4.00%	1.30%	0.80%	3.08	34.00%
Tent camping	66.50%	8.20%	17.80%	5.50%	1.40%	0.50%	3.05	32.00%
RV camping	75.70%	4.60%	14.00%	4.80%	0.70%	0.30%	2.03	25.60%
Hunting	88.70%	3.50%	4.30%	2.20%	0.70%	0.60%	1.67	10.90%
Rock or wall climbing	86.00%	5.00%	5.40%	2.50%	0.90%	0.30%	1.41	15.00%
Participate in an extreme sport: BMX, snowboarding	91.70%	2.30%	3.50%	1.50%	0.40%	0.60%	1.4	9.60%
Geo-caching (outdoor GPS game)	95.80%	1.60%	1.90%	0.50%	0.20%	0.00%	0.27	16.70%

[9] Arizona Department of Natural Resources Division of State Parks and Recreation. 2008. Arizona State Comprehensive Outdoor Recreation Plan.

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The table below is also an excerpt from the 2008 SCORP that summarizes the same activities by the six different planning regions of the state. Sedona is located in the NACOG district as highlighted. [10]

Region/COG	CAAG	MAG	NACOG	PAG	SEAGO	WACOG	State
Recreation Category	*Mean # of days*						
Play a sport: baseball, football, soccer	36.16	41.46	26.43	35.06	21.38	35.05	34.25
Participate in an outdoor activity on your feet: hiking, jogging, backpacking	28.55	25.01	34.7	28.95	27.55	23.18	27.68
Driving in a motorized vehicle on maintained roads for sightseeing, pleasure	25.64	16.69	34.01	16.19	25.85	27.84	22.9
Riding on something non–motorized: bicycle, mountain bike, horse	18.73	18.27	18.28	19.84	11.77	15.84	17.62
Visit a park, natural or cultural feature	11.9	11.98	16.35	12.31	13.43	10.37	12.65
Visit a wilderness area or nature preserve	15.81	7.74	20.92	10.91	11.33	11.6	12.25
Attend an outdoor event: concert, festival, sports event	10.14	10.86	14.13	11.27	7.28	11.21	11.13
Picnicking	10.5	7.21	10.47	8.19	9.25	13.78	9.49
Off-road driving: ATV, dirt bike, 4-wheeling	14.26	4.02	15.21	6.23	7.25	12.77	8.93
Participate in a non-motorized water activity: canoe, kayak, swim	4.79	5.62	7.93	3.86	6.07	15.94	7.26
Fishing	4.46	5.1	7.74	4.1	5.77	10.57	6.22
Participate in a motorized water activity: boat, jet ski, water ski	3.46	3.43	3.53	2.43	2.15	16.79	5.25
Go to a dog park	3.99	4.82	5.44	4.53	0.73	3.85	4.24
Target shooting	4.47	1.21	4.99	3.67	5.19	2.93	3.28
Participate in a winter activity: skiing, sledding	2.11	2.37	9.52	1.79	1.87	1.01	3.15
Nature study or environmental education activity	2.12	2.17	5.28	3.15	1.85	3.6	3.08
Tent camping	3.98	2.41	6.62	1.61	3.22	1.72	3.05
RV camping	1.84	1.73	1.99	2.03	1.96	2.75	2.03
Hunting	3.33	0.73	3.23	1.09	0.34	2.37	1.67
Rock or wall climbing	2.55	0.88	2.28	0.59	0.98	2.14	1.41
Participate in an extreme sport: BMX, snowboarding	0.48	0.69	3.4	0.52	0.47	2.82	1.4
Geo-caching (outdoor GPS game)	0.22	0.12	0.17	0.35	0.3	0.54	0.27

[10]Arizona Department of Natural Resources Division of State Parks and Recreation. 2008. Arizona State Comprehensive Outdoor Recreation Plan.

CITY OF SEDONA

The statewide survey conducted as a component of the 2008 SCORP also focused on measures of importance for different types of recreation settings and the single most important funding priority. As seen in the table below taken from the SCORP report, the following key results are relevant to this Master Plan:[11]

Importance of Recreation Settings

- Open spaces in a natural setting with very little development
- Larger, nature-oriented parks with few buildings and primarily used for hiking, picnicking or camping

Recreation Setting	CAAG	MAG	NACOG	PAG	SEAGO	WACOG
Large, nature-oriented parks with few buildings primarily used for hiking, picnicking or camping	4.33	4.27	4.23	4.32	4.33	4.19
Open spaces in natural settings with very little development	4.4	4.18	4.45	4.27	4.22	4.07
Large, developed parks with many facilities and uses	3.87	4.02	3.59	3.8	3.9	3.96
Small neighborhood parks that have only a few facilities	3.56	3.63	3.57	3.62	3.61	3.64

Single Most Important Funding Priority

- Maintaining existing outdoor recreation facilities
- Acquiring land for open space and natural areas

Funding Category	Statewide	CAAG	MAG	NACOG	PAG	SEAGO	WACOG
Maintaining existing outdoor recreation facilities	42.60%	42.30%	38.20%	42.90%	47%	36.40%	48.70%
Acquiring land for open space and natural areas	24.50%	27.90%	23.90%	33.20%	27.10%	16.90%	16.20%
Acquiring land for more parks and recreation areas	12.50%	13.50%	15.80%	5.10%	8.90%	18.60%	14.20%
Developing new outdoor recreation facilities	10.60%	7.70%	11.50%	11.20%	7.30%	12.70%	12.70%
Renovating existing outdoor recreation facilities	9.80%	8.70%	10.60%	7.70%	9.70%	15.30%	8.10%

[11] Arizona Department of Natural Resources Division of State Parks and Recreation, 2008. Arizona State Comprehensive Outdoor Recreation Plan.

2.2 Community Involvement and Participation:

Throughout the planning process, input from local interest groups, community organizations, businesses, public officials, and private citizens was critical. The input was instrumental in helping to establish the priorities for current and future parks and recreation services, programs, and facilities offered within the City of Sedona. The Master Plan utilized this in-depth community input to help determine the most appropriate and most reliable parks and recreation opportunities to pursue. This process included numerous public meetings, focus groups, household surveys, as well as, a national review of similar and successful strategies in like communities.

Leadership and Focus Group Interviews

On August 22nd and 23rd of 2011, the Consulting Team met with the Mayor, City Council Members, City Staff, and various other stakeholders, representing over 30 different interest groups, to discuss the Master Plan process and gain input which could be incorporated into the Master Plan's final recommendations. Each person interviewed was asked a series of questions to help determine their key priorities and values for the parks and recreation system for the next 10 years. The following results provided insight into the planning process, as well as, determined the initial areas of focus and strengths which the plan should be built upon:

- Sedona is surrounded by a "park"
- The park sites and recreation programs are high quality
- Tourism is the major economic driver
- Park sites and recreation programs play a role in enhancing the visitor experience
- Facilities and programs are valued by residents differently
- Outdoor performance venues are very popular
- Four major priorities:
    - *A creek park or a creek-side trail*
    - *Trails and "walkability" throughout the City*
    - *Improved trailheads and access to National Forests*
    - *A "Heart of Sedona" park*
- Recreational enhancements at the wastewater treatment facility
- Most residents are not initially supportive of new taxes, fees or funding initiatives for parks and recreation unless the benefits are clearly identified

The detailed results of the Leadership and Focus Group Interviews can be found in the Appendix.

Public Meeting #1

A public meeting and community workshop was held on October 18th, 2011, from 4:00 pm to 6:00 pm at the Sedona Community Center and was attended by approximately 50 people.
The meeting included a brief presentation which described the project background and process. It was followed by an hour-long small group workshop and discussion which focused on the community's goals and values.

Sampling of comments received during the open group discussion:

- Happy with the existing parks
- Need more community gathering spaces
- Improve Forest Service and City partnership
- Creekside park/walk for residents and visitors
- Need an indoor recreation center
- Increase walkability/urban trail system
- More neighborhood links are needed
- Keep pool open year-round

The detailed results of Public Meeting #1 can be found in the Appendix.

Public Meeting #2

Public Meeting #2 was held on April 2nd, 2012, from 5:30 pm to 7:00 pm in the Council Chambers at City Hall and was attended by approximately 16 people. The presentation included a recap of the project process and outlined the results of the community survey. Following the presentation an open discussion and feedback session was held.

Sampling of questions and comments received during the open discussion

- Reliability of certain questions in the survey compared to others
- Need for more public discussion/dialogue regarding the waste water treatment facility
- Questions regarding the demographics of the respondents
- 'Community Gardens' appears to be missing from the questions and data
- Helpful to distinguish between small and large performance venues
- Distinguishing between walking along roads or pedestrian routes through communities

The detailed results of Public Meeting #2 can be found in the Appendix.

Community Survey

The Community Survey was conducted via mail and electronically in November 2011 and was designed to help guide the Parks and Recreation Master Plan. The survey questions were developed in association with Parks and Recreation Staff and Commission members.

The Consultant Team assembled a comprehensive mailing list and distributed 2,500 surveys to randomly selected households. Pre-survey postcards announcing and explaining the survey and encouraging people to respond were also sent several days ahead of time. Additionally, citizens were given the opportunity to respond to the survey electronically through a web link placed on the City of Sedona's webpage which was publicized by the Parks and Recreation Department via an e-mail. A press release about the survey was also printed in the Sedona Red Rock News on November 18th, 2011 with the web address to the electronic survey. A Spanish version of the survey was also made available.

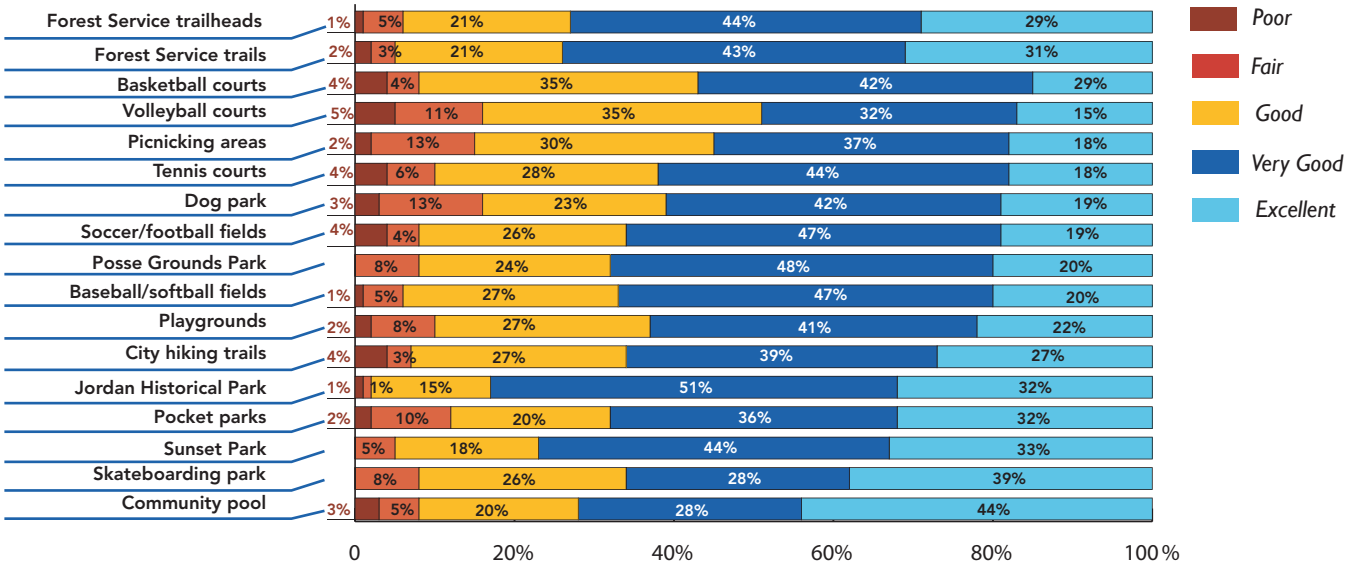
A total of 563 surveys were completed (504 Postal Service and 59 electronic responses). The maximum margin of error for this sample size is + 4.1% at the 95% level of confidence. The survey determined Sedona residents':

- Rating of Sedona and Forest Service facilities, recreation programs and classes
- Reaction to potential new or expanded recreation facilities and programs
- Reasons for not using Sedona and/or Forest Service facilities or programs
- Opinions of how budget should be allocated for potential new facilities and programs
- Opinions of how budget should be allocated for maintenance of facilities and programs
- Reaction to an increase in sales tax or a property tax to fund trails, parks, and recreation
- Interest in seeing Sedona develop the Wastewater Treatment Plant site for recreation

Community Survey Summary

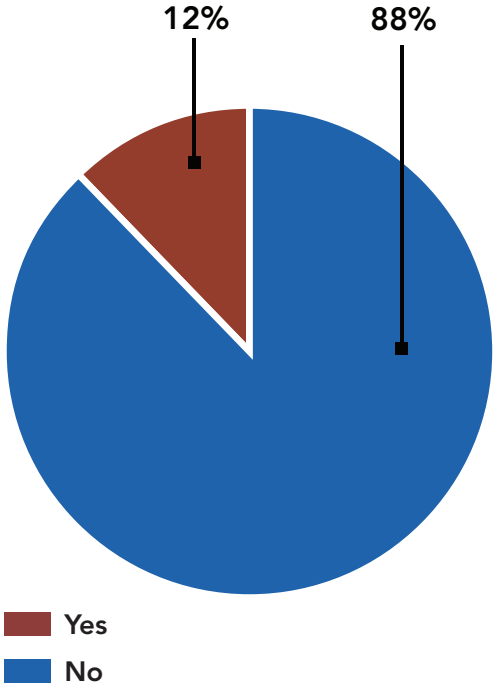
Physical condition of Sedona and Forest Service facilities: Sedona residents generally have high opinions of the condition of Sedona facilities and Forest Service trails. Combined responses of "very good" and "excellent" were mostly higher than 60% while responses of "poor" and "fair" totaled less than 10% for most facilities. Respondents gave higher ratings to the condition of parks and trails than to sports fields and other sports facilities.

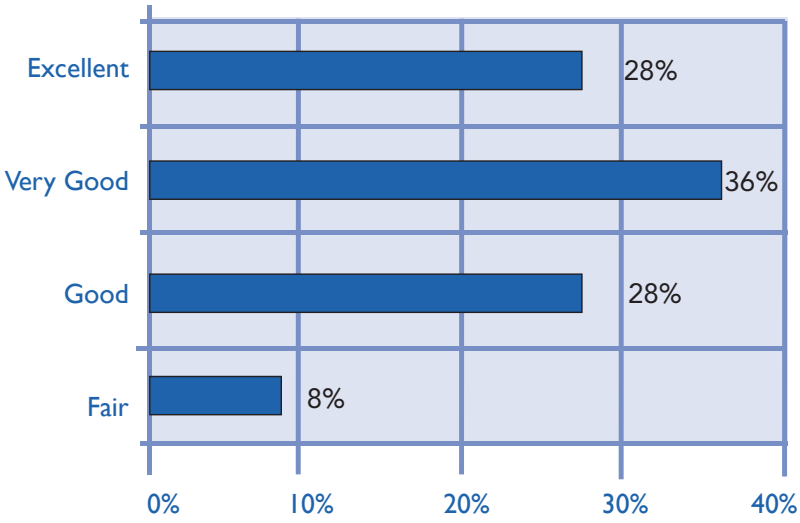
CITY OF SEDONA:
PHYSICAL CONDITION OF SEDONA AND FOREST SERVICE FACILITIES



Participation in Sedona recreation programs and classes: 12% had participated in a Sedona program or class in the previous 12 months. Two-thirds (64%) rated the programs or classes as "excellent" or "very good"

PARTICIPATION IN SEDONA PROGRAMS AND CLASSES



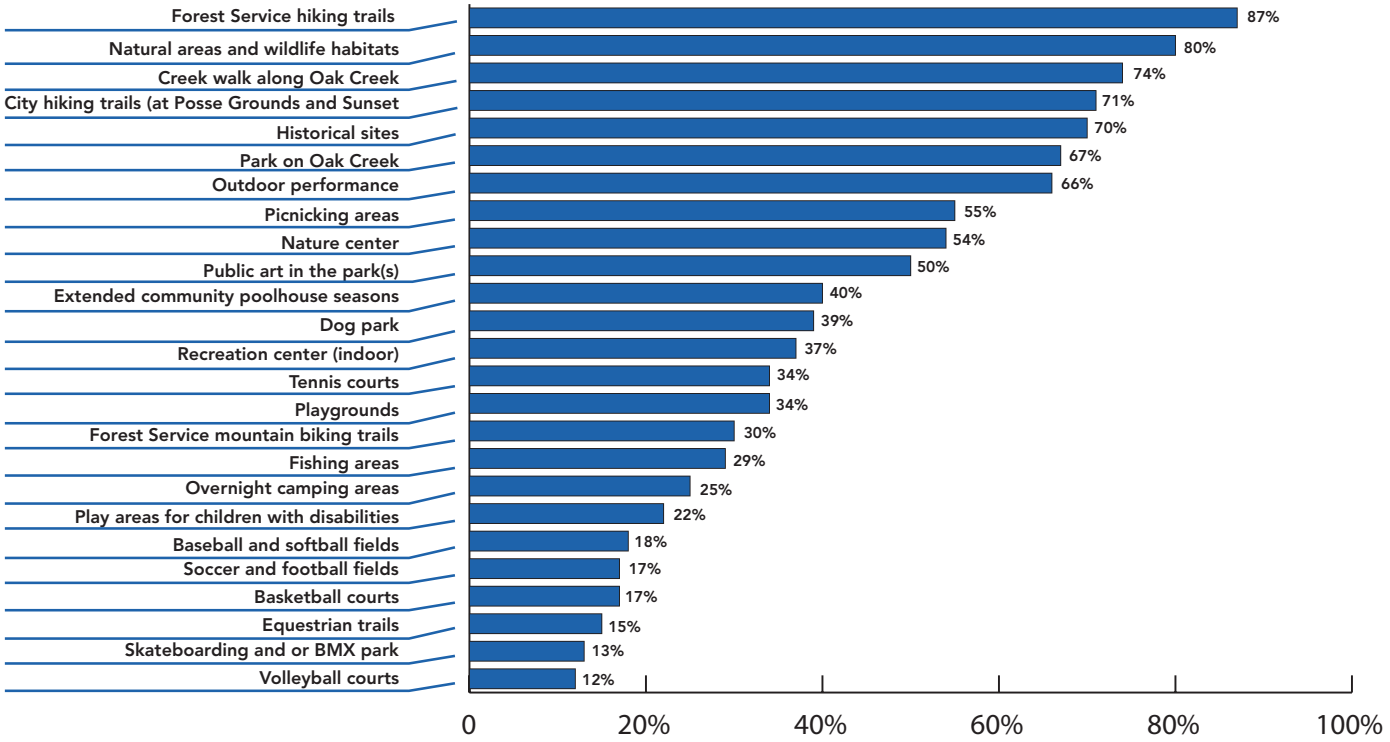


Interest in facilities/need for additional facilities: Out of a list of 25 potential parks and recreation facilities in Sedona and surrounding areas, the six most important to Sedona residents are Forest Service hiking trails, the creek walk along Oak Creek, natural areas with wildlife habitats, an outdoor performance venue, the park on Oak Creek, and hiking trails at Posse Grounds and Sunset Parks.

CITY OF SEDONA

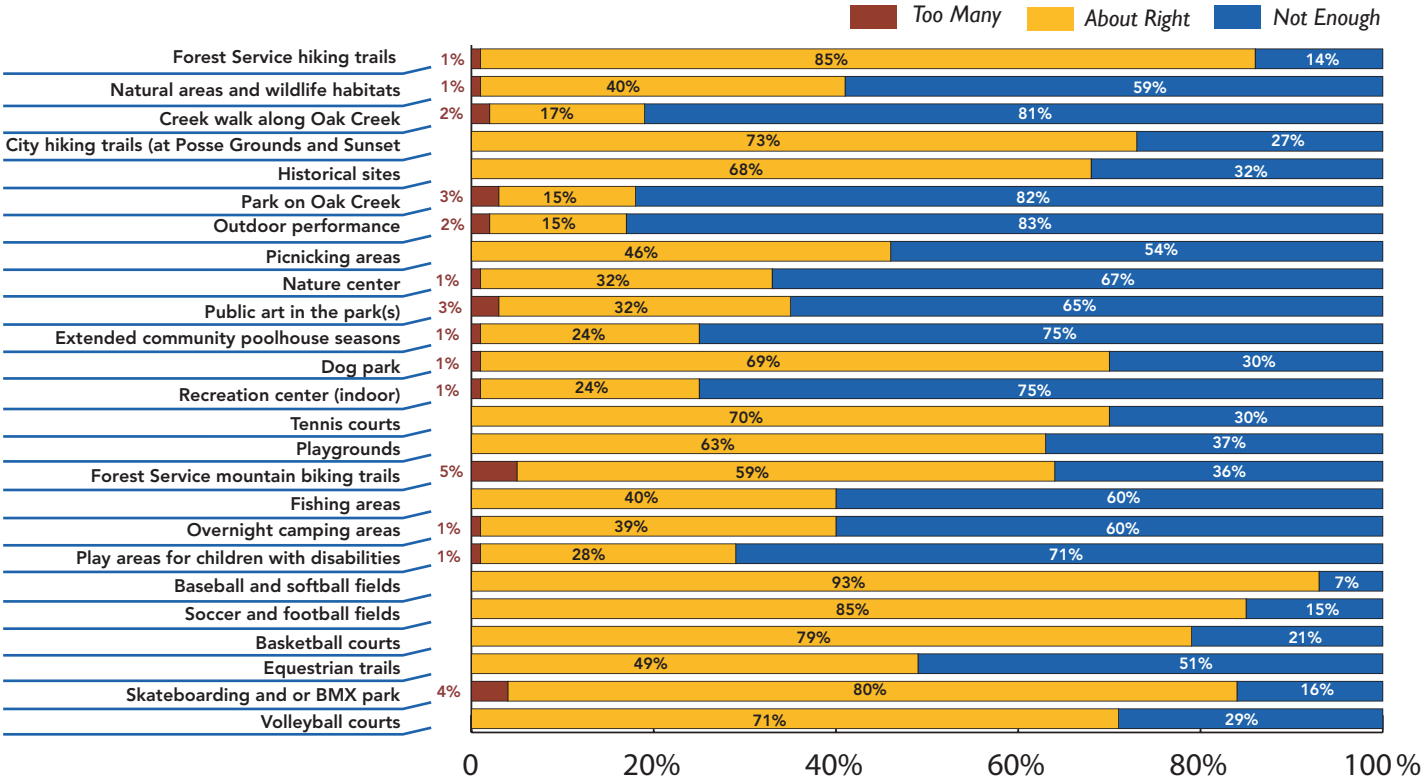
LIFEGUARD

CITY OF SEDONA:
DO YOU HAVE AN INTEREST IN THIS TYPE OF FACILITY?



Interest in programs/need for additional programs: From a list of 18 possible sports and recreation programs, the six most important to Sedona residents are; 1) events such as concerts and movies, 2) adult fitness and wellness programs, 3) programs for people 50 and older, 4) classes such as arts, crafts and science, 5) nature programs and environmental education, and 6) drop in activities such as open gym and swimming.

CITY OF SEDONA:
PLEASE TELL US IF THERE ARE TOO MANY, ABOUT THE RIGHT NUMBER, OR NOT ENOUGH IN AND AROUND SEDONA

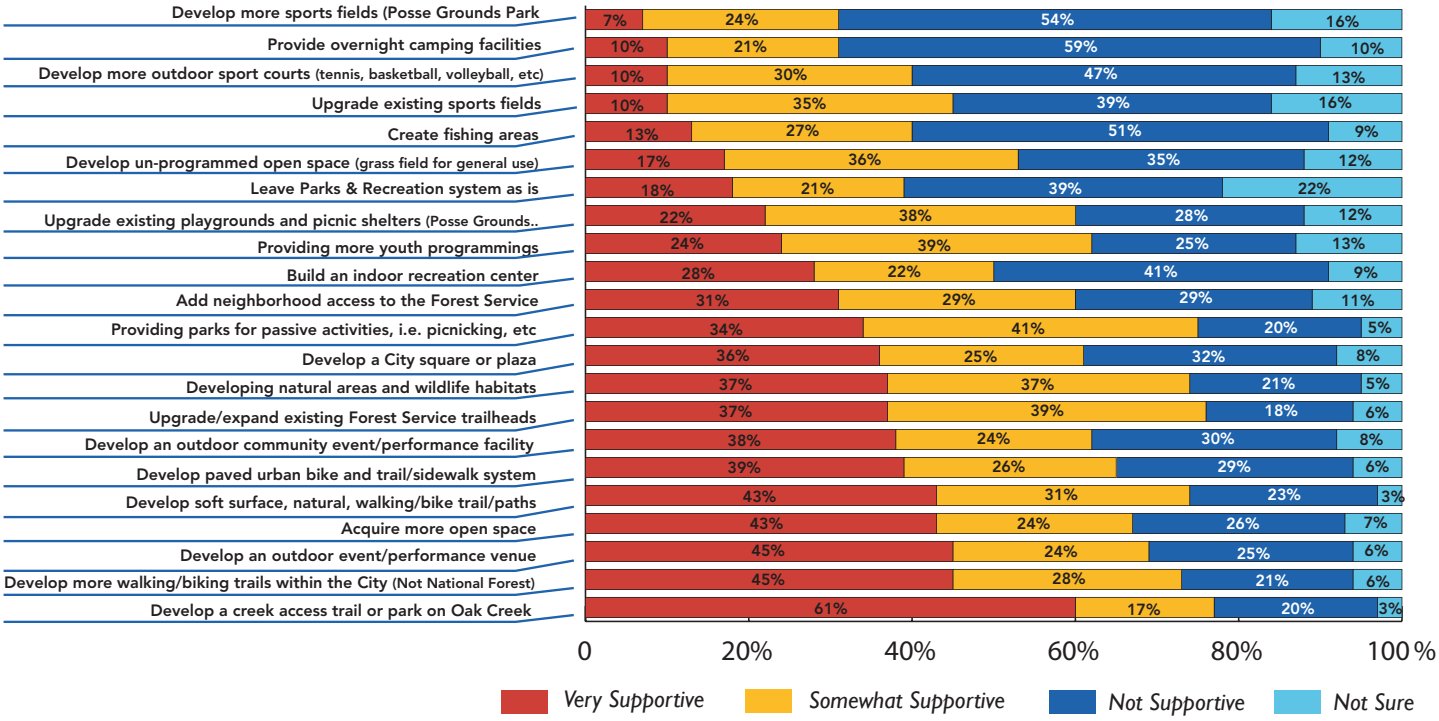


CITY OF SEDONA

Improving and expanding park and recreation facilities: People were given a list of 23 actions Sedona could take to improve and expand parks and recreation facilities and asked to react on a scale of very supportive, somewhat supportive, not supportive, or not sure. More than 70% were very or somewhat supportive of:

- Developing a creek access trail or park on Oak Creek (78%)
- Upgrading/expanding existing Forest Service trailheads (76%)
- Providing parks for passive activities - picnicking, etc. (75%)
- Developing soft surface, natural, walking and biking trails, and paths (74%)
- Developing natural areas and wildlife habitats (74%)
- Developing more walking/biking trails within the City (73%)

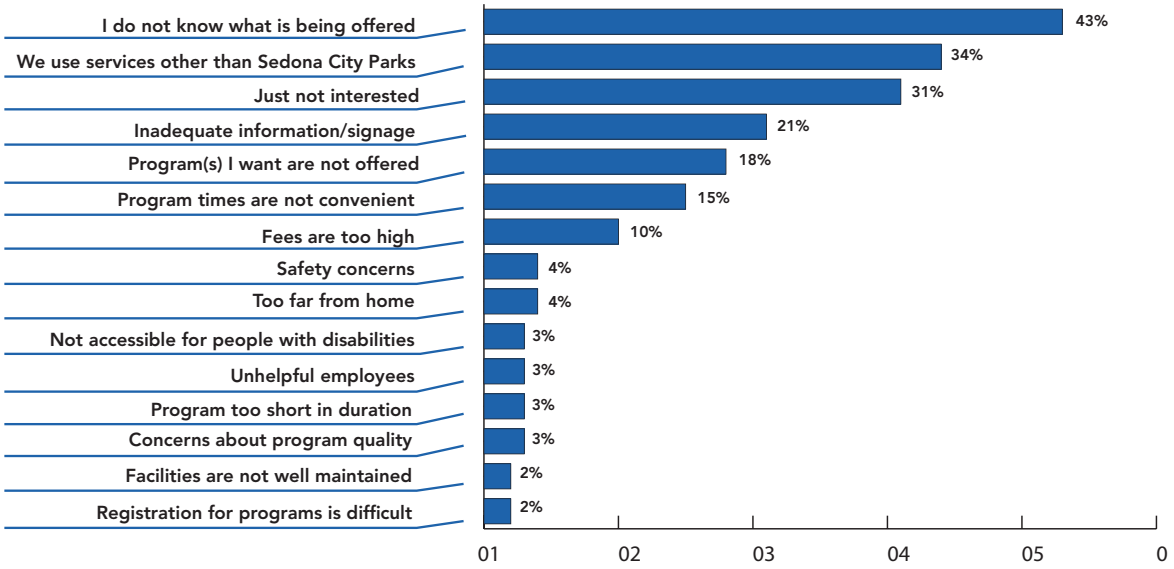
IMPROVING AND EXPANDING PARK AND RECREATION FACILITIES



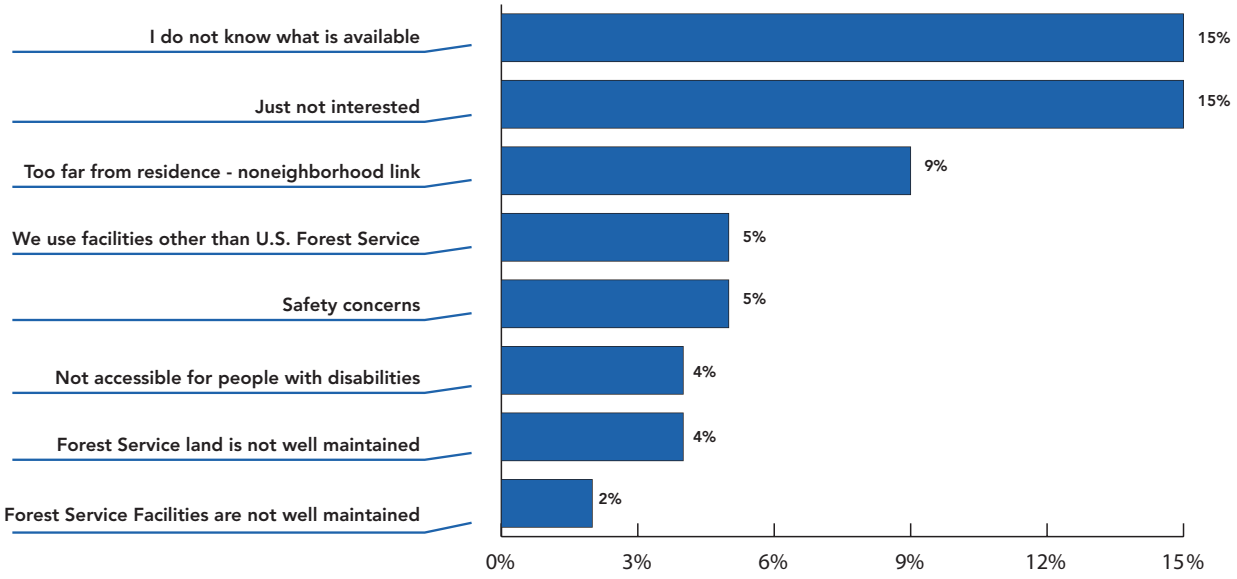
CITY OF SEDONA

Reasons for not using Sedona or Forest Service facilities: The two main reasons people do not use Sedona recreational facilities is that they don't know what is available and they use facilities outside of Sedona. Similarly, people said they do not use Forest Service facilities because they don't know what is available and Forest Service land is too far from their residences.

CITY OF SEDONA:
REASONS FOR NOT USING SEDONA FACILITIES

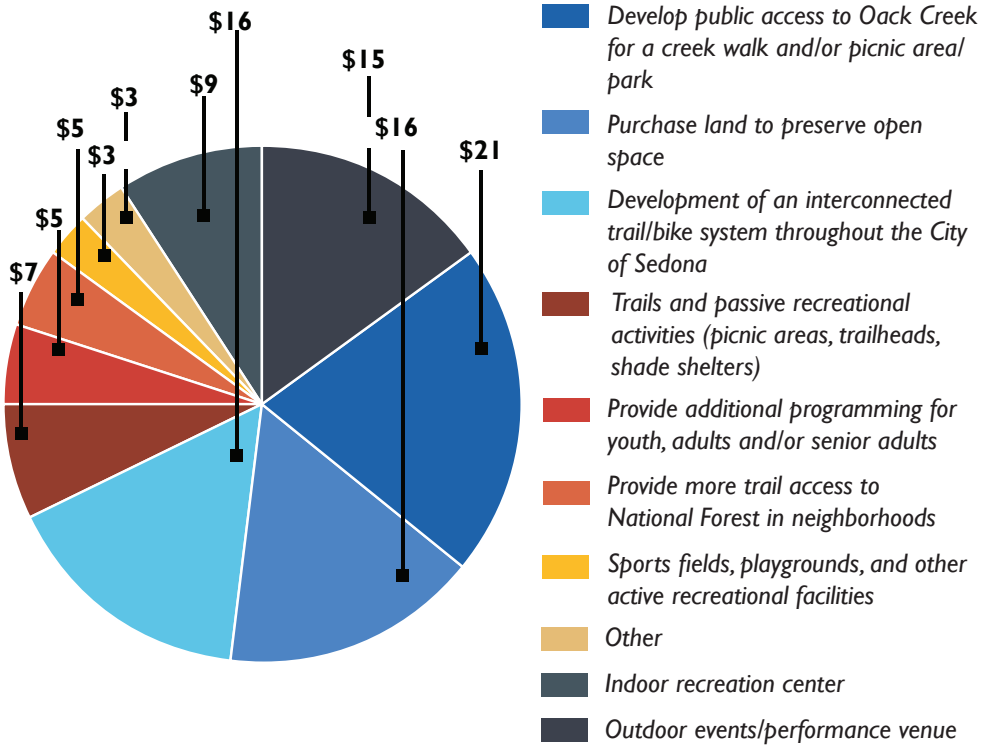


CITY OF SEDONA:
REASONS FOR NOT USING FOREST SERVICE FACILITIES



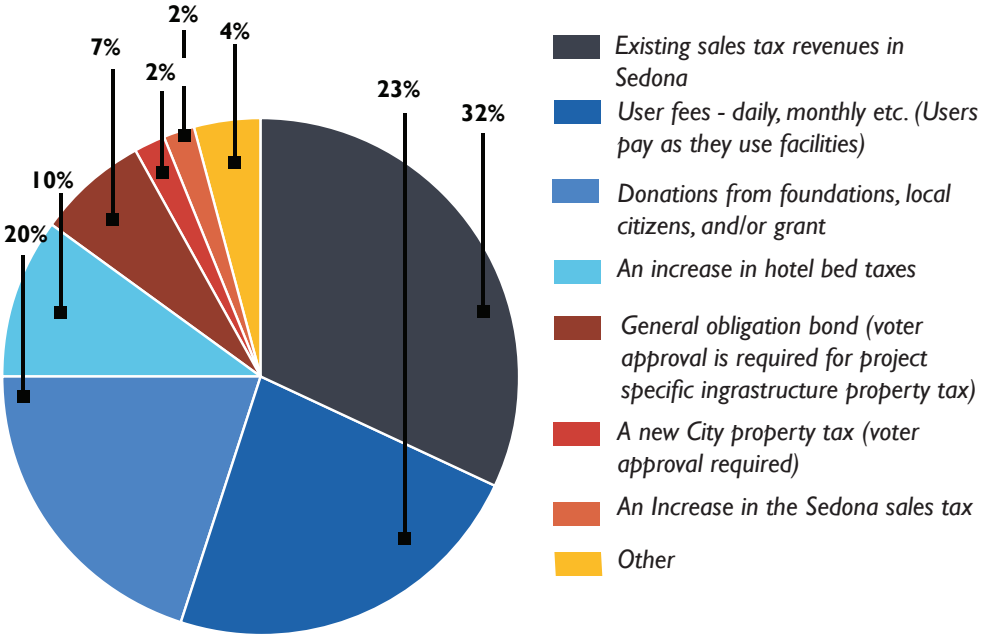
Allocating budget for new facilities and programs: Respondents would allocate 64% of the budget to developing public access to Oak Creek, purchasing land to preserve open space, developing a bike/trail system, and developing an outdoor performance venue.

CITY OF SEDONA:
ALLOCATING BUDGET FOR NEW FACILITIES AND PROGRAMS



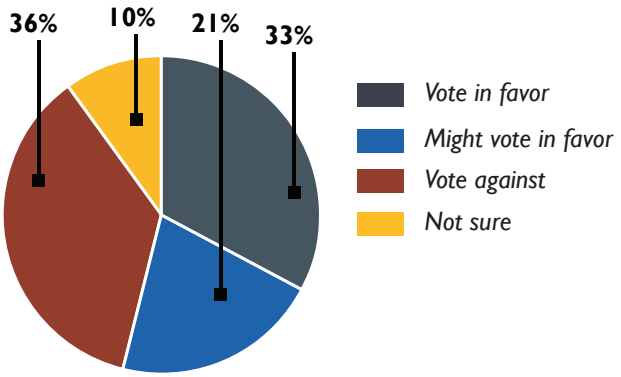
Funding upkeep of facilities and programs: Respondents feel that Sedona should maintain facilities and fund programs mostly from sales tax revenues, user fees, and donations from foundations, local citizens, and/or grants.

CITY OF SEDONA:
FUNDING UPKEEP OF FACILITIES AND PROGRAMS

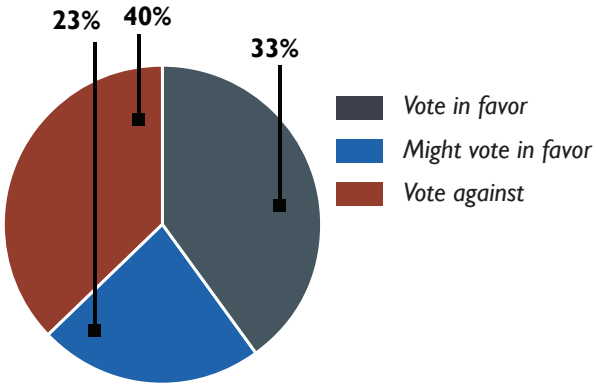


Reaction to a quarter-of-a penny sales tax: A third (33%) said they would vote in favor of an additional sales tax for acquiring and protecting open space as well as trails, parks and, recreation facilities. 21% said they might vote in favor, 36% said they would vote against it, and ten percent were unsure how they would vote.

PERCENTAGE OF ALL RESPONDANTS

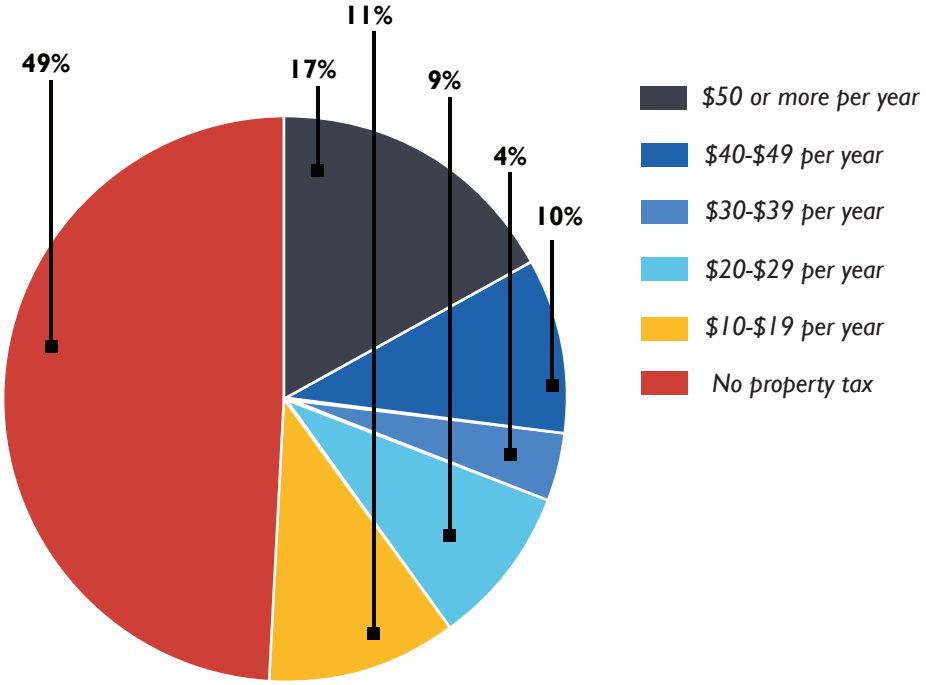


PERCENTAGE OF NON RESPONDANTS NOT INCLUDING RESPONSES OF "NOT SURE"



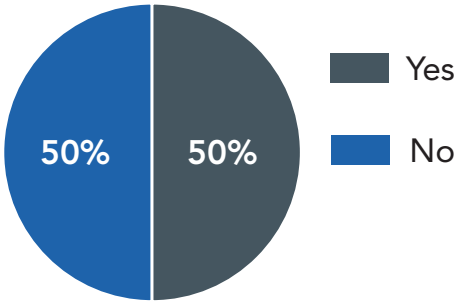
Reaction to a property tax: Over half, (51%) would support a property tax of $10 and just less than half, (49%) reported they were against a property tax of any amount.

CITY OF SEDONA:
REACTION TO A PROPERTY TAX

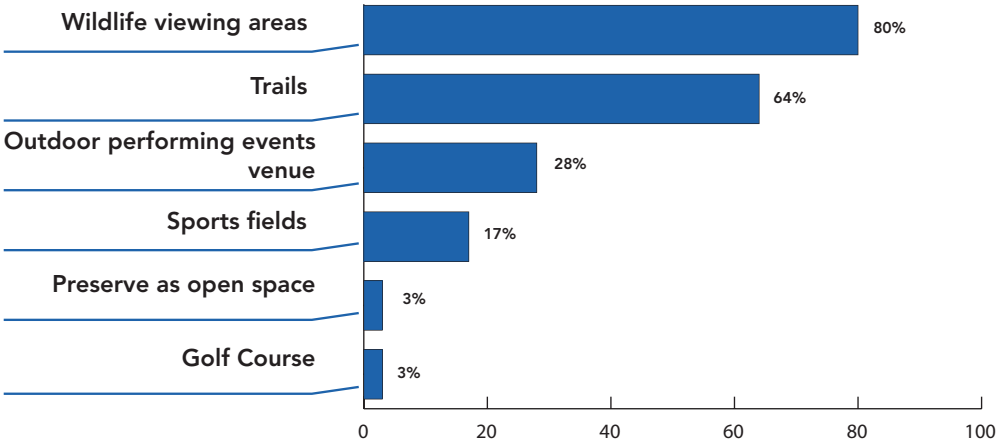


Expanding Recreation at the wastewater treatment plant: Respondents were split as to whether or not Sedona should develop the Wastewater Treatment Plant site for recreation. Among those who felt the site should be developed, wildlife viewing areas and trails were by far the most preferred uses.

CITY OF SEDONA:
EXPANDING RECREATION AT WASTEWATER TREATMENT PLANT



CITY OF SEDONA:
EXPANDING RECREATION AT WASTEWATER TREATMENT PLANT



Community Survey Demographics

- More than four in five, (85%) of the respondents had one or two people in their households. The average was 2.0 people.
- The median age was 65. As is the case on all community surveys, the median age was higher than the population reported in the 2010 Census because the Census considers the ages of all residents, including people under the age of 18. Instead, community surveys are filled out by people who are at least 18 and usually are well into their 20s.
- Respondents have lived in Sedona for an average of 14.5 years.
- Most, (96%) of the respondents were White/Caucasian.
- Nearly Half of the respondents were (52%) male,and half, (48%) were female.
- 98% of the respondents reported they are permanent residents of Sedona.

The detailed survey findings can be viewed in their entirety in the 'City of Sedona, Community Survey' dated January 2012.

2.3 Community Values Model:

The Consultant Team synthesized findings from the comprehensive public input process to develop a framework for guiding the development of recommendations and strategies for the Sedona Parks and Recreation Department. The Community Values Model features strategies that can be considered and are aligned with five major categories of best practices: 1) Community Mandates, 2) Standards, 3) Program/Services, 4) Business Practices, and 5) Community Outreach and Partnerships.

This strategy matrix is a building block for recommendations in the final Master Plan, and represents the prevailing messages the Consultant Team and Staff collected from stakeholder and public input. The Community Values Model should be evaluated and refined by the political and economic conditions that impact the Department and the community, and also used to validate the vision and mission of the Sedona Parks and Recreation Department. Additionally, these values and strategies reflect the core values of the Department that are shown below and will be reviewed annually with the Parks and Recreation Commission and updated as needed:

Parks and Recreation Department Core Values

- ***Care of Infrastructure***
  - Parks, facilities, pools, and trails
- ***Health and Wellness***
  - Adult, youth, family wellness, and water safety
- ***Safety***
  - Parks and facility supervision, site and facility maintenance, programs and events
- ***Community Connectivity***
  - Trails, parks and community focal points, surrounding forests and wilderness areas
  - Build and promote the community through quality experiences and opportunities
- ***Fun and Enjoyment***
  - Diverse sites and facilities, unique programs and events, variety of experiences
- ***Community Heritage & Preservation***
  - Landscapes and viewsheds, historical properties, parks and green spaces

COMMUNITY VALUES MODEL

STRATEGY

COMMUNITY VALUE 1: COMMUNITY MANDATES	COMMUNITY VALUE 2: SERVICE STANDARDS
Maintain and enhance park and recreation facilities and programs to promote community interaction, healthy lifestyles and safety.	**Update and utilize standards for development, design, operations, and maintenance of parks and recreation facilitiesand services.**
Maintain and develop parks and recreation facilities that reflect the community's standard of quality.	Utilize appropriate and documented maintenance standards for the short term and long term care and maintenance of parks and recreation facilities.
Maintain a system of parks and recreation facilities and services that feature equitable access while respecting the appropriateness of where sites are located.	Provide shade where appropriate in city parks and recreation facilities through a combination of natural features and shade structures.
Develop and maintain a system of parks and recreation facilities and services that reflect the diverse needs and interests of the community.	Utilize consistent standards and criteria for the development of parks and recreation facilities that reflect the interests, needs and uniqueness of neighborhoods and areas within the community.
Develop and maintain parks and recreation facilities and services that promote safe and secure experiences.	Leverage industry best practices for the ongoing management of parks and recreation assets, amenities, and infrastructure.
Maintain, improve and expand the parks and recreation system of facilities and services responsibly as a reflection of community priorities and values.	Maintain a timely response to and resolution of community issues.
Seek out and utilize a variety of financial resources to support the costs of developing and maintaining parks and recreation facilities and services.	Develop and maintain consistent standards that guide partnership relationships and agreements.
Maintain the importance and value of parks and recreation as a city service through organized events, festivals, and programs that build community.	Develop and maintain standards that guide communications of the Parks and Recreation Department, including marketing and promotions.
Provide fun and enjoyable recreation opportunities through diverse sites and amenities, unique programs and events, and experiences for a variety of ages, backgrounds, abilities, and interests.	Maintain design and management standards for parks and recreation facilities and services that promote environmental stewardship.

COMMUNITY VALUE 3: PROGRAMS & SERVICES	COMMUNITY VALUE 4: BUSINESS PRACTICES	COMMUNITY VALUE 5: COMMUNITY OUTREACH & PARTNERSHIPS
Provide balance and consistency in delivery of programs and services by meeting the needs of the diverse community.	**Manage parks and recreation facilities and programs that support Department and City cost recovery goals and policies.**	**Leverage the financial and human resources of the City of Sedona through partnerships in facilities and open space, and enhanced program opportunities.**
Programs and services will be aligned with core values and the mission of the City of Sedona Parks and Recreation Department.	Develop and maintain operations and maintenance of the Sedona Parks and Recreation Department in accordance with an accepted cost recovery plan that represents an appropriate balance between public funding, earned revenues, and outside funding sources.	Maintain an open and accessible process that engages individuals and groups in Sedona to be involved in planning and facilitation of programs, as well as park maintenance and development.
Develop and maintain programs and services that promote personal and community health and well-being through accessible recreation experiences.	Maintain a balance of services and recreational opportunities that range from free and fee-based depending on the criteria of "who is the service provided to, for what benefit, and at what cost."	Remain an active partner in a network of other providers of recreation and leisure opportunities to maximize community participation, leverage City resources, and contribute to the betterment of our programs.
Enhance community awareness of parks and recreation facilities and services through programs and events that support facility usage.	Improve and enhance the effectiveness of marketing and promotions of programs, events, and recreational facilities in Sedona as measured through increased awareness and participation.	Pursue and develop viable partnerships with youth service organizations and schools for youth recreational opportunities.
Maintain an annual schedule of programs and services that strengthen and enhance the local community and regional appeal of Sedona.	Utilize technology to enhance and improve the efficiency of park operations and maintenance, program development and facilitation, and marketing and promotions.	Develop sustainable partnerships with non-profit organizations to leverage private sector funding to support selected capital projects and programs.
Develop programs and events that appropriately balance services to local residents with those that appeal to visitors for enhancing economic impact.	Develop and implement consistent cost control and efficiency measures to continually evaluate and improve the "reach" of public funding for Sedona Parks and Recreation Department facilities and services.	Review and update terms of agreements with existing partners utilizing City of Sedona parks and facilities for public or private events.
Develop and maintain productive partnerships to support quality programs and events.	Seek alternative and outside funding support for park operations and maintenance, new facility and amenity development, and program support.	Develop partnership policies and standards for engaging neighborhoods and community organizations in helping maintain park facilities, programs and services.
Maintain recurring evaluations of programs and services based on community interests and needs.		
Develop and maintain programs and services that attempt to reasonably accommodate specialized requests and needs of residents within the community.		
Develop and maintain recreation and interpretive programs and services that educate the community about naturally and culturally significant resources of the region.		

2.4 Community Benchmarking Analysis:

Sedona is a unique community in many ways, but it is also insightful to compare the City with other similar jurisdictions for purposes of refining best practices and community standards that are tailored for the City. The following data has been collected and organized by the Consultant Team to support the community benchmarking analysis of this Master Plan, with sources cited where applicable.

Benchmarking with Similar Communities

This master plan process included the evaluation and comparison of Sedona with a limited set of similar communities in the United States. Based upon a review of community characteristics, City staff approved the following communities to be reviewed in this comparison:

1. **Telluride, Colorado –** Telluride is often looked to by leaders in Sedona as a similar community that is easily comparable. Telluride is considerably smaller than Sedona with only about 1/5th the resident population, but is also a high quality destination location with a significant number of visitors each year. The Telluride Parks and Recreation Department manages one major community park and four pocket parks, an ice rink, a community room, and a river trail system corridor. There are 40 developed acres and 1,000 undeveloped acres in the system that employs 12 FTE's year-round to manage these assets. The Department operates at approximately 23% cost recovery, supporting their combined (parks and recreation) expenses of $1,300,000 with $300,000 in annual earned revenues.

2. **Park City, Utah –** Of all the similar communities in this analysis, Park City is most similar to Sedona in many ways – high quality vacation destination, popular second home market, and a significant blend of art, culture and outdoor recreation make up the community's sense of identity. Parks and recreation in Park City is an extensive program, managing 10 parks and five major facilities including a recreation center, ice arena, golf course, camp building, and the community's cemetery. There are a total of 209 developed acres and over 7,000 undeveloped acres in Park City's park and open space inventory. A total of 20 FTE's are employed year-round in the divisions of Golf, Recreation, Ice, and Parks/Fields/Cemetery. On the whole, the combined functions operate at 62% cost recovery, supporting 62% of their operating expenses through earned revenues.

City of Sedona "Celebration of Spring" event held the Saturday before Easter every year.

Crested Butte "Alpenglow" event held each Monday evening in the summer at Town Park. The events are a partnership with the Crested Butte Center for the Arts.

Parks City Parks and Recreation Budget Detail

Department	Expense	Revenue
Golf	$1,100,341	$1,336,609
Recreation	$2,016,911	$1,442,907
Ice	$813,000	$688,000
Parks, Fields & Cemetery	$1,652,343	$0
Total	**$5,582,595**	**$3,467,516**

3. Crested Butte, Colorado – Crested Butte is much smaller than Sedona with only about 1/6th the resident population, but also similar like the other communities in that is considered a high quality destination for a significant number of annual visitors, is a popular second home market, and has built a community identity on the convergence of art and culture, outdoor recreation, and beautiful landscapes. Crested Butte Parks and Recreation Department is small, but still larger than that of Sedona due to all park maintenance being a part of parks and recreation and not a function of another city department. There are a total of nine parks and a covered ice arena in the system that employs six FTE's year-round. The Department covers approximately 20% of its overall costs through earned revenues, however, it operates all recreation programs at 100% cost recovery of their direct expenses.

A summary of data from the benchmark communities is provided in the table below.

	Sedona, AZ	Crested Butte, CO	Telluride, CO	Parks City, UT
Population (2010)	10,031	1,496	2,368	7,558
Number of Parks and Facilities	7	9	7	15
Park and Open Space Acreage (developed/undeveloped)	92/27	29/227	40/1,000	209/7,000
Number of Parks and Recreation Employees (FTE)	5	6	12	20
Approximate Annual Department Budget	$510,000	$650,000	$1,300,000	$5,582,595
Approximate Annual Revenues	$55,000	$130,000	$300,000	$3,467,516

National Benchmarking with Communities Under 20,000 Population

This data is taken from the National Recreation and Park Association (NRPA) 2009 Operating Ratio Report – Detailed Results by Jurisdiction Population (July 2009). Not all data from this report is detailed below, but a selected sample that is most relevant to the Sedona Parks and Recreation Master Plan project.

Governance

- Does your agency have a Board/Commission?
  - Yes = 53.4%
  - No = 46.6%
  - SEDONA = YES
- If your agency has a Board/Commission, is it governing or advisory?
  - Governing = 42.0%
  - Advisory = 58.0%
  - SEDONA = ADVISORY

Land Information

- How many acres of land does your agency own?
  - Lower Quartile = 51
  - Median = 133
  - Upper Quartile = 289
  - SEDONA = 120.93 acres
- How many acres of land does your agency maintain and/or have management responsibility over?
  - Lower Quartile = 57
  - Median = 136
  - Upper Quartile = 285
  - SEDONA = 120.93 acres
- What percentage of your acreage is undeveloped (ie, free of structures/facilities)?
  - Lower Quartile = 7.2%
  - Average = 33.3%
  - Median = 25.0%
  - Upper Quartile = 54.0%
  - SEDONA = 25%
- How many individual parks or sites does your agency maintain and/or have management responsibility over?

  o Lower Quartile = 5

  o Median = 8

  o Upper Quartile = 14

  o SEDONA = 9

Budget and Staffing

- Agency Operation Expenditures (2009)
  - Lower Quartile = $339,444
  - Median = $729,828
  - Upper Quartile = $1,273,066
  - SEDONA = $510,000
- Agency Revenues (2009)
  - Lower Quartile = $101,550
  - Median = $367,045
  - Upper Quartile = $808,584
  - SEDONA = $55,000
- Number of Full-time Equivalent Employees (2009)
  - Lower Quartile = 5
  - Median = 7.8
  - Upper Quartile = 13
  - SEDONA = 5.4
- Agency Revenues as a Percentage of Operation Expenditures (2009)
  - Lower Quartile = 20.4%
  - Median = 51.3%
  - Upper Quartile = 100.0%
  - SEDONA = 9%

Summary of Benchmarking Comparative Analysis

The following summary of Sedona Parks and Recreation Department is based on the comparative analysis with similar communities and national benchmarking data obtained from the National Recreation and Parks Association.

- **Governance** – Sedona is similar to many agencies in like communities around the United States with an advisory board or commission that is appointed by the City Council.
- **Lands and Facilities** – Sedona compares similarly to like communities on the number of parks and amount of acreage managed within the parks system. Many communities like Sedona have additional facilities, such as a recreation center or ice arena, which Sedona is currently lacking.
- **Budget and Staffing** – Sedona is somewhat unique among peer and similar municipalities in budgeting and staffing characteristics, however much of this is explained in the type of system Sedona manages and the culture of the community. It is common in small cities

like Sedona that parks maintenance is managed by the Public Works Department. In fact, the Consultant Team has recently completed master plans for two communities in Western states with between 7,500 and 11,000 residents. These communities did not have a parks and recreation department at all. In these communities, parks and recreation as a public service was managed as a partnership between the community development and public works departments.

Sedona does not have any major recreation facilities such as a recreation center, indoor aquatics center, or ice arena. Additionally, Sedona Parks and Recreation Department is not a revenue-driven function within the City's portfolio of public services. Subsequently, the budget of the Department is reflective of a program that maintains a small number of parks and open spaces, and organizes a limited set of special events and programs /classes for residents. Approximately 50% of the annual operating expenses of the Department goes to park maintenance, while the remainder funds the programs, events, and other administrative costs of providing this service to the community.

2.5 Park Classifications and Level of Service Standards:

There are multiple methods that can be and are frequently used to determine the community need for park and recreation facilities and programs. The most common and universally accepted approach to a level of service analysis originated with the National Recreation and Parks Association, (NRPA) in the 1980's when the organization began establishing norms for the amount of park lands or park amenities a community should strive for based on population. The latest NRPA standards published in 1990 compares the supply of facilities against demand, as measured by the total population of a community.[12] These guidelines are typically reflected as the number of facilities or park acreages per a measurable segment of the population. An example of this may be a minimum of 10 acres of total park land for every 1,000 residents.

This Master Plan utilizes a level of service analysis to establish reasonable and prudent standards for park lands and park amenities in Sedona over the next 10 years. The reality of current and local economic conditions is that the City is not in a position to pursue large expansion or growth in the parks in the next decade, although there is tremendous interest in trail development. There are specific areas of need where appropriate development of new parks or park amenities, or development of parks should be considered in order to meet the demands and expectations of residents.

[12] Lancaster, R.A. (Ed.). (1990). Recreation, Park, and Open Space Standards and Guidelines. Ashburn, VA: National Recreation and Park Association.

Park and Facility Classifications

A park and facility classification system must utilize key characteristics or descriptive factors of each site including the intent and/or mission of sites, predominant types of site usage, and appropriate performance measures unique to each category of park classification. Proper integration of a park and facility classification system that utilize these criteria to organize and distinguish the diverse purposes served by city parks can help to guide the City in the years to come as a key component of this Master Plan.

These classifications are used as a foundation to determine level of service standards of parks and facilities in Sedona. In addition, these standards can support the development of a high quality park system by addressing current and emerging recreation trends and public needs. The following factors are utilized to distinguish city parks and recreation sites:

1. **Park Size** – Defines the relative size of the park in acres, including ratio of land to per capita population.
2. **Service Area** – Details the service area of the park as defined by its size and amenities.
3. **Maintenance Standards** - Details the required/expected standard of maintenance required at the park dependent upon usage levels and degree of facility development.
4. **Amenities** – Describes the level of facility and/or amenity development that is present.
5. **Performance** – Establishes performance expectations of the park as reflected in annual operational cost recovery (revenue generation), and annual use of major facilities within the park.

There are seven parks and facilities either owned and/or maintained by the City of Sedona, totaling 92.18 acres that serve varied and diverse needs in the community. Using the criteria above, this Master Plan establishes classifications for sites based on differences in environment and public use, and also distinctive maintenance and habitat management goals and requirements. These classifications are:

1. Pocket Parks
2. Neighborhood Parks
3. Community Parks
4. Regional Parks
5. Special Use Facilities
6. Open Space
7. Trails

The descriptions that follow provide greater detail in the distinguishing qualities of each of the seven major park classifications listed above. These points of distinction are reflective of industry best-practices and have been adopted to improve the organization and management of parks with diverse amenities, aspects, and performance measures.

Pocket Parks

Pocket parks serve a unique role in the City of Sedona by providing small park/open space amenities throughout the community. Pocket parks can vary from being small bump-outs along trails or pathways, or unique sites that have a specific purpose or intent, but no recreational features. Examples of the later includes sites such as small botanical gardens, memorial gardens or plazas, or other interpretive monuments in the City.

Pocket parks generally range from 0.1 to 0.5 acres depending on the community and the area.

- **Length of stay:** 15 minutes to one hour experience
- **Amenities:** Basic amenities for picnicking or benches for seating, interpretive features where appropriate
- **Revenue producing facilities:** None
- **Programming:** 100% percent passive

- **Signage:** Limited signage throughout the park
- **Landscaping:** Varies
- **Parking:** Little to no parking
- **Other goals:** Strong appeal to surrounding neighborhoods, or retail/commercial districts, integrated color scheme throughout the park, connectivity to adjacent amenities/ developments, safety design meets established standards

Neighborhood Parks

Neighborhood parks are intended to be easily accessible by adjacent neighborhoods and should focus on meeting neighborhood recreational needs, as well as preserving small open spaces in residential or commercial areas. Neighborhood parks are smaller than community or regional parks and are designed typically for residents who live within a one mile radius. Neighborhood parks, which provide recreational opportunities for the entire family, often contain landscaped areas, benches, picnic tables, playgrounds, and small turf areas. Passive recreation activities are predominant at neighborhood parks.

Neighborhood parks generally range from 0.5 to 10 acres depending on the community and the area.

- **Length of stay:** 30 minutes to one hour experience
- **Amenities:** Basic amenities for picnicking and for play. Restrooms are common, as well as occasional pavilions/shelters
- **Revenue producing facilities:** None
- **Programming:** 100% percent passive
- **Signage:** Limited signage throughout the park
- **Landscaping:** Limited landscaping throughout the park
- **Parking:** Little to no parking
- **Other goals:** Strong appeal to surrounding neighborhoods; integrated color scheme throughout the park; loop trail connectivity; safety design meets established standards.

Community Parks

Community parks are intended to be accessible to multiple neighborhoods and beyond, and meet a broader base of community recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks, but smaller than regional parks and are designed typically for residents who live within a three to five mile radius. When possible, the park may be developed adjacent to a school. Community parks often contain facilities for specific recreational purposes: athletic fields, tennis courts, picnic areas, reservable picnic shelters, sports courts, permanent restrooms, large turfed and landscaped areas, and a playground. A mixture of passive and active outdoor recreation activities often take place at community parks.

Community parks generally range from 10 to 75 acres depending on the community and available space. Community parks serve a larger area – radius of 5 miles – and contain more recreation amenities than a neighborhood park.

- **Length of stay:** Two to three hour experience
- **Amenities:** A signature facility (i.e., trails, sports fields, large shelters/pavilions, playground, sports courts, water feature), public restrooms, parking, security lighting, ball field lighting are possible support features
- **Revenue producing facilities:** Limited
- **Programming:** 65% percent active, 35% passive
- **Signage:** Limited signage throughout the park
- **Landscaping:** Limited landscaping throughout the park
- **Parking:** Sufficient to support optimal usage
- **Other goals:** Community parks can include unique amenities or facilities that may draw users from a larger service area

Regional Parks

A regional park typically serves multiple communities, residents within a town or city, or even across multiple counties. Depending on activities and amenities with a regional park, users may travel as many as 45-60 miles or 60 minutes for a visit. Regional parks usually include both the basic elements of a neighborhood park, combined with amenities similar to a community park. In addition, regional parks can feature specialized facilities including, but not limited to athletic facilities, sport complexes, and special event venues. Regional parks range in size from 15 to 150 acres, and should promote tourism and economic development by enhancing the economic vitality and identity of the entire region.

- **Length of stay:** Two hours to all day experience
- **Amenities:** Multiple signature facilities (i.e. athletic fields, outdoor recreation/ extreme sports amenities, sports complexes, playgrounds, reservable picnic shelters, recreation center, pool, gardens, trails, specialty facilities), public restrooms, concessions, ample parking, and special event site
- **Revenue producing facilities:** No less than two that are designed to produce revenue, assisting in off-setting operational costs
- **Programming:** 50% active, 50% passive
- **Signage:** Strong signage throughout the park includes entrance, wayfinding, and interpretive
- **Landscaping:** Strong focal entrances and landscaping throughout the park, only flora native to the site should be considered
- **Parking:** Sufficient for all amenities and can support a special event with a regional draw
- **Other goals:** Regional parks are generally the epicenter of many recreation programs and community events, and frequently draw visitors/users from a regional service area. These facilities are often considered major economic and social assets in a community

Open Space

Open Space are recreation or natural areas which are usually complimentary to a regional trail system, or to another greenway or open space. These areas can include diverse recreational opportunities that are managed such as multi-use trails (pedestrian, mountain biking, equestrian), fishing areas along creeks or rivers, or just open space. Traditionally, greenways/open space serve both a conservation and interpretive purpose for habitat preservation and responsible recreation. The service area of trails/greenways/open space depends on size of the park: 0 – 3 acres = 2 miles; 4 – 10 acres = 5 miles; 11 – 30 acres = 10 miles.

- **Length of stay:** Two hour to four hour experience
- **Amenities:** Multi-use trails, appropriate outdoor recreation venues dependent on the relevant natural features
- **Revenue producing facilities:** None
- **Signage:** Strong signage throughout including entrance, regulatory, and wayfinding/directional
- **Landscaping:** Limited landscaping at entrances and only flora native to the site should be considered
- **Parking:** Limited, yet capable of supporting use of the site and the connected trail system
- **Other goals:** Designs should support pedestrian activity and multi-use trail systems linked to major trails systems

Trails

Trails serve diverse recreational opportunities that are managed as multi-use trails (pedestrian, bicycling, mountain biking, equestrian, motorized use, etc.). The current trails within the City of Sedona are primarily designed and utilized for walking, running or jogging within parks, but can be expanded to improve connectivity within the community through a design that is aligned with City ordinances, and appropriate and authorized uses within the city limits. Typically, trails in Sedona can be either unpaved, natural surface trails within parks, or are paved trails that are aligned with public roadways for purposes of recreational use and for non-motorized commuting.

A table of current parks and facilities by classification is provided below:

Pocket Parks	
Botanical Garden Greyback Park	Jack Jameson Memorial Park
Neighborhood Parks	
Sunset Park	
Community Parks	
Posse Grounds Community Park	
Regional Parks (Facilities)	
None currently	
Special Use Facilities	
Jordan Historical Park	Schnebly Memorial Garden
Open Space	
Sugarloaf Trailhead Parcels	Jordan Park Ridge Parcels
Trails	
Unpaved trails at Posse Grounds	Paved pathway at Sunset Park

Level of Service Standards

The level of service standards developed in this Master Plan were derived from the combination of multiple analyses and reflect national and local best practices, the relevant needs of local communities, financial constraints of the City, the limited opportunity for acquiring land for new parks, and alternative providers/recreational sites in the region. Ultimately, these standards should be used to provide defensibility and data for leadership of the City to make decisions about facility and asset priorities. However, these standards should not be taken unilaterally as the sole determinant of how the City will invest in the parks, recreation facilities, and trails system over the next 10 years.

City of Sedona Level of Service Standards

The level of standards analysis is a review of the inventory of parks and major park assets in relation to the total population of the study area. There are multiple approaches to determine standards that are appropriate for each community, thereby making it a complex analysis to establish relevant standards for the City of Sedona.

In order to establish an appropriate set of standards for Sedona, the Consultant Team utilized a four-step method as described below:

1. Established current level of service standards for existing parks, recreation sites, amenities, and then projected future needs based upon projected population growth to maintain these standards.
2. Reviewed the inventory of park land and green space, and recreational amenities provided by alternative organizations in the area (i.e. Coconino and Yavapai Counties, state land agencies).
3. Performed the level of service standards analysis with unique standards for Sedona that reflect community needs, priorities, and supporting circumstances (i.e. financial, public support, availability of public lands, etc.).
4. Developed standards collaboratively between the Consultant Team and management Staff from the City to project future needs based upon current standards, local trends, public input, and best practices in similar communities around the United States.

Current Inventory

There are seven parks and facilities totaling 92.18 acres owned and/or maintained by the City of Sedona. This system includes the following park types and major amenities:

Parks

	Quantity	Acreage
Pocket Parks	3	0.93 acres
Neighborhood Parks	1	7.46 acres
Community Parks	1	78.63 acres
Special Use Parks/Facilities	2	5.16 acres
Total Parks	**7**	**92.18 acres**

Special Use Facilities

	Size
Schnebly Memorial Garden	0.36 acres
Jordan Historical Park	4.80 acres

Recreational Amenities

	Quantity
Baseball, softball and Little League game fields	2
Soccer, football, and multi-use game fields	1
Basketball courts	2
Tennis courts	4
Volleyball courts (sand)	1
Playgrounds	3
Skate parks	1
Dog parks	1
Ramadas	15
Horseshoe pits	1
Amphitheater/performance areas	1
Swimming pools	1
Indoor multipurpose/recreation space	2
Interpretive area/structure	6
Restrooms	3
Concession buildings	1
Trails (within parks)	3.59 miles

An inventory and level of service standards analysis of City of Sedona parks and facilities was performed. These current levels of services standards are shown as either **current acres per 1,000 residents or current amenities per 10,000 residents based on the estimated resident population of 2010.**

Current Level of Service Standards

The current level of service standards were calculated are displayed below on park types and major amenities within parks. There are some amenities not included in this analysis because they should be considered by the number and distribution of parks and not the community's resident population. These amenities are identified separately following the table below.

Facility Standards Category	Total City Parks or Amenities	Current City of Sedona Standards (2012)		
Pocket Parks (Acres)	0.93	0.09	Acres per	1,000
Neighborhood Parks (Acres)	7.46	0.75	Acres per	1,000
Community Parks (Acres)	78.63	7.86	Acres per	1,000
Special Use Facilities (acres)	5.16	0.51	Acres per	1,000
Total Park Acreage	**87.02**	**8.7**	**Acres per**	**1,000**
Total Special Use Facilities Acreage	**4.8**	**0.48**	**per**	**1,000**
Natural surface trails (mileage)	3.59	3.59	per	10,000
Improved surface pathways/trails (mileage)	0.1	0.1	per	10,000
Diamond Ball Fields	2	2	per	10,000
Rectangle Sports Fields	1	1	per	10,000
Basketball Courts	2	2	per	10,000
Tennis Courts	4	4	per	10,000
Volleyball Courts	1	1	per	10,000
Ramadas	15	15	per	10,000
Playgrounds (outdoor)	3	3	per	10,000
Skateparks	1	1	per	10,000
Dog Parks	1	1	per	10,000
Outdoor Performance Venues	1	1	per	10,000
Swimming Pools (outdoor)	1	1	per	10,000
Indoor Multipurpose Spaces	2	2	per	10,000

Amenities in the system that are not included in a population-based level of service analysis are:

- Shade structures
- Benches
- Horseshoe pits
- Interpretive areas or structures (signage)
- Restrooms
- Concession buildings

Recommended Level of Service Standards

Based on a thorough review of the parks and recreation system and extensive public input into this process, it is recommended in this Master Plan that the City adopt slightly revised and updated recommended level of service standards over the next 10 years. These recommendations are primarily based and derived from the following circumstances:

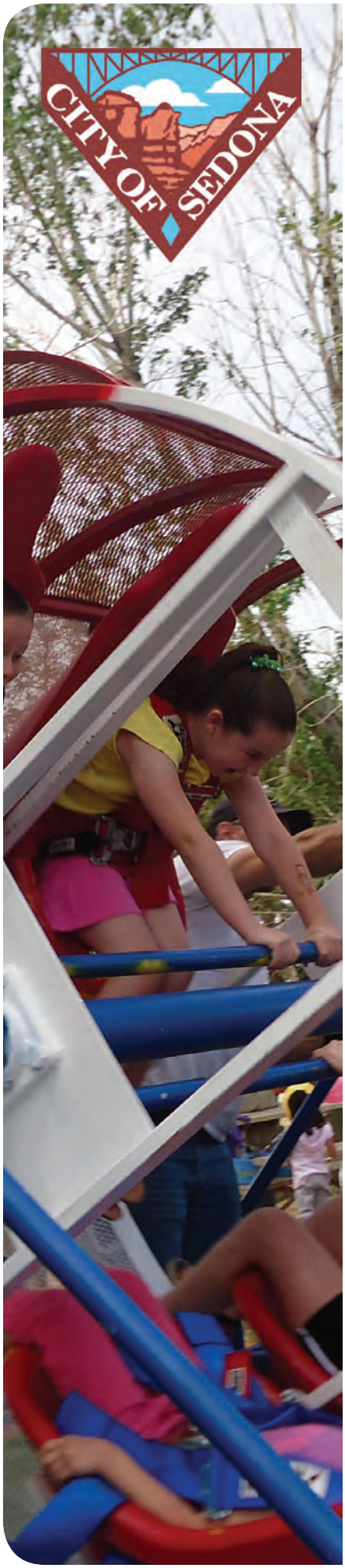
1. There are needs to provide more consistent amenities within existing parks to balance the quality of the user experience (i.e. shade structures).
2. There is an inequitable distribution of neighborhood parks as there are multiple neighborhoods in the community and only one neighborhood park.
3. No significant recommendations for park or open space expansion are made because there are abundant public lands and open space managed by state and federal agencies within and surrounding Sedona.
4. No significant recommendations for recreational amenity expansion are made because the population of Sedona is steady and not expected to grow significantly over the next 10 years.
5. The community is very financially conservative and not supportive of the City expansively growing the "footprint" of the parks and recreation system or its costs.

Based on these circumstances and assumptions, the table and summary on the following page detail the recommended level of service standards for the City of Sedona. These recommendations are built around the identified community need for limited additional parks, and the recommended amenities to consider for those sites. Improved surface trail standards are provided and are linked to the mileage requirements for improved connectivity within the community.

Facility Standards Category	Total City Parks or Amenities	Current City of Sedona Standards (2012)			Recommended Standards			2022 Need Calculations (acres) based on Recommended Standards
Pocket Parks (Acres)	0.93	0.09	Acres per	1,000	0.1	Acres per	1,000	0.07
Neighborhood Parks (Acres)	7.46	0.75	Acres per	1,000	1.5	Acres per	1,000	7.54
Community Parks (Acres)	78.63	7.86	Acres per	1,000	9	Acres per	1,000	11.37
Special Use Facilities (acres)	5.16	0.51	Acres per	1,000	1	Acres per	1,000	4.8
Total Park Acreage	**87.02**	**8.7**	**Acres per**	**1,000**	**-**	**Acres per**	**1,000**	**18.98**
Total Special Use Facilities Acreage	**4.8**	**0.48**	**per**	**1,000**	**-**	**per**	**10,000**	**0.97**
Natural surface trails (mileage)	3.59	3.59	per	10,000	3.59	per	10,000	0
Improved surface pathways/trails (mileage)	0.1	0.1	per	10,000	5	per	10,000	4.9
Diamond Ball Fields	2	2	per	10,000	2	per	10,000	0
Rectangle Sports Fields	1	1	per	10,000	1	per	10,000	0
Basketball Courts	2	2	per	10,000	3	per	10,000	1
Tennis Courts	4	4	per	10,000	5	per	10,000	1
Volleyball Courts	1	1	per	10,000	1	per	10,000	0
Ramadas	15	15	per	10,000	18	per	10,000	3
Playgrounds (outdoor)	3	3	per	10,000	4	per	10,000	1
Skateparks	1	1	per	10,000	1	per	10,000	0
Dog Parks	1	1	per	10,000	1	per	10,000	0
Outdoor Performance Venues	1	1	per	10,000	1	per	10,000	0
Swimming Pools (outdoor)	1	1	per	10,000	1	per	10,000	0
Indoor Multipurpose Spaces	2	2	per	10,000	2	per	10,000	0

The additional level of service standard recommendations that are not population based are provided below:

Amenity	Recommended Standard
Shade structures	Shade structures should be installed over every playground and be considered for any picnic areas that do not have ramadas.
Restrooms	Restrooms should be installed for any neighborhood or community park.



SECTION 3: HOW WE PLAN TO GET THERE

3.1 Policies and Practices

The operations and management section of the City of Sedona Parks and Recreation Master Plan provides strategic guidelines and recommended tactics for managing the Program over the next 10 years. The recommendations contained in this plan are derived from a thorough review of the Program's administration and management, the culture and values of the City of Sedona, and best practices in the parks and recreation industry from around the United States.

A small number of recommendations in this Master Plan pertain to suggested policies, procedures and practices. These recommendations are:

1. Improve the ability of the City of Sedona to manage the quality of lands received through subdivision development regulations as viable public park assets.
2. Expand the ability of the City of Sedona to pursue trail development projects through subdivision development regulations.
3. Establish a mechanism within the City of Sedona to coordinate and support the development and maintenance of eligible and approved trail projects throughout the City.
4. Strengthen existing and develop new partnerships with leaseholders, user groups and stakeholders to enhance the quality of Sedona parks, trails and recreational facilities.
5. Establish more consistent maintenance standards for City of Sedona parks.

These recommendations are further explained in detail in the sections that follow.

Policy Recommendations

The following recommendations provide policy considerations that would require adoption by the City Council to be successful, and would require support from City of Sedona staff.

1. Municipal Code

The City of Sedona Municipal Code contains no provisions for park land dedication and cash-in-lieu. There are provisions detailed in Titles 12 and 14 of the City of Sedona Municipal Code regarding parks and recreation facilities, and development impacts in the community, however, within these sections there

are no details regarding requirements or priorities for park and open space preservation and development as related to residential subdivision development. It is recommended to consider the enhancing the municipal code to include the following park land dedication objectives:

1. Preserve and protect wildlife habitat, species of special concern and their habitat, agricultural uses, historical and cultural features, scenic views, natural drainage areas and systems, and other desirable features of the natural environment, such as healthy long-lived trees, topography, significant plant communities, ground and surface water, wetlands, and riparian areas;
2. Provide open space areas for conservation or passive recreation;
3. Provide active recreational areas for use by residents of the development and, where specified, the larger community;
4. Meet the goals of the City of Sedona Parks and Recreation Master Plan;
5. Provide areas for social interaction and livability;
6. Arrange open space to be accessible and functional for use by the residents of the development and where specified, the larger community; and
7. Protect sensitive environmental features and natural areas by providing landscape buffers within open space areas.

Current Challenge:

A challenge with many current municipal regulations is that the design standards for what constitutes quality park lands are not adequately detailed. Ambiguity has resulted in the dedication of multiple city parks that are largely unusable as public parks. Recommended changes to City regulations are intended to improve the quality of dedicated parklands in newly developed subdivisions as usable public parks with meaningful recreational value, as well as provide an alternative to subdivision developers to engage in trail development projects in lieu of parkland dedication.

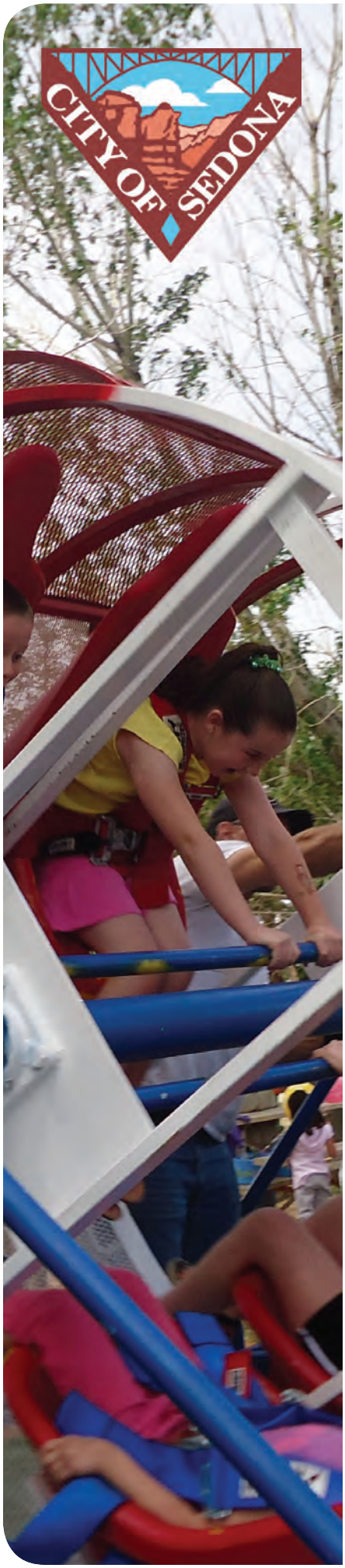
10

number of years the Parks & Rec. Master Plan provides stratigic guidelines

Recommendations:

1. Develop design standards to include specific requirements for park design, size and dedication options as a result of subdivision development.
2. Consider formulating and adopting a park development fee associated with cash-in-lieu donations that provides financial resources for the City of Sedona to develop dedicated parklands in subdivisions, versus relying solely on the City taxpayers as a whole to fund park development in subdivisions.

   Park development fees associated with cash-in-lieu of land dedication in subdivision regulations are beginning to become more accepted as a measure of fairness for who is expected to bear the financial burden of park development in new residential areas. John Crompton, Ph.D., of Texas A&M University recently published "An Analysis of Parkland Dedication Ordinances in Texas" and noted,



A problem with ordinances that contain only the land and fee in lieu elements is that they provide only for the acquisition of land. The additional capital needed to transform that bare land into a park is borne by existing taxpayers. In some instances, the result is that the dedicated land is never developed into a park and remains sterile open space which detracts from a community's appeal rather than adding to it. This led…communities to expand their ordinances to incorporate a park development fee element to pay for the cost of transforming the land into a park.[13]

3. Formalize the alternative for subdivision developers to provide trail development in lieu of parkland dedication or cash-in-lieu donation.

2. Acquisition Criteria

Recreation Parks

If the parcel is intended to become a recreation park, it should provide a benefit to the area. The below questions can help determine the value of the parcel. These questions are relative to the park's classification (pocket, neighborhood, or community, regional) and general location (rural or urban).

Basic Attributes

1. Is the land of an appropriate size and shape?
2. Is the character of the land (topography, drainage, soils, etc.) appropriate?
3. Does the land have inherent economic value comparable to the lands adjoining it?
4. Is this land suitable, upon development, to provide the recreation experiences needed in the area?
5. Would the use of this land (as guided by its classification) harm the natural environment?

Location

1. Is the land in an appropriate place?
2. Would this land contribute to the equitable distribution of parks in the planning region?
3. Is the location consistent with Sedona Community Plan recommendations?

Access

1. After dedication, would this land, upon casual observation, be easily identifiable as a public park?

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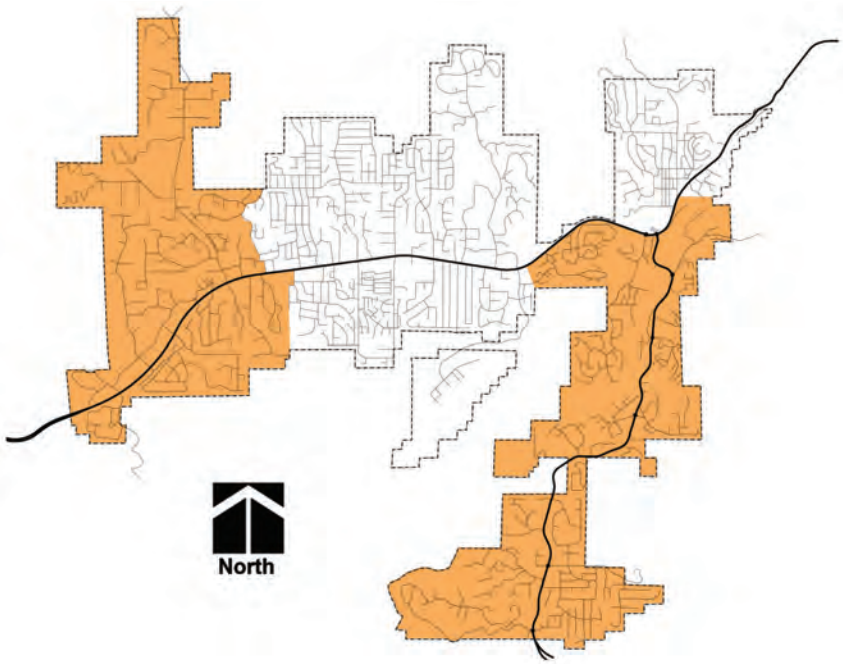
[13] Crompton, John L., "An Analysis of Parkland Dedication Ordinances in Texas." Journal of Park and Recreation Administration 28.1 (Spring 2010): 70-102.



The shaded zones on the map illustrate the areas of the City which are currently underserved by Parks and Recreation facilities. (Base Map Source: City of Sedona GIS Department, December 2011)

2. Will the land be appropriately accessible to the public?

Developments

1. Is the supporting infrastructure (utilities, access, etc.) available in the appropriate form and scale needed?
2. Is the land free of infrastructure (high-tension power lines, sewage lagoons, etc.) that would limit appropriate park uses?
3. Is the land free of easements (drainage, effluent disposal, mineral extraction, motorized access, etc.) that would limit appropriate park uses?
4. Does the land have any special cultural or historical significance?

Hazards and Costs

1. Are there physical hazards, limitations or restrictions that would hinder the intended use of the land?
2. Would the benefits offered by this land outweigh the potential liabilities?
3. Would the benefits offered by this land outweigh foreseeable maintenance costs?

Contribution to the Park System

1. Does the land complement other nearby park lands?
2. Does the land serve as a linkage or corridor to other park lands?
3. Do non-motorized travel-ways exist between this park and residences, schools, and other parks, and open space?

Harmonious Existence with Built Environment

1. Would the use of this land (as guided by its classification) conflict with adjacent land use?
5. Does adjacent land use conflict with the intended uses of this land?

Conservation Parks

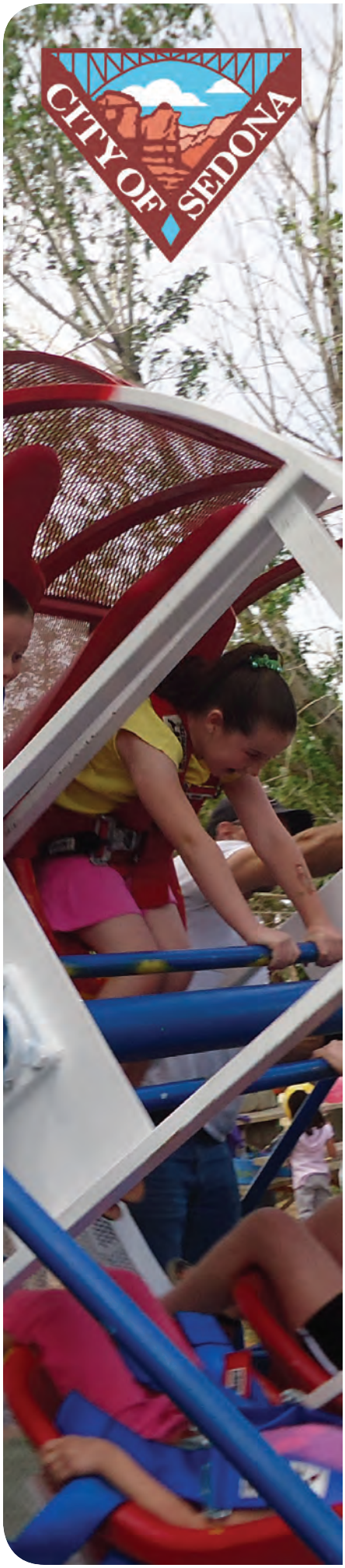
If the parcel is intended to become a conservation park, it should provide for the protection of important natural values. The below questions can help determine the value of the parcel.

Physical Landform

1. Does the land contain a riparian area?
2. Does the land contain unique geomorphic features?
3. Is the landform essentially in its natural state, or can it be returned to such a state?

Flora and Fauna

1. Does the land serve an important biological purpose in the area?



2. Is the majority of the vegetation native to the area?
3. Is the habitat unique to the area?
4. Does a diversity of plant species exist on the site?
5. Does a diversity of animal species exist on the site?
6. Is the land large enough and of high enough quality to provide self-contained habitat?
7. Does the land provide for wildlife linkages to other habitat areas?
8. Do any sensitive or rare plant or animal species live on or use this land?
9. Does the land buffer adjacent lands that contain sensitive or rare plants or animals?
10. Is the habitat largely unaltered from its natural state, or can it be restored to such a state?

Human Uses

1. Will human use of this land harm the natural habitat?
2. If the land is intended to serve as a non-motorized linkage to other areas, is it suitable for such a purpose?
3. Does the land provide educational opportunities?
4. Is the land threatened by other uses?

Contribution to the Conservation Land System

1. Is the land in an area identified as having important resources?
2. Does the land link other conservation lands?
3. Does the land contribute to the diversity of conservation lands in the area?
4. Is the location consistent with Sedona Community Plan recommendations?

Harmonious Existence with Built Environment

1. Does (or will) adjacent land use degrade the naturalness of the land?
2. Will it be possible to prevent intrusions from exotic plants, domestic animals, and other threats?

3. Contractual Agreements

Some park developments and maintenance may be beyond the abilities of the City of and must be performed by skilled and organized professionals. On-going contracts may be for mowing, landscape maintenance, tree pruning, or litter control. An example of one time contracts may include well digging, electrical or plumbing installation, timber harvesting, landscaping, surveying, architectural drawings, or heavy equipment use. It may be possible for future parks in Sedona to be developed and maintained, under contract, by other entities.

4. Trail Right-of-Ways

Trails along roads and highways are often constructed either within the road right-of-way, or on parcels with negotiated easements. In the case that trails are constructed in right-of-ways, the City should verify ownership of the right-of-way and affected current or future trail.

Inter-local agreements regarding trail ownership and maintenance should be established between the City of Sedona and other right-of-way owners (private parties, Yavapai County, State of Arizona, or federal) where trails are constructed or accepted by the City that are not within City right-of-ways.

5. Disabled Access

Development of a quality parks system requires that all users, of all abilities, have access to at least the basic components of that system. Few City of Sedona parks provide opportunities for the mobility impaired. Meeting the needs of this population, and the requirements of the Americans With Disabilities Act, will take a number of years. Implementation is based on a system that designates the highest priority park needs as follows:

- Access to the park, including adequate parking and trail system.
- Access to each major site or facility within the park.
- Access to restrooms and drinking fountains.

Access to other remaining sites and programs within the park, which are appropriate and will not fundamentally change the site or program, its flora and fauna, and the recreation experiences available there.

6. Naming City Parks

Every park should feature a sign indicating its name. Signs are appropriate at regional and community parks, and for neighborhood and pocket parks, or when there is a special need to identify the park as public land.

The City Council has authority to name City parks, giving deference to the wishes of those developing the park or local residents. The guidelines below suggest ways of choosing names for placement on signs or for internal reference:

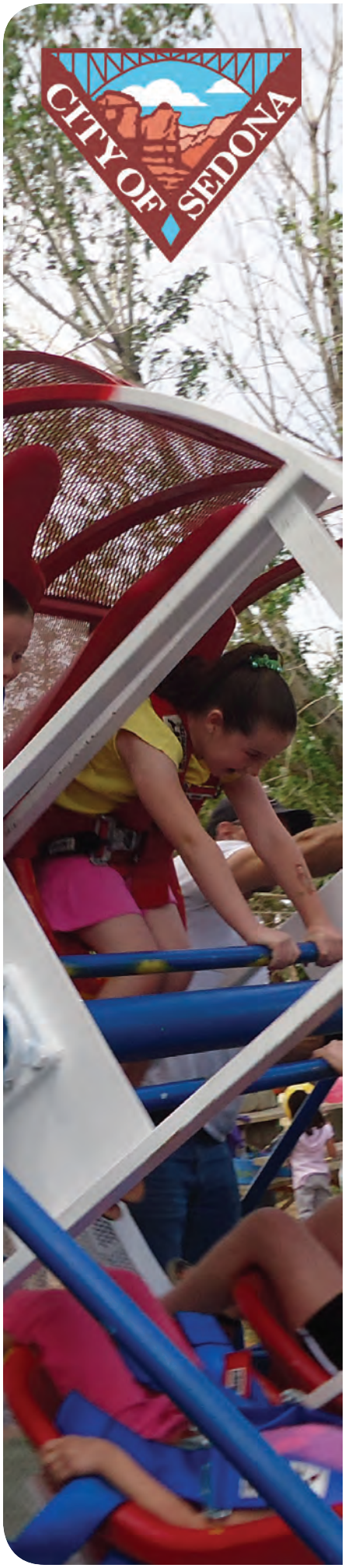
- Name of former City of Sedona Mayor
- Significant local geographical feature.
- Name of a prominent historical resident, interest, or event.
- Name of an organization that has developed and/or maintains the park.
- Name of neighborhood or subdivision (for neighborhood parks).
- Name of an adjacent school.

7. Recognizing Donors

The City of Sedona may contribute only a portion of the money and time needed for park development or enhancements. Local organizations, residents, and businesses, who provide assistance which provide assistance, should be recognized. While the City Council does not typically permit advertising in City parks, it recognizes proper recognition of donors, which the following guidelines help address.

- If a number of donors are recognized for general park improvements and maintenance, one sign should be used.
- Any sign recognizing multiple donors should be of a similar size and shape as a sign that names a park or posts regulations.
- Signs recognizing donors should not be brightly colored and should not include business logos unless otherwise approved.
- Donors of specific facilities or structures (such as benches, water fountains, etc.) can be identified, if desired, by a small, unobtrusive plaque or engraving on or near the structure if they so desire

This identification should not be brightly colored and should not include business logos. Standard specifications for the signs will be set by the City of Sedona staff and City Council. These plaques would recognize contribution for facilities added after the park has been established.



8. Placing Memorials

Parks are visible, appropriate places to memorialize deceased citizens who have given special service to the community. Deciding whom to memorialize, and how to do so, requires serious consideration and reflection, and should be guided by the following:

- Discussions and decisions regarding memorials of persons recently deceased should not occur until a minimum of three months after the person's death.
- A person who dies while performing a public service should receive priority for a memorial.
- Persons who have contributed exceptional services to their community can be memorialized.
- It is not recommended to change the name of an established park.
- Trees or benches, accompanied by a small plaque, are ways to memorialize a person within a park. They should be placed in parks that are well-maintained.

9. Leasing City Parks

While City parks are generally available for public use at no charge, there are certain situations when leases for special uses are necessary. This can occur when one individual or group will receive much greater benefits from park usage than would the general public, and the general public has no immediate interest in the land.

Types of Leases

The following policies will better guide City Staff, future Park and Recreation Commission, or City Council in granting leases for City parks. The policies differ depending upon if the proposed purpose of lease is for an optimal recreational use, non-optimal recreational use, or non-recreational use.

Recreational Uses

It should first be determined if the proposed lease or special permit for recreational use would provide for the optimal use of the park. The determination can be guided by this plan, public comment, and staff assistance. If, after this guidance, uncertainty exists, then the use should be considered non-optimal. Different policies exist for optimal and non-optimal recreational uses.

Optimal uses

- The City will consider incentives for the lessee to develop and maintain the land as proposed.
- The City will consider a lease or permit for a length of time most desirable to the lessee.
- The land will be leased for a minimal fee to non-profit organizations. A fair rental amount will be charged to for-profit organizations
- The lessee must have insurance that removes all liability from the City.

- A public hearing must be held before any lease or permit is granted, and comments taken regarding the above issues and any other relevant concerns.
- After the lease or permit expires, and is not renewed by decision of either party, the land must be reclaimed to its previous condition.

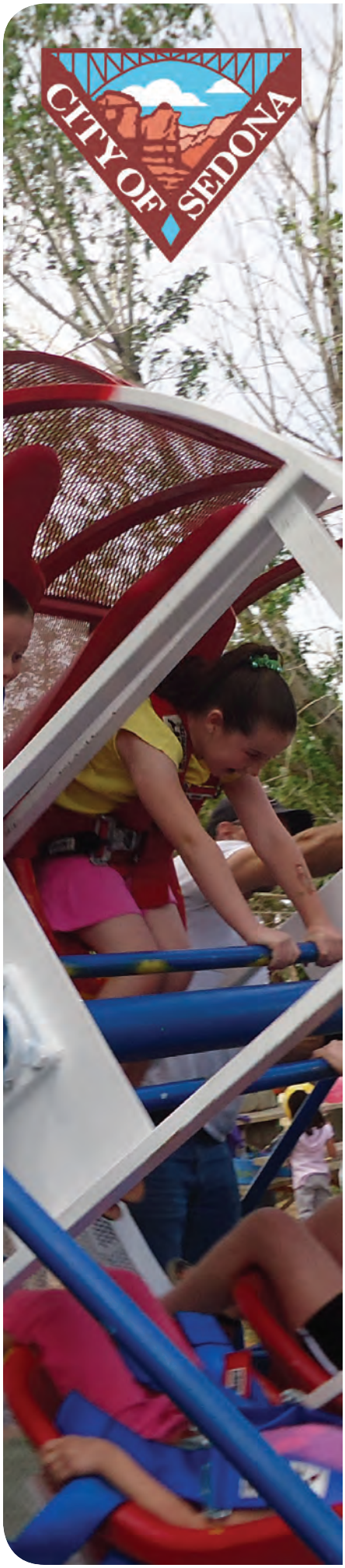
Non-optimal uses

- The proposed use must not substantially alter the landscape, nor may it harm the natural environment.
- The lease or permit must be proposed for renewal every year. If an optimal use of the land is proposed at a later date, then the lease for the non-optimal use will not be renewed.
- After the lease or permit expires, and is not renewed by decision of either party, the land must be reclaimed to its previous condition.
- The land will be leased for a minimal fee to non-profit organizations. A fair rental amount will be charged to for-profit organizations
- The lessee must have insurance that removes all liability from the City.
- A public hearing must be held before any lease or permit is granted, and comments taken regarding the above issues and any other relevant concerns.

Non-Recreational Uses

For all non-recreational uses, the following criteria should be met before granting a lease or special use permit:

- The proposed use must not interfere with a public interest in the land.
- The proposed use must not substantially alter the landscape or harm the natural environment.
- The lease or permit must be proposed for renewal every year. If an optimal use of the land is proposed at a later date, then the lease for the non-optimal use will not be renewed.
- After the lease or permit expires, and is not renewed by decision of either party, the land must be reclaimed to its previous condition.
- The City will charge fair-market value for the lease or permit. Revenue will be used for park development, maintenance, or acquisition in the planning region where the funds are generated.



- The lessee must have insurance that removes all liability from the City
- A public hearing must be held before any lease or permit is granted, and comments taken regarding the above issues and any other relevant concerns.

10. Feasibility Studies and Future Site Operations Plans

The City should perform a feasibility study and preliminary operations plan on any future development of park sites or recreational facilities where capital expenses are estimated to exceed $1,000,000.

Procedural Recommendations

The procedural recommendations address issues that do not require policy or policy action, but are exercised through practices of the City of Sedona Parks and Recreation Department.

1. Partnership Standards

The success of the Sedona Parks and Recreation Department is largely due to the diversity of working partnerships with non-profit organizations and user groups for utilization and support with development of park sites. It is recommended to develop partnership standards for current and future leaseholders and other partners. The following partnership standards are recommended for all current and future leaseholder and partnership agreements:

- All partnerships should require a written working agreement with measurable outcomes that hold each partner accountable to the desired outcomes and will be evaluated by the Program on an annual basis.
- Depending on the level of investment made by the partner, the partnership agreement can be limited to months, a year, or multiple years.
- All partnerships should track direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing.
- Each partnership should exhibit collaborative planning on a yearly basis; regular communication; and annually reporting to each other's board or owners on how well the partnership is working and the results of their efforts to the taxpayers of Sedona.

2. Maintenance Standards

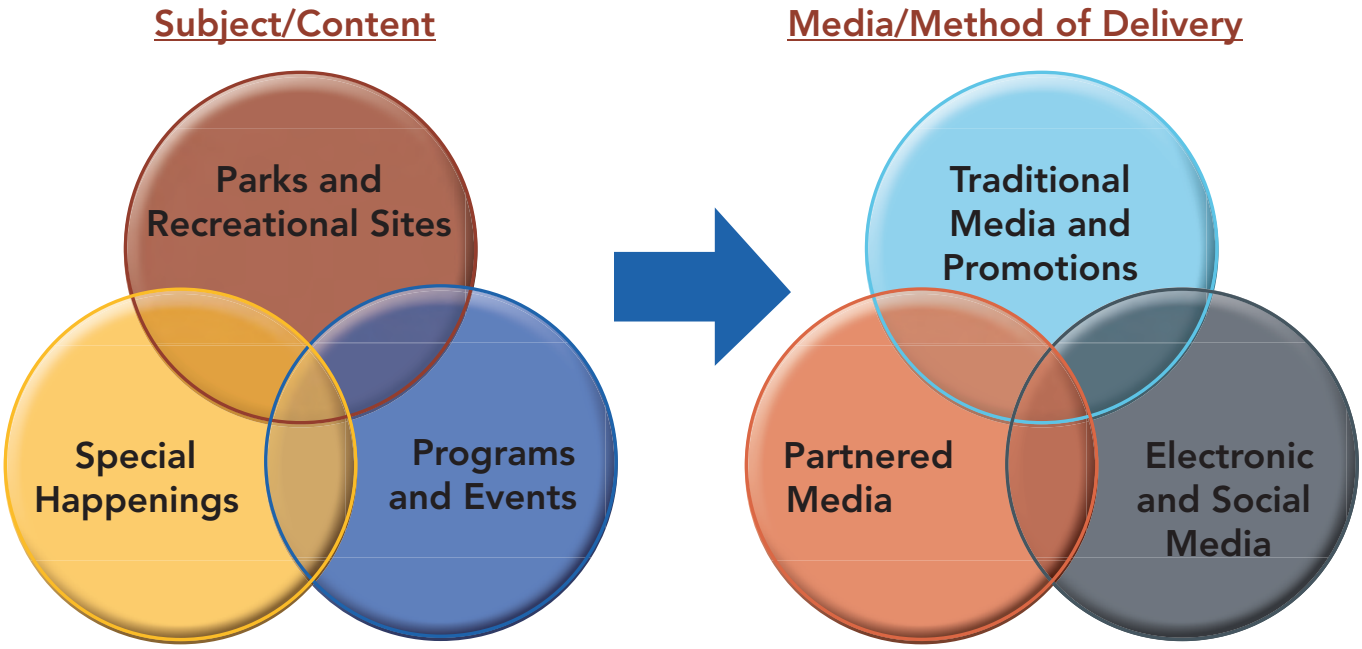
It is recommended to develop maintenance standards that can be applied to all City park and recreation sites whether they are managed directly or in concert with lease holders and other partners. These standards do not have to be stringent, just consistent in order to protect the safety of park users. The maintenance standards on the following page are brief examples of high level requirements.

- Establish maintenance standards and frequency levels for each type of amenity based on established expectations of the visitors to the parks and to meet customer service requirements for a well maintained parks system. These standards can also vary by park or asset type, such as day use facilities, community centers, and regional parks.
- Train City Staff and partners on maintenance standards and frequency levels for care to meet the expectations of the visitors to the City park system.
- Upgrade the amenities that have the highest level of use first to keep the sites well valued in local communities.
- Seek outside funding and resource support to fund improvements for each park.
- Seek the local communities to engage in "clean up, fix up" events and days to keep the parks in prime position to support a strong visitor base appeal.
- Inspect sites and facilities on a seasonal basis to evaluate adherence to maintenance standards at a 90% or greater level of compliance.
- Management of forested areas, noxious weeds, and invasive species should be in accordance with the policies and practices detailed by City ordinance, policies of the county, and best practices utilized by other notable forest management agencies (local, state, and federal).

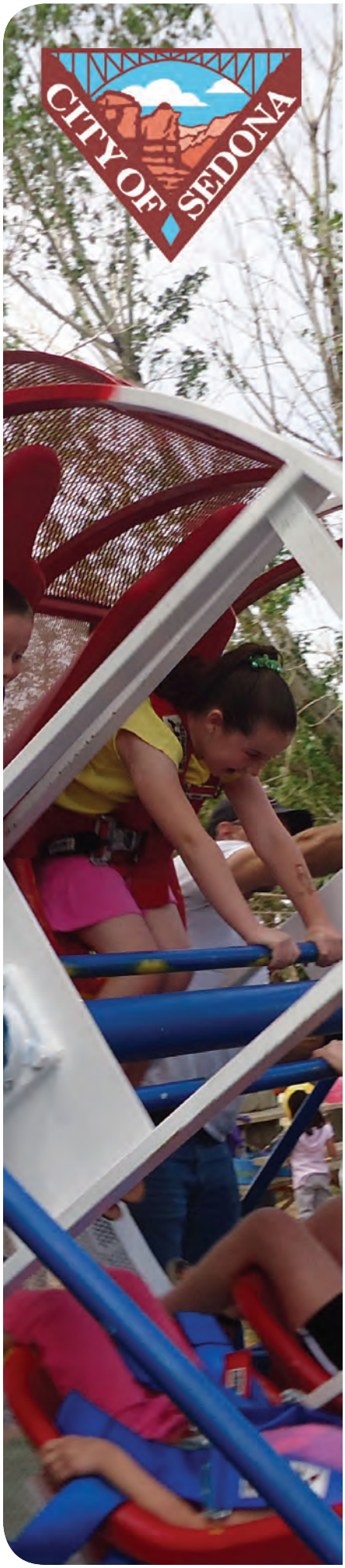
Specific recommendations for maintenance standards are provided in section 3.5 in this Master Plan.

3. Communication Plan

Among the prevalent findings of the public input process was a general lack of awareness among City residents of the parks and recreation opportunities available in Sedona. It is an important recommendation that the City develop and maintain and annual communication plan for promoting awareness and participation among residents of the City and the surrounding areas that includes a broad diversity of communication media – electronic and otherwise.



The graphic above depicts the blended contexts of messaging and communication responsibilities of the Sedona Parks and Recreation Department, related to the integrated types of media and methods of delivery. The important logic of this illustration is that the Department has multiple subjects and areas of focus that should be addressed in in communications, and will need to rely upon multiple types of media to deliver those messages. Similarly, the community must perceive the interconnectedness of this whole messaging process so that it is not received as fragmented and overwhelming communications.



3.2 Organization Recommendations:

Department is limited. Pursuit of many of the recommendations and strategies contained within this Master Plan will require enhancing the current Program's organizational capacity. This can be achieved through a number of means:

- Staff (full and/or part-time)
- Volunteers
- Training
- Technology

The organizational recommendations that follow have been developed after careful study of the current capabilities of the Department, a review of priorities for implementing part or all of this Master Plan, use of multiple means for growing organizational capacity, and discussion with City staff and leadership.

Staff

The current staffing of the Department is two full-time employees. This consists of an interim Director/Receration Aquatics Supervisor and an Administrative Assistant. This staff is also supported by leadership and Planning Department Staff of the City of Sedona, as well as the Public Works Department for park and site maintenance. To meet the needs and interests expressed by the community, it is recommended to grow the Staff of the Department in a limited and controlled fashion. The following organization of Staff is recommended.

Parks and Recreation Manager

This should be a full-time, dedicated manager to coordinate and organize the delivery of City parks and recreation services and facilities. The person in this position should take the lead role in coordinating planning and maintenance efforts with other City of Sedona departments, work closely with other agency stakeholders, manage parks and recreation Staff and volunteers, serve as the liaison with the Parks and Recreation Commission, and be responsive to community concerns and interests. It is recommended this position be a "Manager" level at this time, and potentially grow into a "Director" level if the need develops.

Recreation Programs, Events, and Aquatics Coordinator

This position currently exists as a coordinator of recreation programs, special events, and the schedule and usage of the community pool. It is recommended this position continue to be an active part of the staffing of Sedona Parks and Recreation Department with clear goals and expectations outlined for how programs and events are aligned with the master plan, and with community interests and needs.

Development and Outreach Coordinator

This can be a dedicated position that is focused on the coordination of funding and finance resources to support the capital and

operational needs of the Department, as well as the outreach and communication efforts related to parks and recreation. This employee would be expected to pursue partnership opportunities linked to financial or capital resources, generate successful grant pursuits, coordinate fund development activities and campaigns, and support the financial resource requirements of the program through other relevant means. Additionally, this Staff member should coordinate volunteers and volunteer projects, support communications and marketing for programs and events, and coordinate opportunities for public input and feedback.

Trails and Connectivity Coordinator

This can start as part-time and evolve to a full-time position responsible for the coordination of City trails and recreational path development projects. This employee would be expected to coordinate local trail projects with neighborhoods and neighboring stakeholder agencies, oversee trail maintenance and repair projects as they are assigned, and support the Development Coordinator in the pursuit of funding resources dedicated to trails. This staff member should be the lead developer or at least should support the development of a citywide non-motorized transportation plan to improve walkability in Sedona.

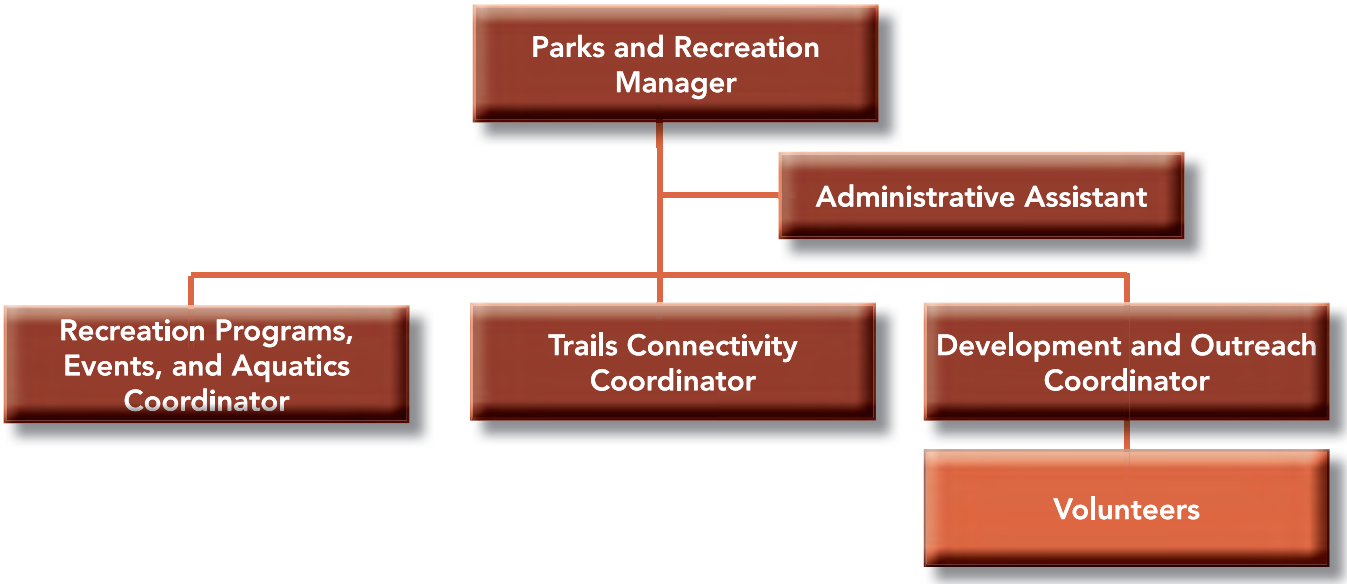
Administrative Assistant

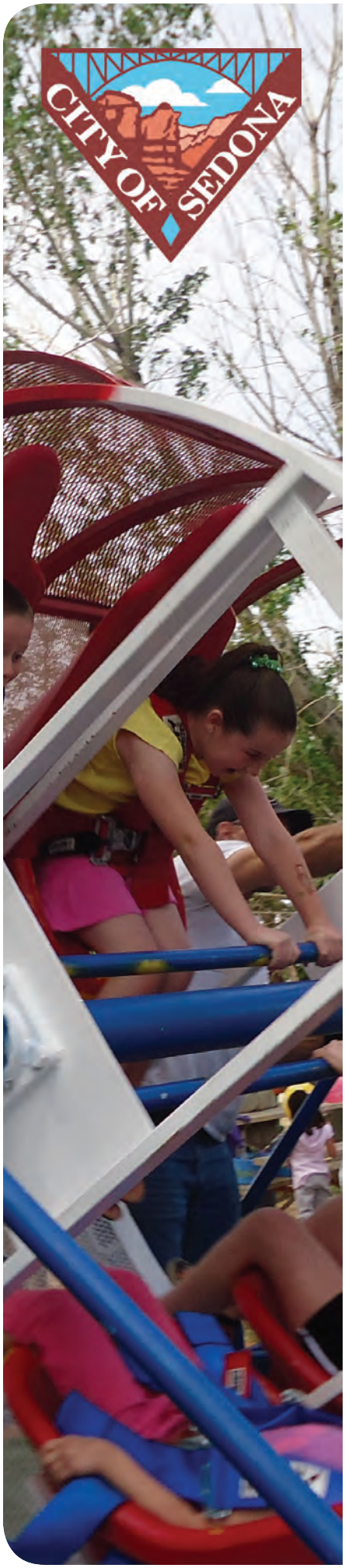
This position currently exists and is an active part of the Sedona Parks and Recreation Department. This position is critical, providing support to all Department staff as needed.

Volunteers

Volunteers can become a big part of the operations of the Department and can be organized within user groups and stakeholders to meet the needs of an individual park or park asset. It is recommended that the Sedona Parks and Recreation Department consider developing a volunteer program that is citywide and organizes work-days at parks throughout the system. This would incubate a source of labor support and awareness around meeting site and facility needs system-wide.

A functional organization chart illustrating existing and recommended Staff and human resources is provided below. Both existing and recommended positions are included.





Training

Maintaining a well trained workforce is an important element for the ability of the City to deliver high quality parks and recreation as a public service. This Master Plan identifies key areas of focus for training efforts, many of which may already be provided to Sedona staff. Those that go beyond the current training opportunities should be considered for the future. Training sessions, seminars, classes, and webinars in the following topics can be found through a variety of sources including, but not limited to National Recreation and Parks Association (NRPA), Arizona Parks and Recreation Association (APRA), American Management Association (AMA), American Red Cross, and Occupational Safety and Health Administration (OSHA).

Basic Training

1. CPR/First Aid
2. Personal Protective Equipment (PPE)
3. Hazardous Material Handling and Storage
4. Personal and Workplace Safety
5. Near-miss and Emergency Incident Reporting
6. Aquatic Facility Operator Certification (AFO)
7. Other required personnel training of the City of Sedona

Advanced/Developmental Training

1. Excellence in Customer Service
2. Innovative Recreation Programming – Design, Development and Delivery
3. Creative Marketing and Promotion Strategies
4. Financial and Budgetary Management
5. Revenue Enhancement and Management
6. Maintenance Management
7. Hazardous Material Handling and Storage
8. Playground Safety Inspector Certification (CPSI)
9. Certified Park and Recreation Professional (CPRP)
10. Certified Park and Recreation Executive (CPRE)
11. Community and Public Communications
12. Professional Management Best Practices
13. Volunteer Management
14. Trail Design and Management Standards

Technology

The use and integration of technology into the operations of the Department can greatly improve both efficiency and effectiveness of these public services. Detailed on the next page are some proven areas where technology has been used in other public parks and recreation agencies to improve the methods in which they work.

Program Registration and Database

There are numerous program registration systems available that are specifically designed around the needs of public park and recreation systems. These systems can not only track and monitor registration in current and upcoming programs, but provide quick and easy analysis of program participation over time. These systems also create a database of participants and contacts that can be used for promotions of future programs and events.

Communications Management System

Related to the database of program participants and contacts, a communications management system such as a Constant Contact that is either an installed software or internet-based service can make regular email communications with stakeholders and residents more efficient and easier to manage.

Maintenance Management/ Work Order System

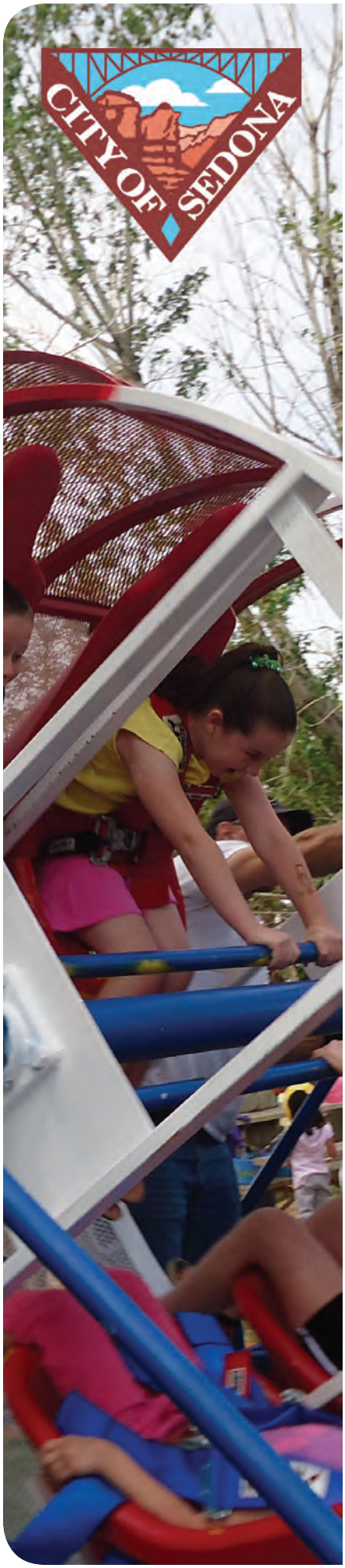
Most "best in class" park and recreation agencies operate with a maintenance management system that helps track identified site and facility needs, crew assignment, project needs, and completion. Akin to a work order system, this is a program that can greatly improve maintenance efficiency and effectiveness, including improving response times to identified maintenance needs.

Site and Amenity Inspection

There are a number of park and recreation agencies that are starting to integrate technology into site and amenity inspections. Some of these are supported by purchased software and others are operating on database platforms the agency built in-house. Utilizing hand held devices to make notes and observations, and record pictures into a database that is linked to maintenance management creates efficiencies and supports the city's accountability to maintain high quality parks in the community.

QR Codes on Maps

In the age of digital maps, it is recommended that on all park and trail maps and signage there are QR codes that are linked to that site. Users who have a phone with a mobile app to recognize the codes can take a picture of the code and it will automatically direct them to internet maps of that site and its location. An example of a QR code is provided to the right.



3.3 Partnership Plan:

Today's economic climate and political realities require most public park and recreation departments to seek productive and meaningful partnerships to deliver quality and seamless services to their communities. These relationships should be mutually beneficial to each partner for purposes to better meet community needs and expand the reach of the City's resources. Due to many of the constraints being placed on Sedona Parks and Recreation Department due to economic challenges and community culture, creative and meaningful partnerships are a key strategy for the Department managing forward to meet the needs of the community over the next 10 years.

It is important to note that current partnerships which have had success in the past should continue to be explored and expanded whenever possible. For example, the trail system is the number one valued recreational amenity for residents and is critical to the City's lifestyle and economy. The City's long relationship with the US Forest Service has secured millions of dollars for capital investments in the past to fund trails and open space. With the recent economic downturn and concerns over declining funding, the future of this partnership, in particular, will be critical moving forward if trails and open space are to remain a community priority.

The following recommendations provide an overview of opportunities and strategies related to developing partnerships within the community that position the Department as the hub of a network of related providers and partner organizations.

Policy Framework

The initial step in developing multiple partnerships in the community that expand upon existing relationships (i.e. agreements with schools for pool and field usage, etc.) is to have an overall partnership philosophy that is supported by a policy framework for managing these relationships. Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping Staff to manage against what may have caused conflicts internally and externally. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the Department on the performance and outcomes of the partnership.
- All partnerships will track costs associated with the partnership investment to demonstrate the shared level of equity.
- Maintain a partnership culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

The following policies are recommended to be developed and approved for the Sedona Parks and Recreation Department Staff to implement over the next several years.

Partnership Policies and Practices

Partnerships can be pursued and developed with other public entities such as neighboring cities, schools, colleges, state or federal agencies; private, non-profit organizations; as well as with private, for-profit organizations. These often will involve working together in the development, management, and sharing of facilities and programs within the Sedona Parks and Recreation Department system, or fundraising and resource development to support Department facilities and programs. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

All Partnerships

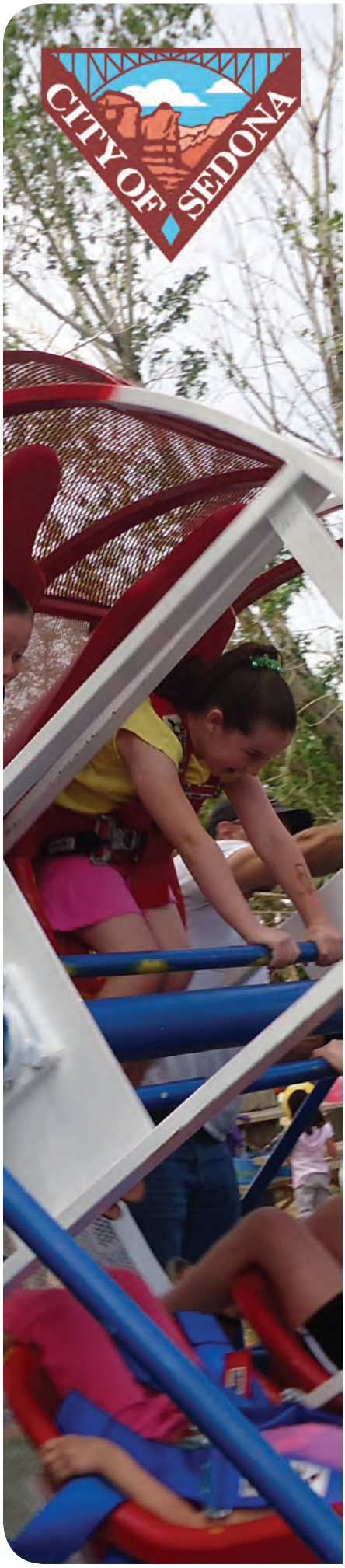
All partnerships developed and maintained by Sedona Parks and Recreation Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Sedona Parks and Recreation Department Staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the Director of Sedona Parks and Recreation Department along with the other partner's highest ranking officer assigned to the agreement will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement. Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

Partnerships with Private, For-profit Entities

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of City facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on city-owned property, or who has a contract with the agency to provide a task or service on the City's behalf at Sedona Parks and Recreation Department facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Sedona Parks and Recreation Department Staff and City leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the City.
- As an outcome of the partnership, Sedona Parks and Recreation Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by Sedona Parks and Recreation Department. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the City, and overall coordination with the Department for the services rendered.



- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by the Sedona Parks and Recreation Department. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The Sedona Parks and Recreation Department must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby the Sedona Parks and Recreation Commission or Sedona City Council for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Sedona Parks and Recreation Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

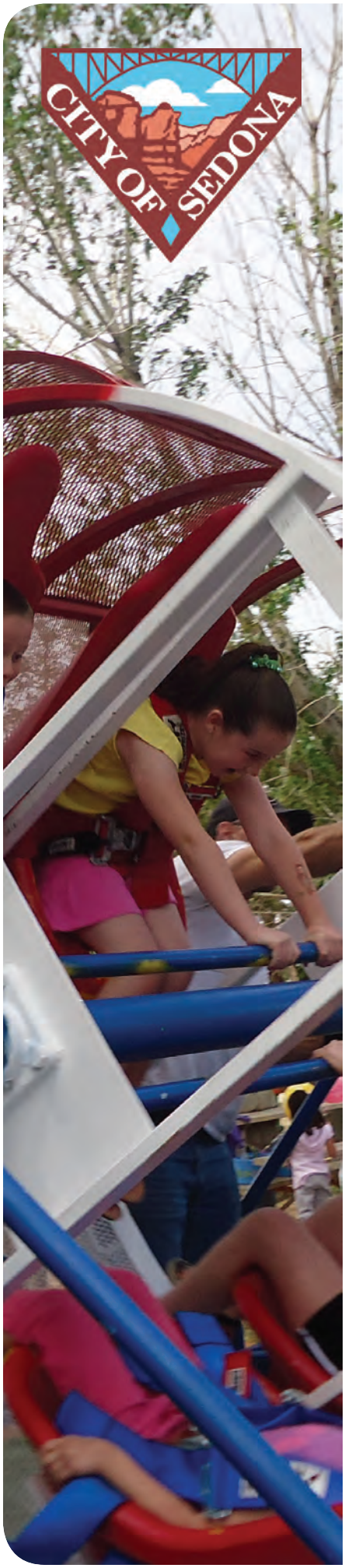
Partnership Opportunities

These recommendations are an overview of existing partnership opportunities available to the Sedona Parks and Recreation Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development.

The recommended partnership policies encourage three classifications of partner – public, not-for-profit, and private. This section of the partnership plan further organizes partners within each of these classifications as having an area of focus relevant to the type of service/benefits being received and shared. The following five areas of focus are recommended:

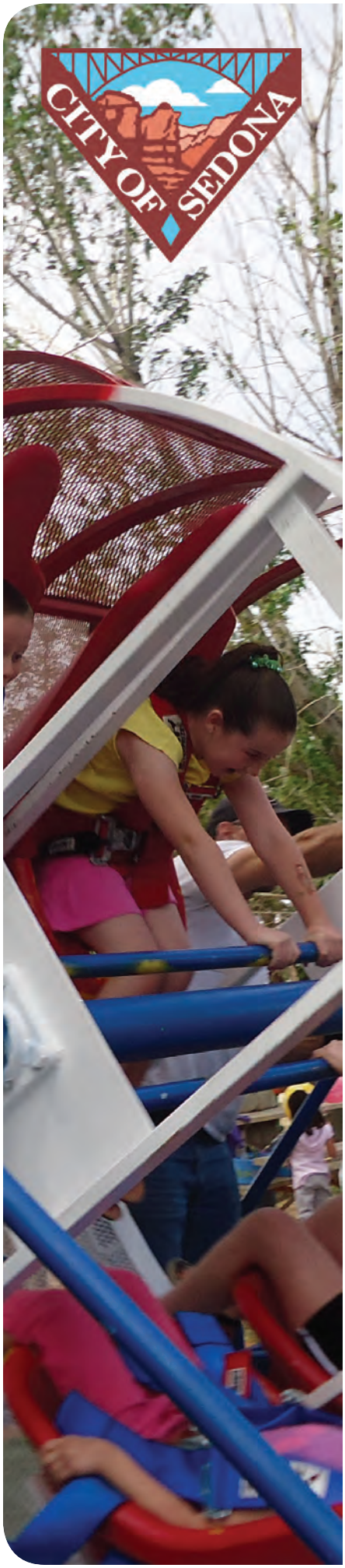
1. **Operational Partners –** other entities and organizations that can support the efforts at Sedona Parks and Recreation Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners –** service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of Sedona Parks and Recreation Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners –** non-profit organizations and/or friends groups that support the efforts at Sedona Parks and Recreation Department to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-branding Partners –** private, for-profit organizations that can gain brand association and notoriety as a supporter of Sedona Parks and Recreation Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partner –** a private, non-profit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of Sedona Parks and Recreation Department on mutually agreed strategic initiatives.

The table on the following page recommends specific types of partnership targets within each of these classifications and areas of focus.



	Public Partners	Not-for-profit Partners	Private/Enterprise Partners
Operational Partners	• City Public Works Department • City Police/Fire Department • Yavapai or Coconino County Public Safety/ Corrections • Public schools/colleges • Communities of Cottonwood or Oak Creek • United States Forest Service	• Sports league associations • Church organizations • Private schools/colleges • YMCA/YWCA • Home owner associations	• Private service contractors • Private sport and recreation facilities
Vendor Partners	• Public colleges	• Community service organizations • Private schools/colleges • YMCA/YWCA • Youth service organizations • Private clubs/associations	• Sport and recreation suppliers • Sport and recreation retailers • Private service contractors • Related private businesses • Private sport and recreation facilities and services
Service Partners	• Public schools/colleges • City Police/Fire Department • City Community Service Departments (i.e. Health and Human Services) • Yavapai or Coconino County Community Service Departments (i.e. Health and Human Services) • Communities of Cottonwood or Oak Creek • United States Forest Service	• Youth service organizations YMCA/YWCA • Church organizations Private schools/colleges • Private clubs/associations (non-profit) • Home owner associations • Sports league associations	• Private sport and recreation facilities and services • Private clubs/ associations (for-profit)
Co-branding Partners	• Yavapai or Coconino County • State of Arizona • City of Cottonwood • Village of Oak Creek • United States Forest Service	• Youth service organizations • YMCA/YWCA • Church organizations • Private schools/colleges • Private clubs/associations (non-profit) • Community service organizations	• Sport and recreation suppliers • Sport and recreation retailers • Private service contractors • Related private businesses • Private sport and recreation facilities and services • Health related facilities and services (i.e. medical, insurance, etc.)
Resource Development Partner	• United States Forest Service	• Sedona Parks and Recreation Foundation/ Conservancy◆	

◆This is a suggested name for a non-profit resource development partner that currently does not exist. It is recommended the Department take leadership role in the development of such a partner with the support of the Sedona City Council.



3.4 Programs and Services:

The Department offers a wide gamut of programs ranging from sports leagues to senior programs and classes. An evaluation of the overall program offering indicates that the recreation program offerings are on the upswing but need more consistency and better measurements to ensure maximum accountability and efficiency. Some overall recommendations to improve the effectiveness and performance of programs and services of Sedona Parks and Recreation Department include:

- The program descriptions overall do a good job promoting the benefits of participation.
- Age segment distribution is good, but needs to be annually monitored to ensure program distribution aligns with community demographics.
- Program lifecycles: Programs range from the introduction stage to those that are more traditional for the last several years. Program lifecycles need to be monitored regularly so they stay responsive to community interest and demand.
- Program performance measures are tracked in several areas and should be measured and communicated in Department performance reviews.
- There is substantial volunteer support which should also include tracking of volunteer hours. Developing a system-wide volunteer management approach would be advisable.
- From a marketing and promotions standpoint, the staff undertakes a variety of promotions with a number of programs using the brochures and flyers, website, in-facility signage, website, Facebook, and direct mail as a part of the marketing mix.
- Better identify marketing return on investment for all marketing initiatives.
- Utilize opportunities to increase the number of cross promotions.
- Sedona has an unusually active older population that can be characterized as 'active boomers, millennials and active retirees'. Developing age appropriate programs which pursue more outdoor activities, such as mountain biking, trail running and hiking is recommended.
- Use of Web 2.0 technologies including micro-blogging, blogs/webinars/podcasts could be expanded.
- Most commonly used customer feedback methods are post program evaluations, user surveys, and the website. Pre–program surveys are non-existent. Pre-program surveys are useful to gauge potential user interest before offering programs so as to limit cancellation rates and maximize resources. Lost customer surveys would also be a valuable addition, particularly for programs with high attrition rates. By utilizing available information for all past and present users, the Staff can track

lost customers on an annual basis. These could then be surveyed to identify reasons for customer drop-outs. On-going online surveys through www.surveymonkey.com could also be employed on the website.

- Pricing strategies are varied across the board and the different ones used are cost recovery rates, group discounts, age segments, or residency. These are good practices and must be continued but there is an opportunity to better incorporate variable pricing strategies system-wide. In addition, it is essential to understand current cost of service in order to determine ideal cost recovery goals.
- Financial performance measures seem to be at a high level, particularly programs that are over 100% cost recovery. However, it is important to factor in all direct and indirect costs in computing true cost recovery goals. Additionally, a focus on developing consistent earned income opportunities would be beneficial to the Department's overall quest for greater fiscal sustainability.

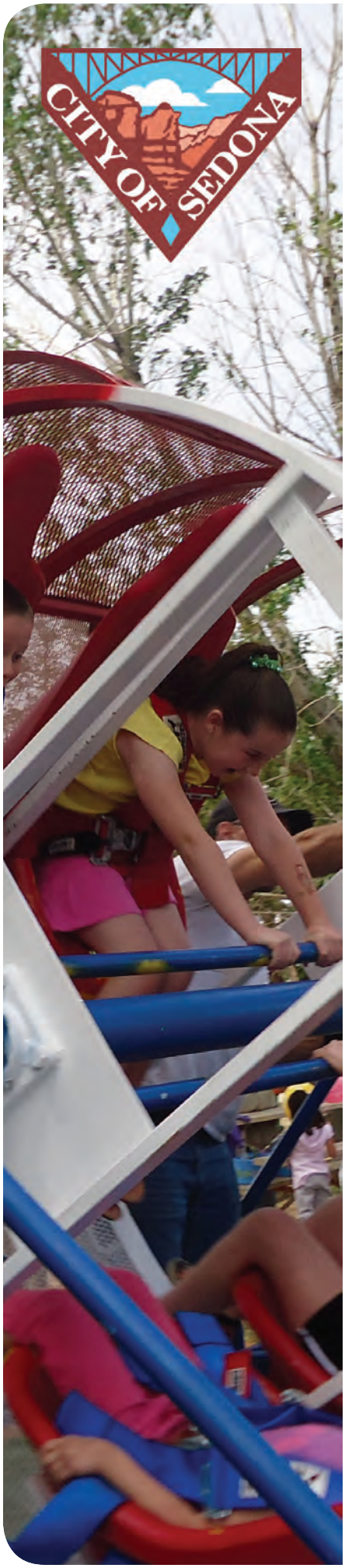
Age Segment Distribution

It is important for the Department to develop and maintain programs that target a broad distribution of age segments within the community. Typically, age segment distribution can be organized into the following categories:

- Preschool
- Elementary School (Grades K-5)
- Middle School (Grades 6-8)
- High School (Grades 9-12)
- Young Adult (Ages 18-24)
- Adults (Ages 25-44)
- Middle-aged Adults (Ages 45-64)
- Senior Adults (Ages 65+)
- Families

The balance of age segment distribution is important and should be pursued as a best practice for the Department. It is typical nation-wide for agencies to focus heavily on youth and active adults/retirees while minimally serving the middle-

"The Department offers a wide gamut of programs ranging from sports leagues to senior programs and classes."



aged audience. Also, creating program types to allow for greater family participation (i.e. more special events, parent-child programs and other participation programs) etc. would be a good strategy to draw additional participation from working professionals or younger parents who would otherwise be too busy to participate in programs by themselves.

Examples of programs distributed over each of these age segments are provided in the charts below.

Age Segment Identification				
Preschool	Elem. School (Grades K-5)	Middle School (Grades 6-8)	High School (Grades 9-12)	Young Adult (Age 18-24)
Special Events Summer Day camp (s)	Youth Baksetball Youth Baseball After-school Trips Special Events Summer Day Camp	Youth Baksetball Youth Summer Athletic Camps Youth Baseball Youth Athletics Special Events Trips Special Events Summer Day Camps	Youth Baksetball Youth Summer Athletic Camps Youth Baseball Youth Athletics Special Events Trips Special Events Classes Summer Day Camp	Youth Athletics Adult Softball League Adult Basket-ball League Trips Special Events Summer Day Camps

Age Segment Identification			
Adults (245-44)	Middle-age Adults (Age 45=64)	Senior Adults (Ages 65+)	Families
Youth Athletics Special Events Adult Softball League Trips Special Events Classes	Adult Softball League Adult Basketball League Senior Program(s) Trips Special Events Classes	Senior Program(s) Senior Trips Trips Special Events Classes	Special Events Summer Day Camp(s)

Identify Community Interests and Core Programs

The community survey associated with this Master Plan provided insight into some of the programs that featured the greatest areas of community interest. This is helpful data for purposes of identifying and developing programs and services that meet community needs, and can evolve to become core programs over time. Below are a few statistics and graphs pertaining to the survey results in these areas of interest:

60% of survey respondents or more are interested in:

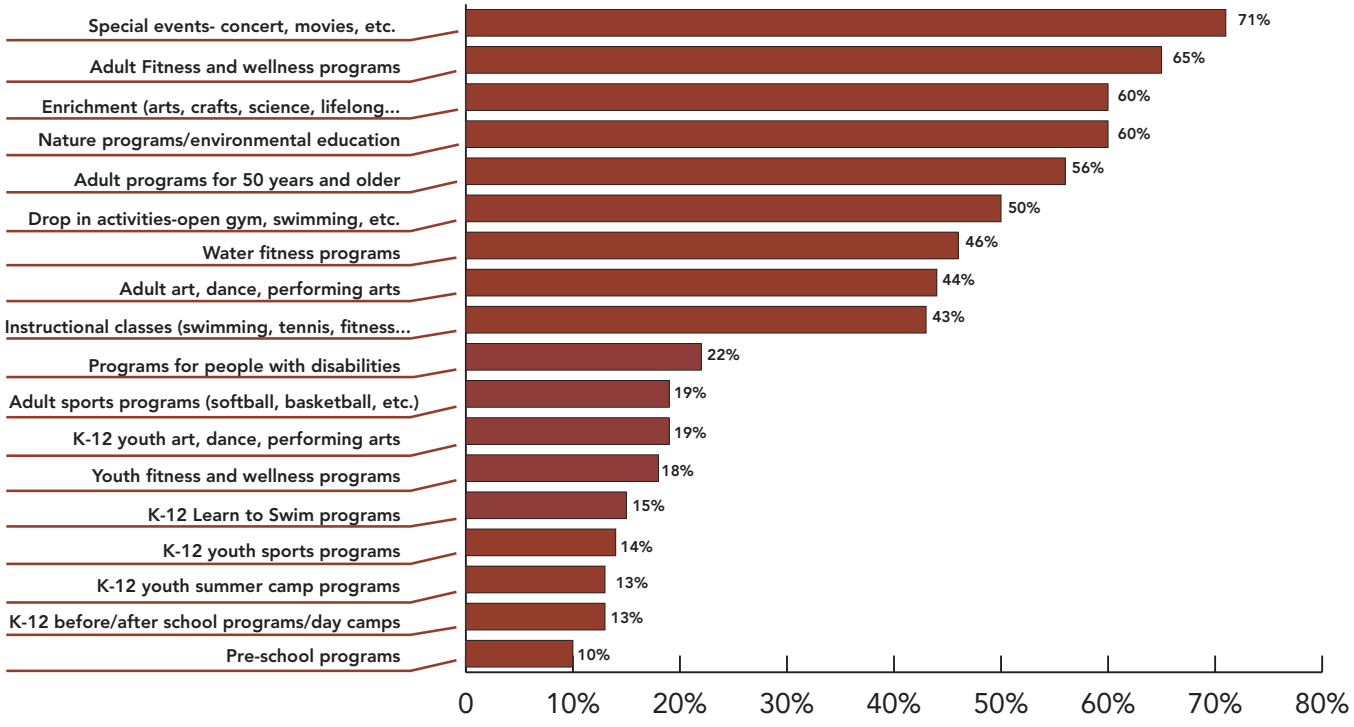
- Special events - concerts, movies, etc. (71%)
- Adult fitness and wellness programs (65%)
- Nature programs/environmental education (60%)
- Enrichment - arts, crafts, science, lifelong learning, etc. (60%)

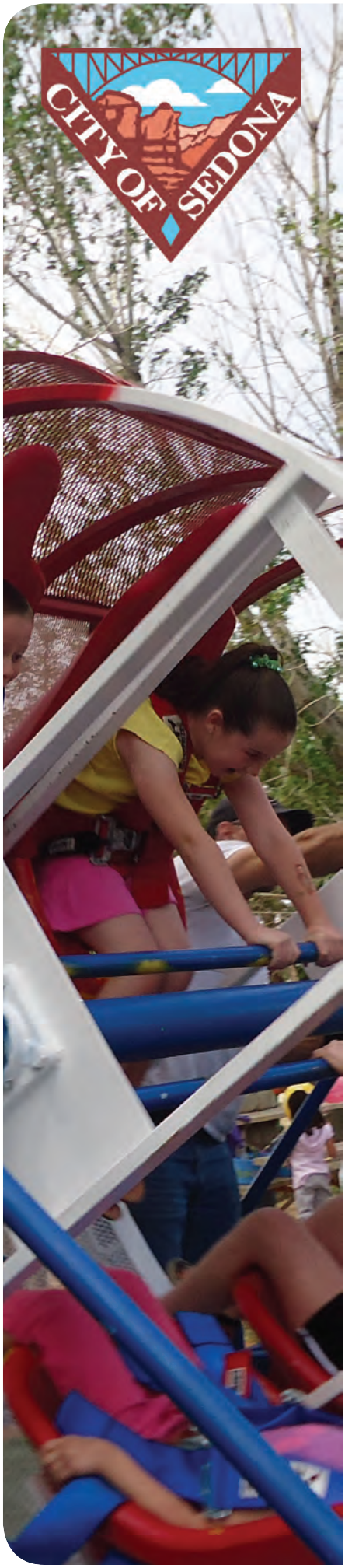
50% to 56% are interested in:

- Adult programs for 50 years and older (56%)
- Drop in activities - open gym, swimming, etc. (50%)

40% to 50% are interested in:

- Water fitness programs (46%)
- Adult art, dance, performing arts (44%)
- Instructional classes - swimming, tennis, fitness, etc. (43%)





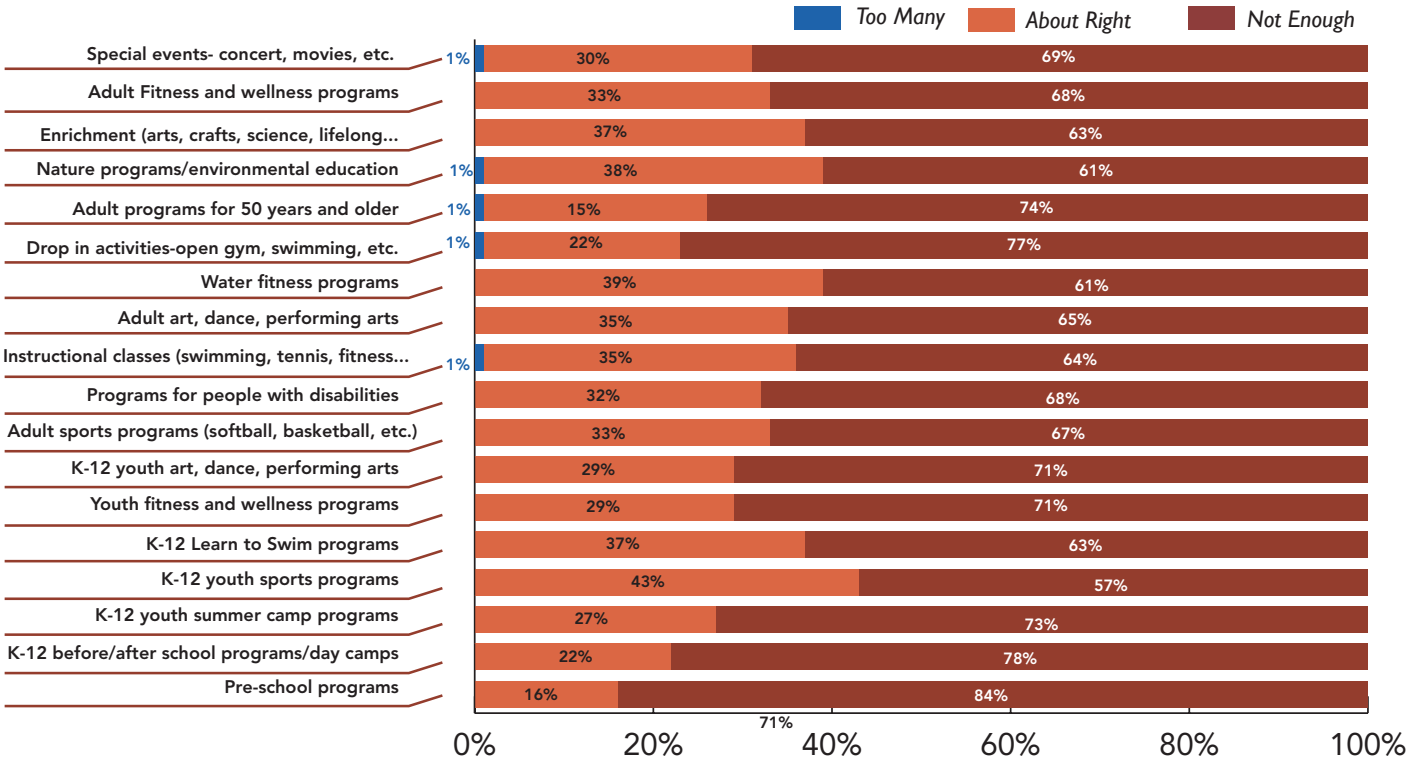
SEDONA, AZ
WIFE CARRY
WESTERNUS
CHAMPIONSHIP

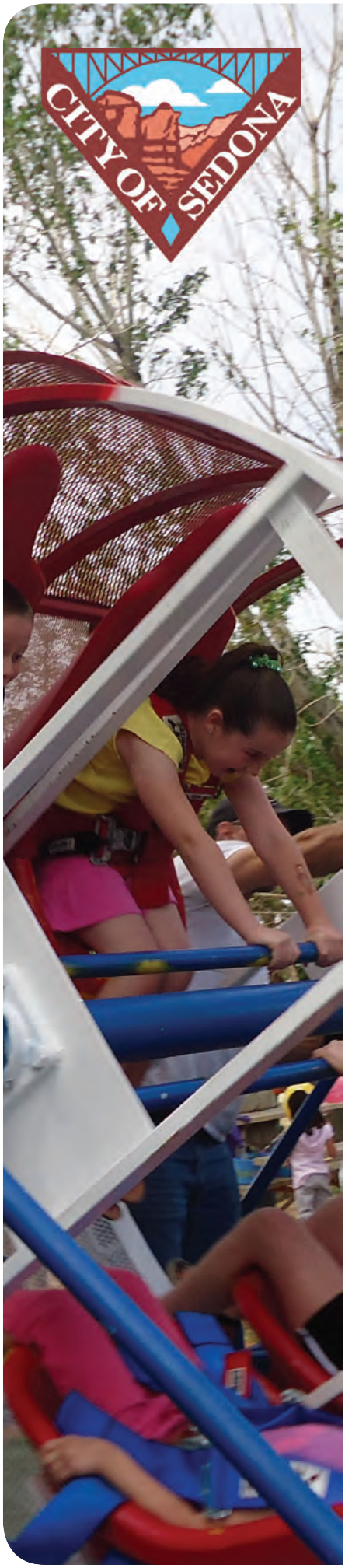
The following list shows the percentages of "not enough" for the entire list of possible new programs that were tested in the survey.

- Pre-school programs (84%)
- K-12 before/after school programs/day camps (78%)
- Drop in activities- open gym, swimming , etc. (77%)
- Adult programs for 50 years and older (74%)
- K-12 youth summer camp programs (73%)
- K-12 youth art, dance, performing arts (71%)
- Youth fitness and wellness programs (71%)
- Special events - concerts, movies, etc. (69%)
- Programs for people with disabilities (68%)
- Adult fitness and wellness programs (67%)
- Adult sports programs - softball, basketball , etc. (67%)
- Adult art, dance, performing arts (65%)
- Instructional classes - swimming, tennis, fitness , etc. (64%)
- Enrichment - arts, crafts, science, lifelong learning, etc. (63%)
- K-12 Learn to Swim programs (63%)
- Water fitness programs (61%)
- Nature programs/environmental education (61%)
- K-12 youth sports programs (57%)

CITY OF SEDONA:

PLEASE TELL US IF THERE ARE TOO MANY, ABOUT THE RIGHT NUMBER, OR NOT ENOUGH IN AND AROUND SEDONA

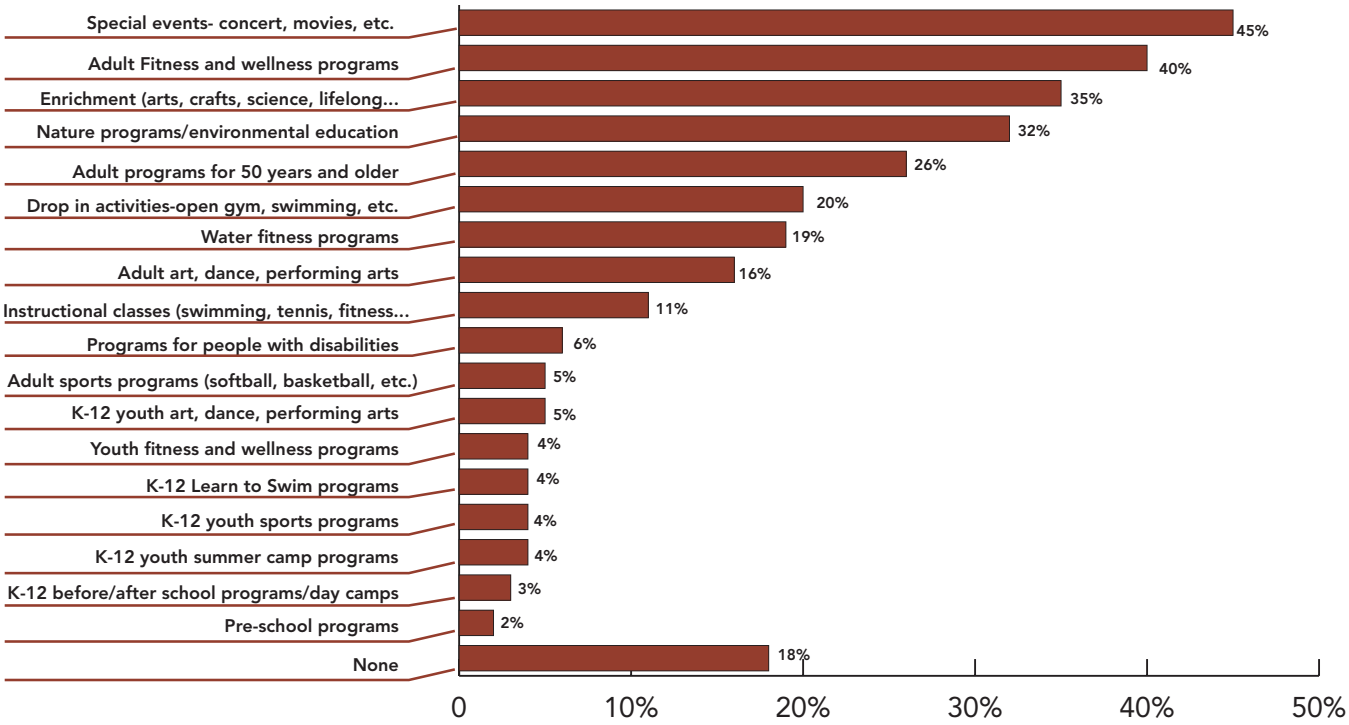




The six most important programs to Sedona residents are the following:

- Special events - concerts, movies (45%)
- Adult fitness and wellness programs (40%)
- Adult programs for 50 years and older (35%)
- Enrichment (arts, crafts, science.) (32%)
- Nature programs/environmental education (26%)
- Drop in activities - open gym, swimming (20%)

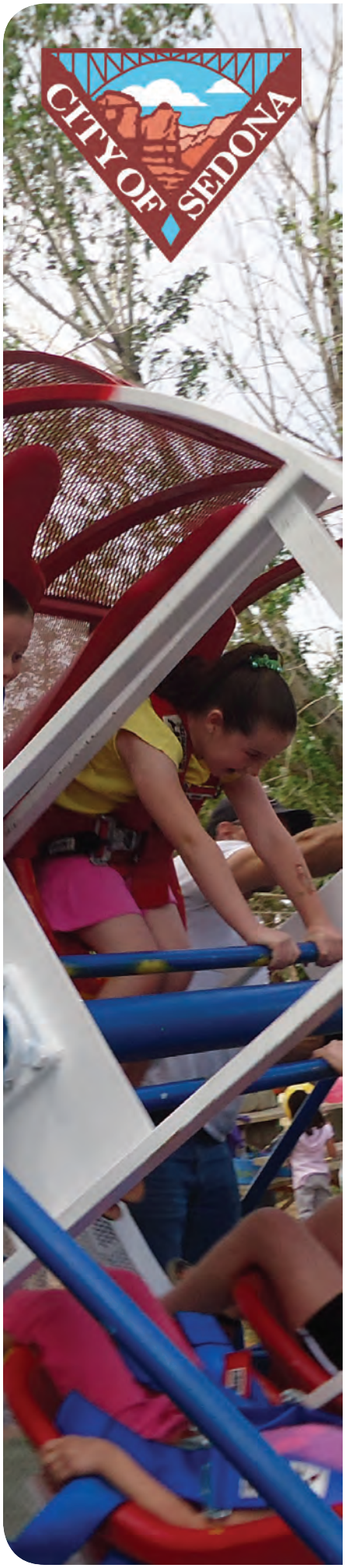
CITY OF SEDONA:
MOST IMPORTANT PROGRAMS



It is an important best practice for Sedona Parks and Recreation Department to identify core programs based on current and future needs. This assists in creating a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community as diverse as Sedona. The core program philosophy assists Staff in being able to focus on what is most important.

Programs are categorized as core programs if they meet a majority of the following categories:

- The program has been provided for a long period of time (over 4-5 years)
- Offered 3-4 sessions per year
- Wide demographic appeal
- Includes 5% or more of recreation budget
- Includes a tiered level of skill development
- Requires full-time Staff to manage the program area
- Has strong social value
- High level of customer interface exists
- High partnering capability
- Facilities are designed to support the program



Program Sponsorship and Volunteer Support

Sponsorships/Partners

At present, there is limited to no focus on developing earned income streams through system-wide sponsor/partner support. In order to truly sell the potential benefits of partnering with the system, there is a need to develop a sponsorship brochure and a proposal for tiered sponsorship levels.

By detailing the event calendar, participation metrics and user demographics, the Department will provide potential sponsors an opportunity to identify how well the park system participants align with the sponsor's target market and choose the right fit for them. These metrics will also help the Department evaluate its return on investment (ROI) for sponsorships/partnerships for various events. Some other recommendations would be to publish these metrics on the website and promote them aggressively.

Sponsor Recognition - Recognizing all existing or past sponsors for their support would certainly help build goodwill. The brochure's images could provide some sample images of promotions that may have been done or could be done. The images should also focus on conveying an emotional appeal to potential sponsors.

Tiered Sponsorship Levels - It is essential to create tiered levels of sponsorship in order to allow all potential sponsors the ability to choose the level of support they wish to exhibit.

Package Offerings - It has been seen that the greater the opportunities to package the offerings, the more the likelihood of selling sponsorship. Providing sample packaging options that tie-in some signature special events with some of the less popular events would ensure that the staff up-sells events that may not get sold otherwise, while the partner gets more bang for their buck.

Experiential Marketing - The ability to offer a potential partner/sponsor the chance to maximize the experiential marketing opportunities they offer is a huge plus. As an example, using Dell or Apple signage and images would not hold the same value as Dell or Apple products being displayed at the event where the users have the ability to touch and feel the product, (i.e. experience the product they may want to purchase).

It would be useful to develop and implement a partnership plan for the next five years to maximize existing resources and serve the community's needs. Identify potential partners, reasons for involvements and desired strategic outcomes from the given partnerships are important steps to bear in mind as the Department embarks on expanding the partner/sponsor base. Additionally, teaching and training Staff to negotiate and manage partnerships will assist in empowering them and helping ensure the successful implementation of partnership/sponsorship agreements.

Volunteers

Based on comments and review of volunteer use, the Department lacks a system-wide approach to the use of volunteers and integrating them into operations. In the absence of set guidelines, there can be significant variation in the way volunteers are managed. It is important to ensure streamlined procedures and standard guidelines for volunteer management since they are the ideal complement to paid Staff and a valuable asset in reducing operational costs. In addition, they can also serve as the primary advocates for the Department and its offerings.

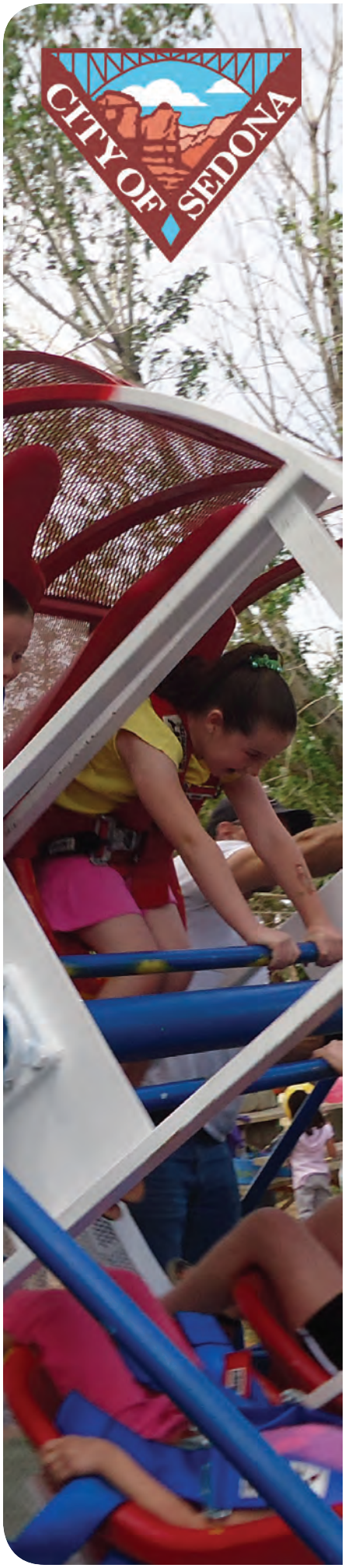
The Staff must seek to enhance the desirability of volunteering for the Department's programs and events by developing a good reward and recognition system, similar to Frequent Flier airline programs. Volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department offering.

Other recommendations for improvement include:

- Allocate a portion of a staff person's time in order to develop a system-wide program, as well as to oversee it or have a team of employees involved in oversight
- Identify volunteer opportunities system-wide, develop job descriptions and conditions to for volunteers (such as background checks)
- Develop a tracking system to quantify the number of volunteer hours and document cost savings
- Develop documented volunteer recruitment, retention, and recognition systems
- Promote volunteer opportunities system-wide through all available communication mediums in order to maximize opportunities for volunteer participation

Recreation Program Standards

This is an area that is applicable to agencies seeking to establish best practice standards while aspiring to be in the top echelons among its peers. The following section provides an inventory of innovative practices for recreation programming that should be considered for the Department. This does not necessarily reflect the current practices or deficiencies in the system but is merely a listing of some key practice areas that help ensure a consistently high quality experience for customers. Recommendations addressing several of these best practice areas have been provided throughout this Master Plan.



Recreation program standards
In reviewing the existing program management information, there are limited numbers of performance measures used throughout the system to gauge performance. Recreation programs should have standard measures in place. Some examples include:

- Customer retention
- Customer satisfaction toward the registration system
- Specific cleanliness ratings
- Cost recovery rates
- Household percentage of program participation
- Percent of programs in introduction and growth stage
- Market penetration by age group
- Program distribution by age group

Currently, the Department has limited standards in place. System-wide standards reduce service variation and provide customers with reliable and consistent service throughout the system. They help to reinforce to part-time and seasonal staff what is most important to customers and significantly help with the brand building process. Standards include such items as:

- Facility cleanliness standards
- Safety standards
- Signage standards
- Program cancellation standards
- Instructional quality standards, such as instructor toolkits
- Internal communication standards for part time and seasonal staff, such as instructors
- Class minimums and maximums
- Registration process standards
- Telephone answering standards
- Customer service standards

Annual review process of programs
Another method of ensuring quality programming is to develop an annual program review process, in which recreation staff presents their yearly goals for program areas. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This helps to ensure good communication and cooperation for supporting divisions, such as parks, administration and technology as well.

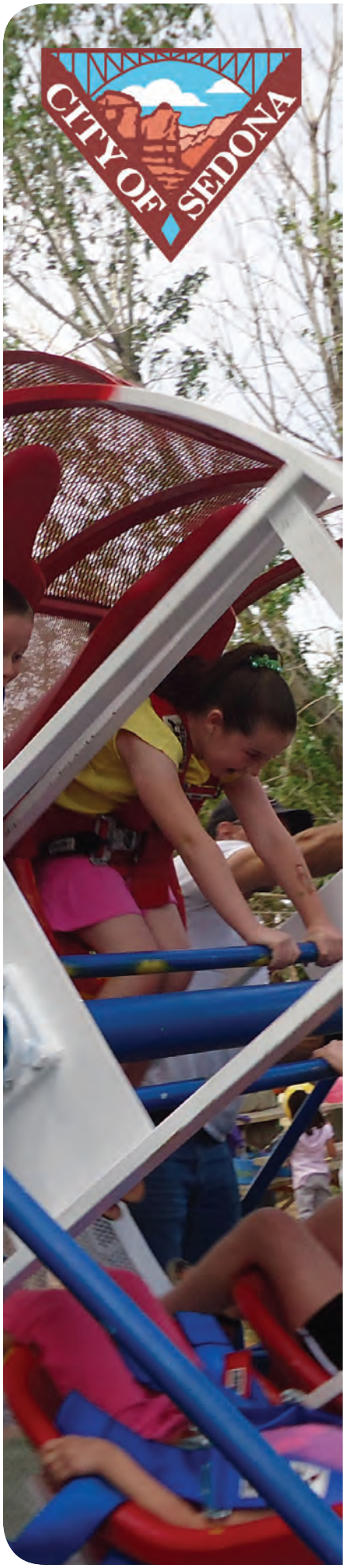
Documented program development process
This is required in order to reduce service variation and assist in training new Staff. This is a how-to-process map that provides guidance to Staff in consistently developing new programs. It will help to diminish the learning curve for new staff and reinforce program development as a core competency. This is created in a flow chart format showing the steps in the process for program development including writing class descriptions, process steps, hiring Staff, using contractual employees, and the list of standards.

Identification of customer requirements
Staff should also identify customer requirements for core program areas. Again, this is important to emphasize with Staff that directly interface with customers. Customer requirements relate to those service and product attributes that are most important to a customer. A core program area should include a listing of approximately five key customer requirements. For example, in a youth gymnastics program, key requirements could include: overall safety of the program, instructional quality, convenience and ease of registration, cost of the program, and skill development.

Key requirements should be identified by customers and can be included as part of an importance/performance matrix (asking what is most important and asking how the City of Sedona Recreation and Parks Department is performing). Key requirements should be reinforced in the training process. Additionally, in developing surveys or program evaluations, the survey questions should relate to the key requirements. Lastly, the Staff should undertake a trends research process to identify program opportunities for the future (a good source is American Sports Data and Outdoor Recreation Trends report).

Similar provider/competitor analysis – Benchmarking with best-in-class agencies
Another good practice includes a similar provider review. This includes identifying key competitors or similar providers of core program areas and can build on the benchmark information comparing park acreages, budgets, and employee counts that the Department's staff compiled. Every two years or so, the staff should develop a matrix of information to compare services in areas that have the greatest importance to customers. Benchmarking other nationally renowned agencies also can provide a process to continuously improve programming

Prioritized Program Recommendations
These recommended program priorities are based on community needs identified by the Consultant Team based upon regarding industry best practices and our experience in the field. These recommendations were derived from the findings of the following analyses:



- Site, facility, and program assessments
- Extensive public input, and interviews with leadership and Staff of City of Sedona
- Focus groups with key stakeholders, user groups, and community leadership
- Demographics and trends analysis

Each need has been assigned a priority level as primary or secondary to support future project sequencing, investment of public resources, and meeting community expectations. The priority assignment for each need is not a measure of importance. Needs indicated as a primary priority should be considered to be addressed in one to five years, and secondary needs are recommended to be addressed sometime over the next six to ten years.

Program Need	Recommended Priority Assignment
Enhance partnership program to engage alternative providers in the community as a network of recreational opportunities in Sedona	Primary
Develop programs focused on outdoor recreation skills and competency in partnership with the USFS and other stakeholders in the community.	Primary
Develop partnered programs that focus on the health and lifestyles of residents	Primary
Improve the diversity and accessibility of youth programs through partnerships	Primary
Improve the quality and diversity of programs for adults of all ages through partnerships	Primary
Improve the quality and diversity of programs for residents with special needs through partnerships	Primary
Enhance programs that promote safety in the community	Secondary
Develop and support programs that celebrate the significance of natural and cultural resources of Sedona (i.e. interpretive signage, naturalist programs, etc.)	Secondary
Support new programs that will engage whole families in recreational experiences	Secondary
Support programs that promote and draw tourism to the community	Secondary

3.5 Recommended Maintenance Standards

The City of Sedona should consider developing the quantitative standards of the Zero-Based Budgeting (ZBB) process that precisely identifies the number of labor hours necessary to complete a maintenance task or function to the level described in the qualitative standards for the same task. Quantitative standards are determined by multiplying the number of units to be maintained by the number of man-hours needed to complete the task one time by the frequency with which the unit needs to be maintained. The general national industry descriptions are presented below. The recommended standards and levels of effort are adjusted for the region.

Level 1 - Developed Areas, Heavy Public Traffic, High Visitor Density

Mowing and Detailing

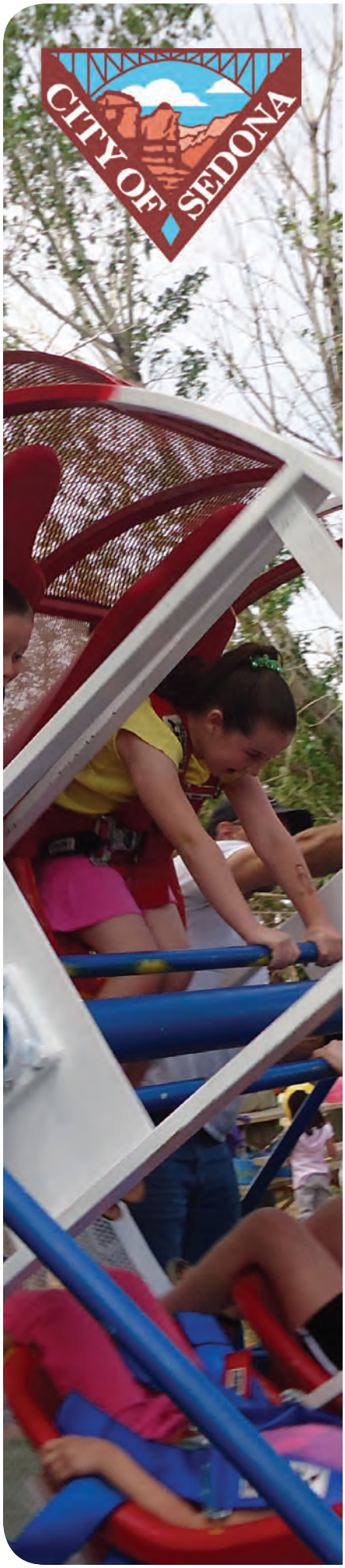
- Mow to the maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas
- Install sod as needed and mow
- Weeds should cover no more than 15% of the grass surface
- Inspect thatch layer regularly and remove as needed
- Remove grass clippings only if coverage is unsightly or impacts health of the lawn
- Test soil as needed and apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according threshold standards

Landscape Maintenance

- Prune shrubs as necessary
- Shear formal shrubs during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds and procedures
- Place 4" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees that pose an immediate hazard upon discovery
- Remove or treat invasive plants
- Replant trees and shrubs as necessary

Irrigation System Maintenance

- Inspect irrigation drip systems a minimum of once per month
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 10 days during the wet season
- Inspect and adjust and/or repair drip emitters as necessary weekly during the dry season
- Modify systems as necessary to increase irrigation coverage or efficiency



Road, Trail and Parking Lot Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from roads, walks, lots, and hard surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Repair concrete walks, scenic view area, curbs, and other surfaces as needed
- Repair asphalt trails, or soft surface trails, parking lots, roadways, and other surfaces as needed

General Maintenance and Support Services

- Inspect fences, gates and other landscape structures at least once annually. Complete safety-related repairs immediately.
- Water manually as necessary to establish new plantings
- Install and maintain automatic drip irrigation system to reforestation projects
- Prune shrubs and trees as necessary
- Weed by hand or mechanically as necessary
- Provide pest control as needed and as per IPM thresholds
- Plant and renovate areas as necessary

Level 2 - Semi-developed Areas, Moderate Public Traffic and Visitor Density

Mowing and Detailing

- Mow to maximum recommended height for the specific turf variety
- Edge sidewalks, borders, fences and other appropriate areas during the growing season
- Install sod or seed to maintain uniform turf coverage of 80%
- Weeds should cover no more than 25% of the grass surface
- Apply fertilizer according to optimum plant requirements
- Inspect regularly for insects, diseases and rodents and respond to outbreaks according IPM threshold standards

Landscape Maintenance

- Prune shrubs as necessary
- Shear formal shrub hedges monthly during the growing season consistent with procedures for bird nesting survey
- Prune trees as necessary
- Apply fertilizer to plant species only if plant health dictates
- Inspect regularly for insects, diseases and rodents. Respond to outbreaks according to IPM thresholds
- Place 4" of organic mulch around shrub beds to minimize weed growth

- Remove or barricade hazardous limbs and plants immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey
- Remove or barricade hazardous trees immediately upon discovery. Remove barricaded hazards consistent with procedures for bird nesting survey.
- Remove or treat invasive plants
- Replant trees and shrubs as necessary

Level 3 - Undeveloped/Natural Areas, Moderate Public Traffic, Low Visitor Density

Mowing and Detailing

- Areas should be left in a natural state. Unless legal requirements dictate, areas are not mowed, trimmed, fertilized, or irrigated
- Weed control limited to legal requirements for eradication of noxious plants
- Respond only for safety-related concerns or where addressed by agency policies

Landscape Maintenance

- Respond only for safety-related concerns or where addressed by agency policies

Road, Trail and Parking Lot Maintenance

- Respond only for safety-related concerns

Work Priorities for Levels of Service

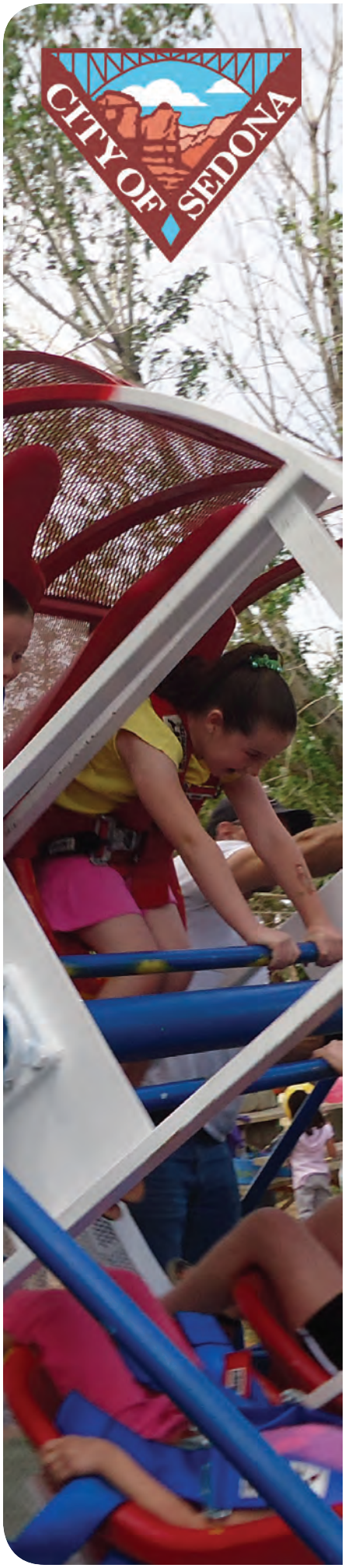
The following are recommended work priorities by level:

Level 1 & 2 Work Priorities

- **Priority 1:** Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- **Priority 2:** Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- **Priority 3:** Special request from the Director or designee determined to require immediate attention
- **Priority 4:** Emergency or routine work intended to improve services for visitors, or the general public.
- **Priority 5:** Emergency or routine work intended to reduce the long-term maintenance levels.
- **Priority 6:** Emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility.

Level 3 Work Priorities

- **Priority 1:** Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- **Priority 2:** Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- **Priority 3:** Emergency or routine work intended to reduce the long-term maintenance levels.
- **Priority 4**: Emergency or routine work intended to approve the aesthetics or attractiveness of an area or facility.



3.6 Capital Maintenance and Development Plan:

This Master Plan works to responsibly address the needs that are relevant and appropriate to the City; position the City to improve the provision of parks, recreation and trails in the future; and work to meet the prevailing needs of the community.

General Recommendations

Supporting the specific capital recommendations detailed within this Master Plan are general recommendations to be considered by the City of Sedona. Some of these recommendations involve potential policy action, while others are organizational practices that can be adopted by the Department in the future. Overall, these general recommendations lay the foundation for improving the realism and probably of pursuing many of the capital priorities identified in this plan. These general recommendations are briefly summarized below.

1. **Adopt park and trail acquisition and development standards**
   Recommendations for updated park and trail acquisition and development standards have been provided for consideration to be incorporated into the subdivision regulations of the City, and to improve the overall quality of future park sites and trails that may be acquired.

2. **Enhance and diversify existing parks through upgrading**
   There are opportunities to develop or enhance existing parks with new or updated amenities and features. Park development through upgrading can be a simple process to improve park quality and equity throughout the City.

3. **Develop maintenance and management standards**
   Recommended maintenance and management standards have been developed to support the efforts of the Department to improve the upkeep of park sites and trails, as well as to address ongoing maintenance challenges with some sites.

4. **Diversify funding support and recruit a dedicated fund development partner**
   It is recommended that the City of Sedona diversify the funding support provided to the Department by multiple means explained further in the funding and revenue section of this plan. Additionally, Sedona needs support and assistance in acquiring the funds to support the capital and operational demands of the Department beyond just reliance on the taxpayers. The organization of a dedicated fund development partner can be a critical part of a robust funding approach.

This capital maintenance and development section of the Master Plan is the culmination of facility and asset recommendations derived as priorities over the next 10 years. These recommended capital projects are aligned within the vision, mission, and core values of the Department, and have

been preliminarily scoped based upon the findings of the assessments and needs analysis reports.

Capital Project Identification

This Master Plan includes detailed and multi-faceted analyses into the current conditions of the City of Sedona park and recreation facilities and infrastructure, the demographics and trends relevant to the residents of the area, substantial public input and meetings, and additional need analyses. This process has yielded defensible recommendations for capital projects that can maintain and enhance the current quality of facilities available to residents of Sedona, as well as work to better meet the needs of visitors to the community.

Overall, this can be utilized as a guideline for future improvements and development with flexibility to be altered and updated as needed.

Capital Project Priority Assignment

Recommending priorities for capital projects over the next 10 years is a challenge due to all the factors that influence how a project can go from a recommendation to a reality. The suggested prioritization of these capital projects is based upon a number of dynamic factors including, but not limited to:

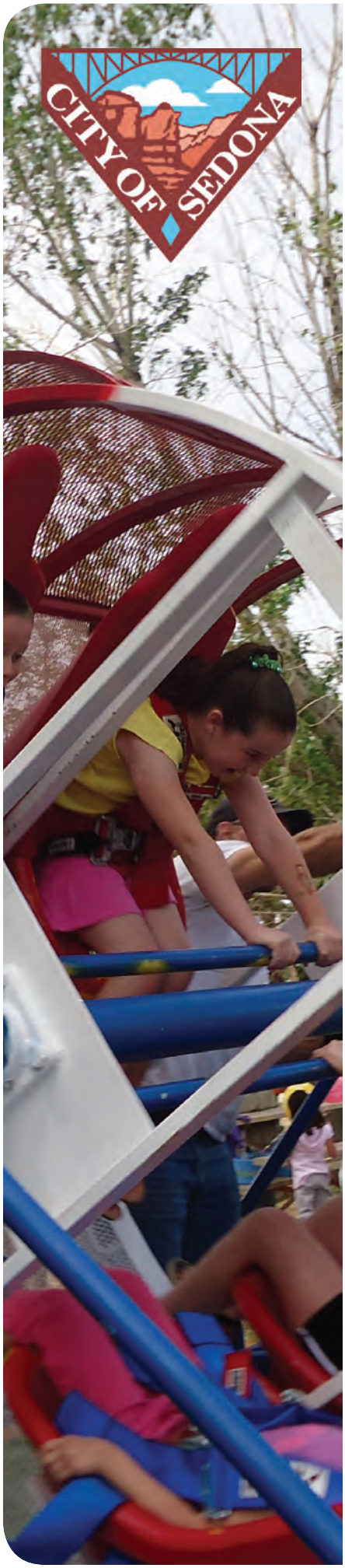
1. Potential capital costs of the project
2. Potential operating costs of the facility or asset once completed
3. Current financial capacity of the City of Sedona, as well as potential financial capacity available through grants, partnerships, and regional coordination
4. Public need and interests
5. Current political and economic conditions of the local area

Previous sections of this Master Plan address specific funding and finance alternatives that should be explored as a means to support these projects during both the development and operational phases. The final section of this Master Plan will organize these projects by their recommended priority status as a suggested action plan over the next decade.

Capital Improvement Principles

Development principles for parks include those that support the programming, planning, and design of facilities and assets to meet the needs of residents of the service area(s) and classifications within the overall parks system. The design of sites and facilities should be driven to create an enriched visitor experience including ease and diversity of use. This pertains to the ingress and egress as

"These recommended capital projects are aligned within the vision, mission, and core values of the Department"



well as the circulation once the destination has been reached and participation has commenced. Three principles associated with the visitor experience can be summarized as follows:

- Sense of Arrival
  - Highway/street signage
  - Entrance(s)
  - Landscaping
  - View and aesthetics
- Aesthetic and Functional Signage
  - Directional
  - Safety and management
- Architecture and Use
  - Design with natural surroundings
  - Site circulation
  - Mixed use
  - Visitor satisfaction
  - Supports revenue generation where appropriate

Most activities associated with parks are designed around a desired length of experience. A blend of passive and active recreational opportunities extends the length of experience and increases the frequency of participation by users.

Capital Project Implementation Plan

The pages that follow detail a recommended sequencing of capital projects for Sedona parks, trails and recreation facilities over the next 10 years. The sequencing of these projects was determined by community input and factors that reflect best practices in the parks and recreation industry. These factors are (not in priority order):

1. Creating or improving connectivity with trail enhancement or development
2. Optimizing use of a key facility or valued asset in the community
3. Optimizing usage of other key facilities in the community
4. Distributing City parks more equitably
5. Improving these balance in facility/park types
6. Recognizing if demand is high or increasing, per trend and community research
7. Protecting/managing open space
8. Improving park connectivity to communities
9. Locating a Partner and/or finding available land if available
10. Targeting underserved population
11. Improving current operations
12. Consistency with community survey and public input findings
13. Repairing or improving existing facilities

Estimated capital costs are based upon the experience of the consultant team and are provided as a broad range to account for options for amenities that could be included in the scope, different means and methods for construction, industry inflation, and other variable costs that could be associated with each priority bundle.

Potential capital costs only apply to the specific amenity, facility, or feature described in the recommended capital priority, and do not include grants, other outside funding sources, or cost sharing that could otherwise reduce the total costs to the City.

Capital Maintenance Priorities

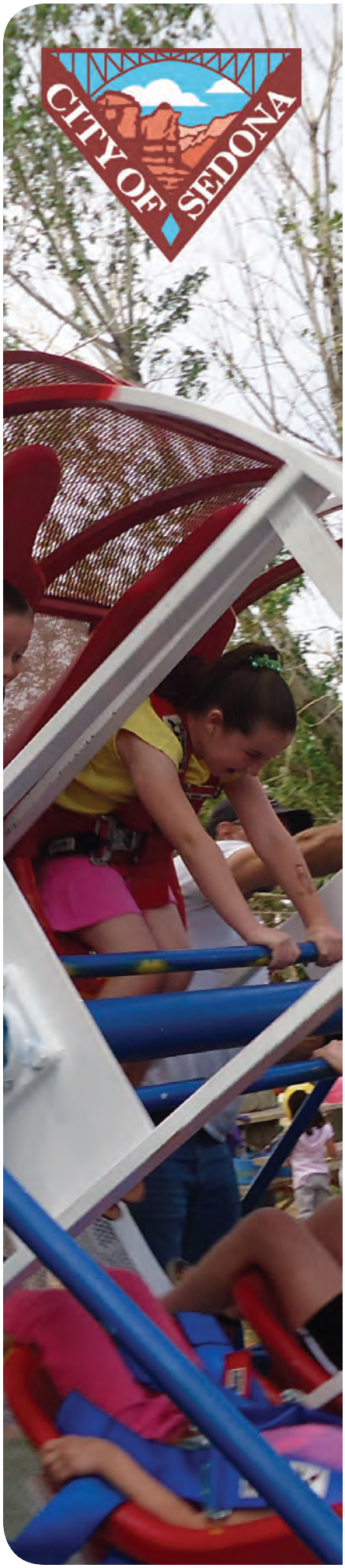
The following capital priorities are identified to be the first tier of focus for facility enhancement and development over the next 10 years.

Capital Priority 1:	Upgrade existing park and recreation amenities		
Recommended Scope:	Upgrade existing amenities at parks as needed based on facility/amenity condition, community interest and need, and local best practices. This includes, but is not limited to the following priorities over the next several years: • Updating playgrounds at Posse Grounds Community Park • Updating the sand volleyball court at Posse Grounds Community Park • Maintaining and updating the ramadas and restrooms at Posse Grounds Community Park on an as needed basis • Maintaining and updating the skate park at Posse Grounds Community Park on an as needed basis • Maintaining and updating the fitness trail at Posse Grounds Community Park on an as needed basis • Maintaining and updating the tennis courts and sports fields at Posse Grounds Community Park on an as needed basis • Maintaining the playgrounds and tennis courts of Sunset Park on an as needed basis • Additional parking lot at Posse Ground • Enclosure over the swimming pool • Compatible recreation opportunities at the Waste Water Wetlands Facility		
Estimated Capital Cost:	$1,000,000 – 2,500,000	Timeline:	Ongoing

Capital Development Priorities

The following capital priorities are identified to be the first tier of focus for facility enhancement and development over the next 10 years.

Capital Priority 2:	Develop an Art & Culture Trail		
Recommended Scope:	Develop an improved surface trail section within Sedona as an Art & Culture Trail to include trail art, sculpture, and interpretive signage about the City and its heritage, as well as significant nature features and landscapes within the area. This trail should be developed as a connection between major amenities and focal points in the community that is located to be visible and usable to visitors and tourists.		
Estimated Capital Cost:	$350,000 – 500,000	Timeline:	3-7 years



Public Interest for an Art and Culture Trail

Trails are the recreation amenity in Sedona with the highest level of consistent public support. Similarly, the character and identity of Sedona is largely rooted in arts and culture. The development of an arts and culture trail reinforces these two major aspects of community priorities, and can help "tell the Sedona story" to visitors.

Recommended Location

This trail should be developed as a connection between major amenities and focal points in the community that is located to be visible and usable to visitors and tourists. A great opportunity for an arts and culture trail would be a pathway that connects two major areas in the community – the Tlaquepaque area and uptown.

Recommended Funding Support

There can be multiple sponsors and potential funders for an arts and culture trail in Sedona. A capital campaign seeking donations akin to a "brick paver" campaign can be successful for raising capital funding to support this project

For more information see Appendix Section 5.0

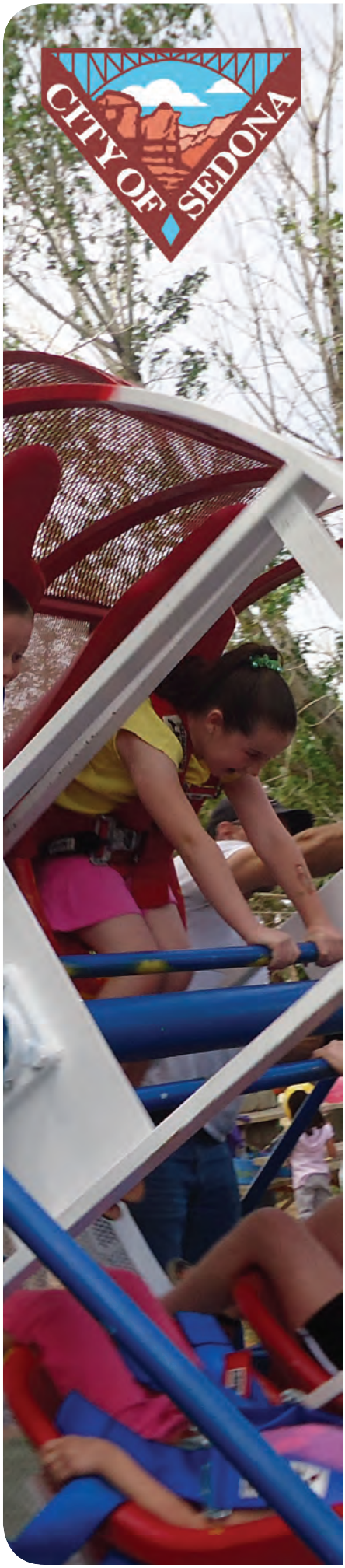
Capital Priority 3:	Community Garden		
Recommended Scope:	Develop a community garden in an appropriate location that can provide interested community members the opportunity to develop and care for personal gardening plots. This project should be pursued with an organized user or friends group that is responsible for ongoing maintenance and management of the site in partnership with the City.		
Estimated Capital Cost:	$75,000 – 250,000	Timeline:	1-3 years

Recommendations for a Community Garden

A community garden can be a great asset for cities like Sedona if developed and managed properly. These gardens can provide an opportunity for residents to rent or lease growing plots that can be used for cultivating food products or flowers, but requires established parameters to provide consistent adherence to City standards. It is recommended that a community garden only be pursued in partnership with an established user or friends group that can maintain a working agreement with the City of management and maintenance of the site. Also, the garden should be located where it is visible within the City and easily accessible. Nominal fees for plots can be assessed which can be collected by the partner organization to support overall site maintenance and management needs. Residents who utilize the garden can be encouraged to cultivate food products for personal use, as well as the potential to sell in local farmers' markets.

For more information see Appendix Section 9.0

Capital Priority 4:	Develop a Creek Access Park		
Recommended Scope:	Develop a creek-access park that serves the interests of city residents and would be similarly appealing to visitors. This park should be centrally located to the majority of visitor-traffic that can feature amenities that appeal to families with children, thereby strengthening the tourism market attributes of Sedona. Development of this park should also feature amenities that satisfy the long-term desire among residents for a "Heart of Sedona".		
Estimated Capital Cost:	$175,000 – 4,500,000	Timeline:	Within 10 years



Public Interest and Mandates for a Creek Access Park

There is tremendous public interest and support among city residents for a public park that provides access to Oak Creek, and possibly a creek walk amenity, within the City limits of Sedona. This became evident within the first leadership interviews and focus groups conducted in the project, and were strongly reinforced in the community survey results. In fact, it is clear that a park that grants access to Oak Creek has been a major priority of the community for nearly two decades. Seventy-eight percent (78%) of survey respondents indicated they were supportive of developing a creek access trail or park on Oak Creek. This project received the highest ratings of support among 23 suggested projects listed in the survey.

Market Need and Opportunity

Sedona is a tourism destination that has developed largely because of the stunning landscapes and natural settings of the community. Over the last 15-20 years, however, Sedona has grown the "attributes of attraction" of the town to also include a substantial and unique arts and culture market. The combination of these two characteristic attributes – natural landscapes and arts/culture – has evolved into a market niche that is primarily adult driven. Despite this, Sedona is a popular destination for families with children, most of which are either traveling to or from Grand Canyon National Park. There are limited amenities and attractions within Sedona that are family-friendly with amenities that specifically appeal to the interests of children.

Operational Mandates

Based on multiple discussions with community leaders and residents, as well as other forms of substantial public input associated with the Parks and Recreation Master Plan Project, it is a clear mandate that a park such as this generate earned revenues from operations that sufficiently cover operational costs. It is anticipated that the city would desire the site to operate between 75-150% + cost recovery, thereby requiring amenities and services that are conducive to revenue generation.

Potential Site Limitations

While there is great public support and interest in the development of a creek-access park in Sedona, there are many limitations for the city to actually pursue this acquisition. These limitations are primarily based around the following factors:

1. There is limited available land remaining in Sedona that is suitable for development as a creek-access park
2. The typical real estate value of creek-side property in Sedona is cost prohibitive for the city to acquire

Suggested Site Amenities

The amenities of a creek park as suggested in this evaluation need to support the following objectives:

1. Meet the community's vision and need for a creek-access park that provides an aesthetic and tranquil experience.
2. Meet the community's vision and need for a creek-access park that provides for quality self-guided recreation involving Oak Creek.

3. Meet the community's expectation that the park would generate sufficient earned revenues to support 75% or more of operating costs.
4. Meet the financial objectives of a private partner to the city that could be recruited to support capital and/or operational costs.

These objectives, combined with the opportunity to fill a market niche of energizing Sedona with more family-friendly amenities, led the Consultant Team to suggest the following amenities for this site:

- Creek-side trail or pathway
- Creek-side sitting and picnicking areas
- Special events gazebo or similar amenity
- Fee-based recreation amenity(s)

Potential Operational Revenue Sources

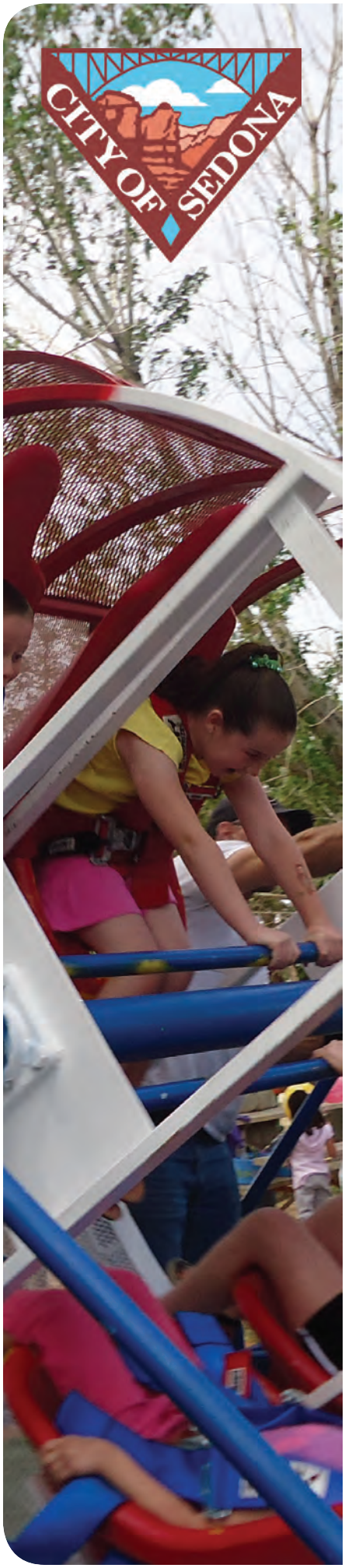
It is critical this park not be considered for fee-based admission unless City resident fees are waived. Otherwise, it is doubtful the community would support City expenditures for the acquisition and development of the site. Therefore, earned revenues are best generated from the use of specific amenities in the park. The suggested amenities detailed above provide the following potential revenue sources to support operational costs:

1. Ramada or shelter rentals
2. Special event fees (wedding and event rentals, concert admissions, etc.)
3. Recreation amenity fees

Capital Priority 5:	Develop Improved Trail/Pathway Connectivity in Sedona		
Recommended Scope:	Develop trails/pathways that provide a safe west-east connection for pedestrians in Sedona. This trail should improve walkability and pedestrian connectivity parallel, but separate from Highway 89A, and should provide improved access to existing trailheads to U.S. Forest Service lands that abut the City. Additionally, this trail should link existing parks and focal points in the community.		
Estimated Capital Cost:	$1,500,000 – 3,500,000	Timeline:	Within 10 years

Public Interest and Mandates for Improved Connectivity

Trails and improved walkability continue to be among the highest recreational priorities of Sedona residents. Currently, there is little or no non-motorized west-east connectivity in Sedona that is not dependent upon sidewalks or shoulders along Highway 89A, which is a heavily trafficked roadway. The multitude of access and egress entrances into parking lots and retail centers along this highway create a substantial safety concern for pedestrians and casual bicyclists, as well as numerous intersections that are frequently congested with motorized traffic. Throughout the numerous and various public input opportunities associated with this Master Plan



residents consistently expressed the need for improved connectivity within the community off of the Highway 89A corridor, as well as improved access to existing U.S. Forest Service trailheads.

Development Constraints and Opportunities

There are many constraints and barriers to developing an extensive trail or pathway system in Sedona including, but not limited to major roadways, private lands, and topography. As a result it is important the City take advantage of opportunities to build on existing infrastructure and development opportunities. The recommended route for consideration of a west-east pedestrian connector begins at Greyback Park. Utilizing existing sidewalks this path could extend northwards and turn east onto Thunder Mountain Road. Existing sidewalks along Thunder Mountain Road can provide connectivity to a new pathway to be developed along Sanborn Drive. From this point solutions either along existing roadways, through land acquisition, or with easements on private lands should seek to connect with Posse Grounds Community Park. This would complete the first recommended phase of this development.

The second phase of this development should seek to connect Posse Grounds Community Park to the uptown area of Sedona. This is potentially the most extensive and expensive aspect of this project as it would involve traversing U.S. Forest lands with substantial topographical constraints. There are existing hiking trails in this area, but it is recommended that an improved surface trail with limited grade change be considered. This would potentially require negotiation and environmental mitigation requirements coordinated the Forest Service, as well as substantial design elements. The construction costs for this portion of the trail could be expected to cost $110,000 - $150,000 per mile based upon terrain and environmental conditions.

Visionary Projects

There are two potential capital development projects that were identified in the community input process of this Master Plan that should be addressed. These projects, however, have significant capital costs associated with them, as well as ongoing operational costs that are currently outside the financial capacity of the City and the spending tolerance of the community at large. These two projects have been identified as visionary projects to be considered for the long term, or in partnership with public and/or private entities as both a development and operational agreement.

Indoor Recreation Center

Throughout the public input process of this Master Plan, numerous residents indicated their interest and need for an indoor recreation center. The City of Cottonwood, located approximately 20 miles southwest of Sedona on Highway 89A, has recently completed and opened a new indoor recreation center that is extremely popular in the community.

Indoor recreation centers can be extensive capital projects that range from $15,000,000 - $35,000,000 in cost, typically $200 - $250 per square foot depending on the type and size of specific amenities. Indoor aquatic spaces are consistently the most expensive to construct and operate, and historically produce the least amount of revenue per visitor to cover operating expenses. Based on public input, the City of Sedona would potentially be looking to construct a facility that is likely between 60,000 – 120,000 square feet to meeting community interests and needs, which could cost the City between $12,000,000 and $30,000,000 to build not including design or land costs. Operation of this facility can cost between $2,000,000 and $3,500,000 annually, with likely a 75% cost recovery through earned revenues at most.

Based on the community's low tolerance for large spending in the area of recreation facilities, it is doubtful this project would be a success if the City were pursuing it alone. Likewise, it is probable the City Council and Staff would quickly be managing the facility from a defensive position because of the annual operating costs. As a result of these circumstances and issues, this Master Plan identifies the indoor recreation center as a potential visionary project for the future and offers the following recommendations to make this a more feasible reality.

Recommendation: The City of Sedona can seek a private developer and operator to consider the development of a recreation center that has appeal to both local residents and visitors year-round. This would involve amenities and programming that is open to non-residents and feature multiple activities areas, possibly including indoor aquatic features. The City can potentially incentivize this development through a combination of potential land purchase or leasing options, tax abatements, or other forms of financial and capital options in exchange for specified access rates for residents that is equitable to the City's investment.

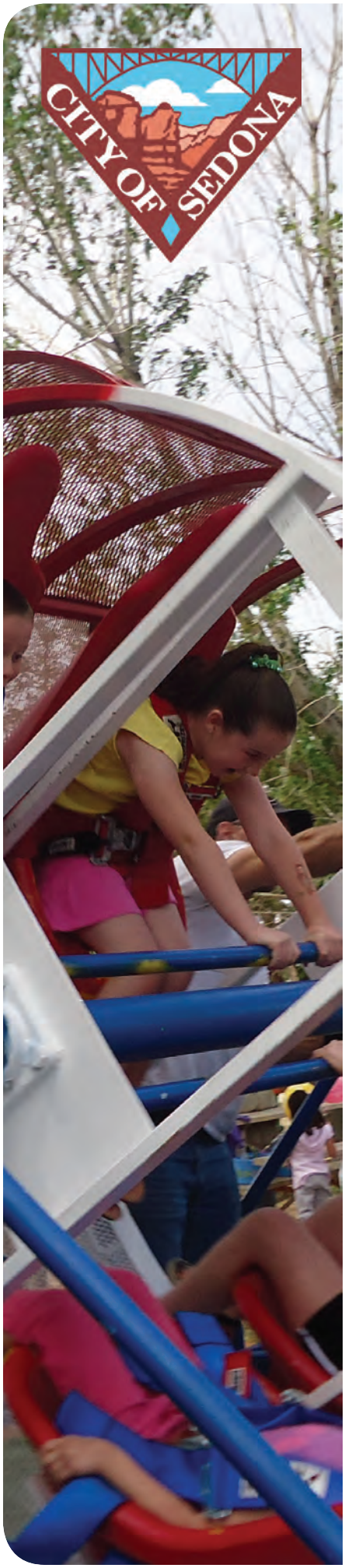
Regional Sports Complex

Another project that became an area of interest and focus in the Master Planning process was the expansion of existing sports fields available within the City of Sedona. There is mixed support in the community for these amenities as many residents are older and retired adults who do not have a direct interest or need for these types of facilities. There are, however, a growing number of young families with children and young adults that are active in team sports who feel the current inventory of ball fields and sports fields in Sedona is inadequate to meet growing demand.

Sports fields are most efficiently constructed and operated if designed and built within a complex of facilities, versus stand-alone and separated sites. Based on industry standards and maintenance consideration, this Master Plan presents the concept of a regional sports complex as a visionary project that could feature multiple diamond ball fields and multiple rectangular sports fields. This facility would also need adequate parking, concessions, restrooms, and likely lighting on selected fields to expand usage. The costs of constructing and operating such a facility is likely to outpace the spending tolerance of the community and this time, as well as requiring significant space or land. These issues make this a difficult reality for the City to pursue on its own.

As a result of these circumstances, this Master Plan identifies a regional sports complex as a potential visionary project for the future and offers the following recommendations to make this a more feasible reality.

Recommendation: The City of Sedona can possibly seek a partnership with other public entities in the region to design, develop and operate a regional sports complex. Potential partners can include, but not be limited to the City of Cottonwood, Yavapai County, and/or the Village of Oak Creek. Multiple agencies could look to organize a regional facilities authority that can pool collective capital investments for design and construction, as well as collaboratively contribute to the operations and management of the facilities. Regional collaboration would allow for locating the facility in a centralized location that is outside any of the municipalities, thereby yielding potentially more land availability to work with.



3.7 Funding and Revenue Plan:

The purpose of the funding and revenue plan is to assist the City of Sedona in maximizing its financial sustainability of the Parks and Recreation Program and guide the financial planning process for the next five to ten years.

The City of Sedona mostly uses general fund revenues that are derived predominantly from sales and property taxes to maintain parks and trails. The City of Sedona has the potential to expand to a more diversified funding and finance strategy that involves other revenue sources, as well to supplement general fund allocations for land acquisition and development. The suggested strategies in this funding and revenue plan have been successful in other similar communities around the United States to support their parks and recreation departments, and should be reviewed and considered by Sedona as the City builds its own funding strategy for the next 10 years.

Financial Policies

The Department does not appear to have written policies for managing the financial operations. While Sedona is unique in many ways, many best-in-class programs or departments have policies that assist in both daily and long term decisions. These policies typically address:

- Pricing
- Partnership
- Sponsorship
- Volunteers

Pricing policies establish guidelines for pricing of programs and services. It is likely that the City of Sedona will rarely or never have the occasion where sophisticated pricing schedules are required; however there are circumstances where the Department collects fees or payments for land or amenity usage. Pricing policies can be a guide for cost recovery from fees and charges, peak and off-peak pricing, and tiered pricing based on levels of service as it applies to park usage, reservations, programs and services.

Partnership policies establish guidelines for agreements with partnering entities to assure that there is equity in the partnership to benefit both parties. The guidelines usually include a description of the types of partnerships (public/public, not-for-profit/public and public/private) that are compatible with the community values and a summary of services that are best suited for partnering.

Sponsorship policies establish guidelines for agreements with entities that are interested to sponsor specific events, programs and services. The guidelines should include the type of events and programs that the Department will consider for a sponsorship. Sponsorship pricing and identification/recognition are also established and included in the policy.

Volunteer policies provide operating guidelines recruiting, training, managing, and tracking volunteer efforts. Volunteer guidelines include responsibilities, minimum standards, and rules of operation.

Funding Options

In order to continue to build and maintain the park system, the Department should pursue funding sources presented in this section for operations and capital improvement projects.

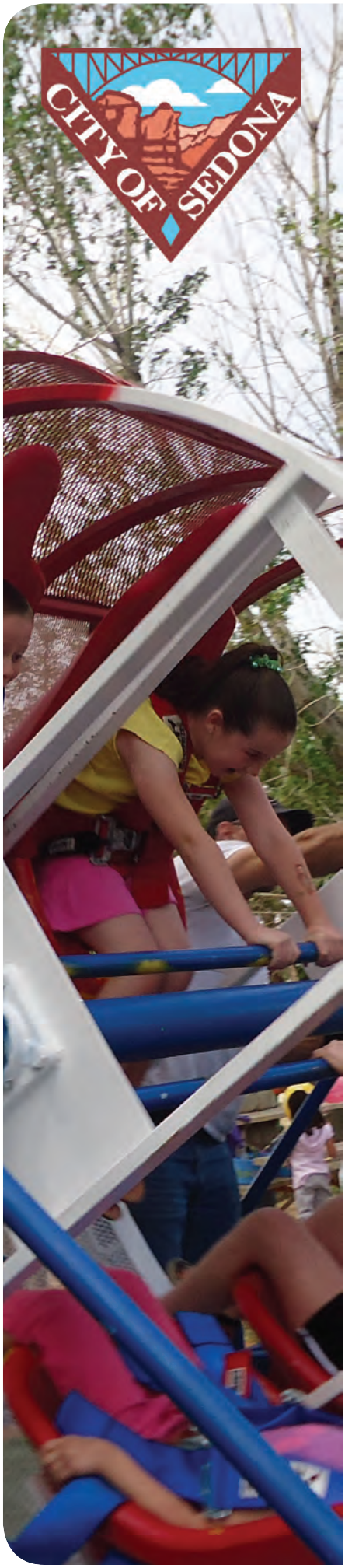
New, sustainable funding sources are essential to implementing the Master Plan. The Department has relied heavily on taxes, and some developer fees, to support the system. The key for the future is to diversify sources of funding to accomplish the initiatives in this Master Plan. These sources need to be committed on a long-term basis to assure a continuing income stream. There is significant potential to increase revenue to operate the parks and recreation services, while still meeting the objectives of providing affordable public recreation opportunities. The following are suggested funding options that can be considered by the City of Sedona specifically for parks, recreation and trail projects and initiatives.

10

number of years a financial planning process will guide the Parks & Recreation Program

External Funding Sources

The following examples provide external funding opportunities for the Department to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively. External funding sources are those that leverage funding from outside the traditional revenue and debt service means of the City, usually seeking funding from outside sources to augment City financial resources.



Park Foundation or Conservancy
A park foundation or conservancy partnership is a joint development funding source or operational funding source between the foundation and the government agency. The foundation operates as a non-profit organization working on behalf of the public agency to raise needed dollars to support the vision and operational needs of the Department for the future.

The dollars that are raised from the foundation are tax-exempt. These types of park foundations are non-profit organizations established with private donations in promotion of specific causes, activities, or issues that the park system needs to address. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, or sales of park related items. , etc. The park foundation can be an incredible funding source for the Program over the next 15 years if established correctly and with the right staffing to raise significant dollars for the Department for the future.

Private donations may also be received in the form of funds, land, facilities, recreation equipment, art, or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued. A park foundation in Sedona could generate $100,000 to $250,000 a year if set up and managed correctly based on similar type of cities with similar wealth.

Greenway Foundations
Many cities have turned to greenway foundations to help develop and maintain trails and green corridors throughout the City. The City of Indianapolis Greenway Foundation develops and maintains the greenways throughout the city and seeks land leases along the trails as one funding sources, as well as "selling" miles of trails to community corporations and non-for-profits. In addition, cities sell the development rights along the trails for local utilities for water, sewer, fiber optic, and cable lines on a mile-by-mile basis which helps to develop and manage these corridors.

Friends Association
Friends associations are a form of a foundation but are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

Foundations Support and Seek Irrevocable Remainder Trusts
These trusts are set up with individuals who typically have more than $1 million in wealth. They will leave a portion of their wealth to a park agency in a trust fund that allows the fund to grow over a period of time and then is available for an agency to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Corporate/Personal Giving

Corporate and personal giving is a process where the Department seeks corporate leadership funds via a foundation partner or through personal contact to support a specific project or a specific operational goal that helps the Department to manage forward. These gifts can

come in the form of a financial gift for a year or up to five years to support the park system for the future. Many park agencies develop a park fund raising event to appeal to private corporations' leaders to support the park system as part of their fee to come to the event.

Grants
The grant market continues to grow annually. Grant writers and researchers are required to make this funding source work financially. Matching dollars are required for most federal grants and some state grants. The type of grants available to the City could be the following:

- Safe Routes to Schools
- Land and Water Conservation Fund Grants (LWCF)
- Community Development Block Grants (CDBG)
- Economic Development Administration (EDA)
- Storm water grants that the limit storm water runoff through parks
- Trail Enhancement Grants for regional trails systems through the state and federal system
- Development grants through community foundations to support specific park projects
- Redevelopment grants to support parks and facilities that increase revenue from the value of property or from activities that create sales and tourism taxes

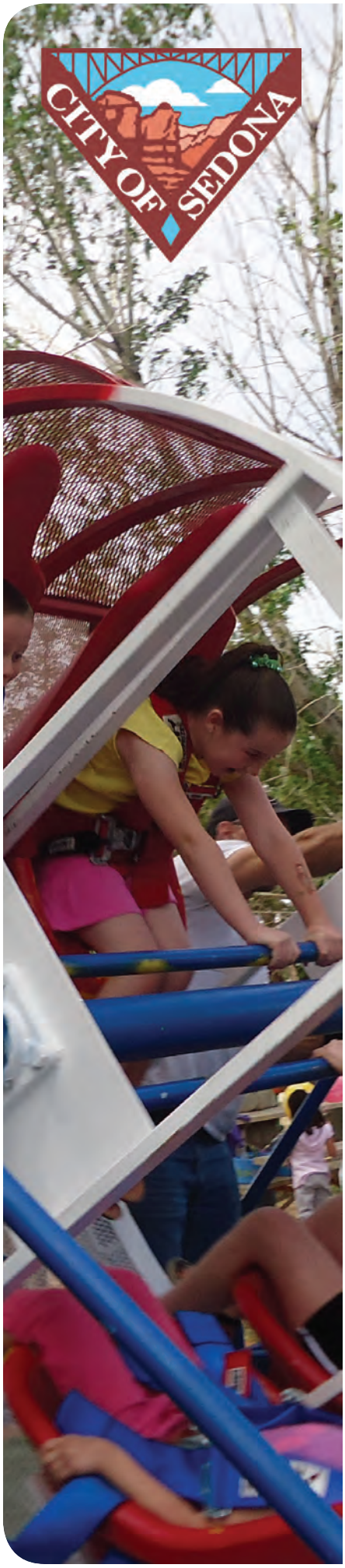
Facility Authorities
Facility authorities are used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation centers, large aquatic centers, or sports venues for competitive events. The revenue to sustain repayment of these bonds usually comes from sales and/or property taxes. The City of Indianapolis, for example, has created several community venues for recreation purposes and national competition events for local purposes and economic purposes. The facility authority is responsible for managing the sites and operating them in a self-supporting manner.

Facilities, Improvement or Benefit Districts
Many municipalities also are a part of regional trails systems have developed a trails district to support costs and management requirements for development and maintenance. Sometimes this includes multiple counties, and usually is funded through a bond issue and/or various tax initiatives. A facilities or trails district can also be a major impetus for raising external financial support from foundations, individuals, corporate sponsors, grants, and more.

A benefit district is similar to an improvement district and identifies the benefits associated with an improvement. A sales or property tax is then established to support the capital cost associated with the acquisition and development of the property. This is usually applied to community parks, regional parks, downtown districts, event plazas, signature parks, and attractions. The benefit districts are usually in downtown areas or in regions of the city slated for redevelopment.

Developer Contributions to Parks and Trails
Many municipalities seek developer contributions for park land and also for development of trails that could run through their property. The developer sees the value to the sale of their houses and they put in the trail connection as part of their contribution. Park and/or trail dedication as a requirement of subdivision development is a reliable opportunity to keep pace with neighborhood and community park needs of the City.

Developer Cash-in-lieu Fees
Arizona state law allows cities to accept cash-in-lieu of park land. This program can help move away from small developed parks in subdivisions by seeking the cash value of the property to buy the type of land that supports the City's goal for land acquisition and park development. This is very popular and allows counties to put enough cash together to buy larger tracts of land that can support many recreation opportunities in one setting. As recommended in this Master Plan, park development fees should be considered to be a part of the cash-in-lieu calculation.



Donations
Private donations can be a popular form of fundraising for public agencies, particularly on facilities and services that are highly visible and valued by the public. Donations can either be received directly by the City, or channeled through a park foundation or conservancy aligned with the City's park, recreation and trail priorities. Support from donations for parks and trails can come from one or more of the following methods:

- Donations of cash to a specific park or trail segment by community members and businesses
- Donations of services by large corporations to reduce the cost of park or trail implementation, including equipment and labor to construct and install elements of a specific park or trail
- Reductions in the cost of materials purchased from local businesses that support parks and trails implementation and can supply essential products for facility

Adopt-A-Trail Programs
These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment), as well as provide maintenance support. These programs are similar to the popular adopt-a-mile of highway programs most states utilize. Adopt-a-trail programs can also be in the form of cash contributions that typically include a range of $12,000 to $16,000 a mile to cover the total operational costs.

Adopt-a-Park Programs
Similar to adopt-a-trail programs, adopt-a-park programs are small grant programs that fund new construction, repair/renovation, and facilities, as well as provide maintenance support. Adopt-a-park programs can also be in the form of cash contributions that typically include a range of $1,000 to $5,000 an acre to cover the total operational costs.

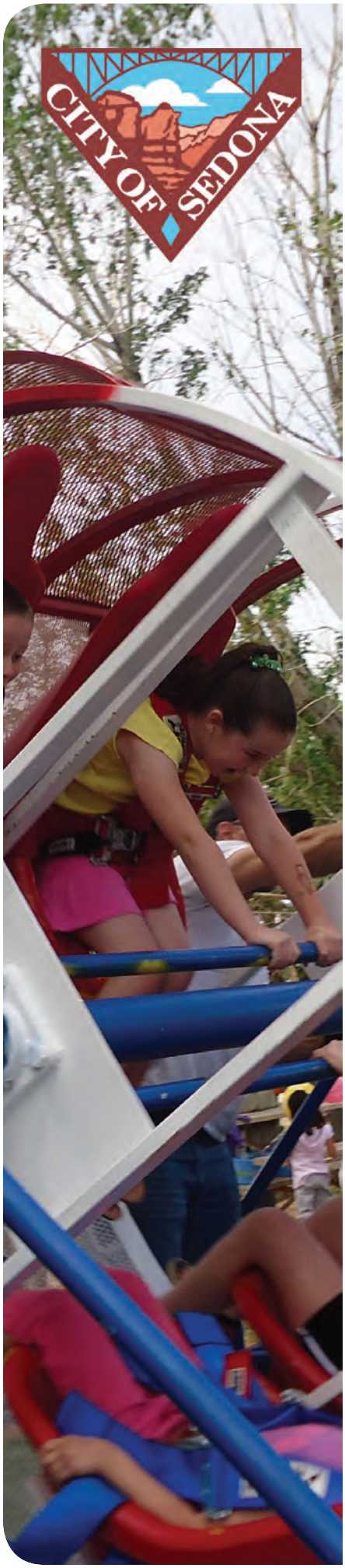
Partnerships – Development and/or operation
Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities and asset management, based on the strengths and weaknesses of each partner.

Lease Backs
This is another source of capital funding where banks or private placement fund companies will develop a park, recreation attraction, recreation center, pool, or sports complex with the intent of buying the land, developing a recreation attraction and then leasing it back to the city to pay off the land or capital costs over a 30 to 40 year period. Cities like to use this source because they can increase their operational budgets easier than they can get capital dollars to pay off the lease over a set period of time.

Internal Funding Sources

The following examples provide internal funding opportunities for the Department to consider for the future. Each of these sources can be evaluated in more detail to determine the level of funding they would yield if pursued aggressively. Internal funding sources are those that represent an expansion or enhancement of traditional revenue and debt service means of the City, usually seeking additional funding from City financial capabilities.

Parks, Recreation and Trails Dedicated Funding Sources
Municipalities that seek a dedicated funding source for parks, recreation and trails typically have several options: dedicate a percentage of a sales tax, various fees, and/or dedicated millage to park and trail project that is increased or maintained every 10 years. The revenues generated from dedicated funding sources typically go toward operations and maintenance costs of managing the park sites, programs, and trails in accordance with the community's expectations. These sources can also support the costs of incremental upgrading and replacement of existing park and recreation amenities.



Sales Tax
Sedona currently maintains a 3.00% sales tax that generates between 40-50% of the total revenues of the City. One dedicated funding source for parks, recreation and trails in Sedona is an additional percentage sales tax that is committed to maintaining park sites, infrastructure, recreational fields, and trails. The value of a sales tax is that it collects revenues from both residents and non-residents that do business in Sedona, thereby expanding the funding burden beyond City residents. An increase of ¼ percent (0.25%) is estimated to be able to generate between $450,000 and $550,000 annually.

Franchise Fee for Utility Right-of-ways
Many park and recreation agencies have sold the development rights below the ground to utility companies for fiber optic lines, water, sewer, and electricity, lines and cable services on linear-foot basis. King County in Seattle sold the development rights below their greenway network and generates $300,000 a year from the utilities involved.

Storm Water Utility Fees
This funding source is used in many cites as a way to develop greenways and trail corridors from the storm water tax on utilities that residents pay as part of their utility bills. Improvements can include trails, drainage areas, retention ponds used for recreation purposes, and natural protection of waterways through cities. An example of this is the City of Houston that is using this source to develop and maintain their bayous in the city, and to improve the access and use of them throughout the community for flood control and recreation purposes.

Dedicated Millage
This provides the opportunity for the Park System to demonstrate how well they are meeting the community's needs through a voter approved millage. In the last five years in the United States, 93% of all park-related bonds and millage issues have passed. Communities understand the value of parks if given the opportunity to vote on an increase. Currently, the City does not have a property tax.

Park, Open Space, and Trail Bond Issues
Cities typically seek park bond issues to support unmet needs in the community. The key is to use debt financing through bonds to address needs that are unmet and clearly a community priority. It is best to deliver a capital bond project that serves a variety of types of users and needs in the City. Even in the worst economic downturn bond issues have been passing because communities see that they are the direct recipient of the money that benefits them and their families on a personal basis. Given the current economic climate and financial circumstances of the City, no more than $2,500,000 - $5,000,000 in bonds is recommended to be considered. A 20-year repayment schedule of $5,000,000 financed at 4.50% (APR), would require an annual debt payment of $406,008.

Transient Occupancy Tax (Bed Tax)
This funding source is used by many cities to fund improvements in parks to improve the image of the area, enhance parks where

hotels and businesses are located around the park, to support the development of a park related improvement or to build an attraction. Cities charge 5 to 10% tax on the value of a hotel room dedicated to improve facilities and market the community. The tax is usually set between the city and county and its goal is to support tourism and attractions to the city. This can either be used to support funding for specific park development or improvements that is discontinued once the debt is fully serviced, or can be established as a component of dedicated funding for parks, recreation and trails in a community. Sedona currently has a 3.00% bed tax on hotel and motel rooms in the City.

Internal Revenue Loans

There is the possibility of utilizing an internal "borrowing" system within the City's financial resources to fund select capital projects if specified criteria are met. The Consultant Team acknowledges this could be a useful tool for strengthening the requests for funding supporting capital projects made to the City Council. These "internal revenue loans" could be structured as funding packages with the requirement that subsequent operating revenues resulting from the designated project be dedicated to repayment of the capital investment made by the City. These loans must be adequately planned and found to likely produce operational revenues significant enough that it meets the criteria for review and approval by the City Council. The City will need to be prepared financially in the case that operating revenues are lower than expected for either short or long term periods, creating potential shortfalls in other areas of City government.

Certificates of Participation

Certificates of Participation (COPs) can be sold under Arizona and federal law to lease-purchasers as a form of financing large, public capital projects. Sedona could selectively utilize this strategy to finance new acquisition, construction, renovation, and improvement projects. The COPs are recommended to be sold with an "AAA" rating based on obtaining bond insurance for the issue, provided that such an approach will result in the lowest net borrowing costs. The true interest cost for the COPs should be critically evaluated. With the issuance of these bonds, the City debt ratios should not exceed what is allowable by Arizona State law. As permitted by IRS regulations, interest could be paid to the certificate holders during construction and for up to three years from the date of the financing, and be capitalized as part of the financing. This approach provides a funding mechanism for making interest payments on the COPs until the project become operational and begins earning revenues.

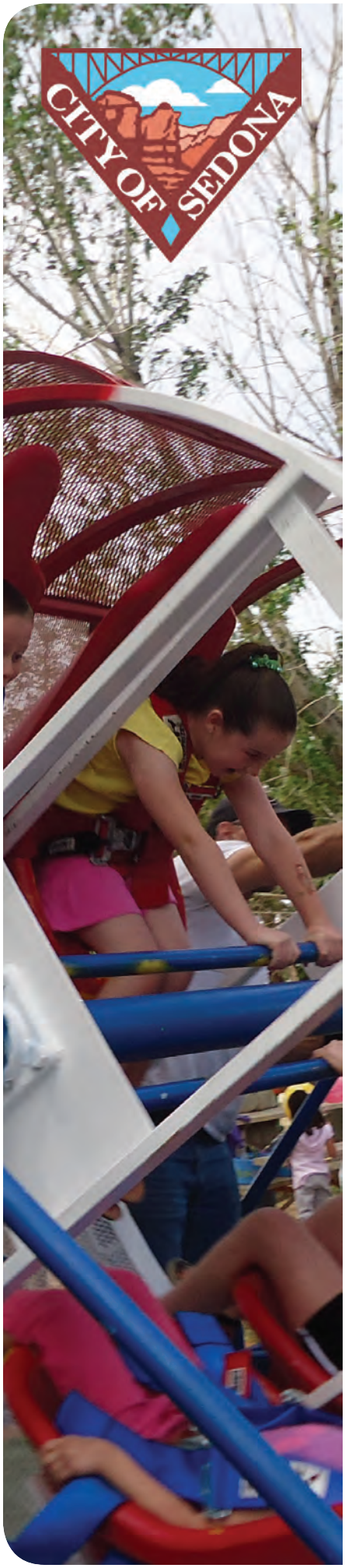
3%

sales tax generates 40-50% of the total revenues of the City

Fees, Land Leases, and Tax Increment Finance Opportunities

Capital Improvement Fee

Many agencies add a capital improvement fee onto an existing user fee when they develop or enhance major recreation facilities. This is usually applied to golf courses, aquatic facilities, recreation centers, ice rinks, amphitheaters and special use facilities like sports complexes. The dollars created, either pay back the cost of the capital improvement or the revenue bond that was used to develop or enhance the special use facility. Once the capital improvement is paid off, the fee typically expires and is discontinued.



Homeowner Association Fees

This funding source is used highly across the United States for developing parks and maintaining parks. Residents in these neighborhoods tax themselves with a fee for parks, landscape of roadways, boulevards, and neighborhood parks for park developments and ongoing maintenance. These improvements raise the value of homes and the quality of the neighborhood because of this dedicated homeowner fee.

Catering Permits and Services

This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to an agency. Many agencies have their own catering service contracts in place and receive a percentage of dollars off the sale of their food and drinks for a percentage of gross dollars (10-15%). This would likely be most suitable for large or special events occurring on City properties. Another form of collecting fees for catering is currently used by the City in the requirement of these services to acquire a temporary business license.

Recreation Service Fees

This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type or other purposes, as defined by the local government. Examples of such activities include adult basketball, volleyball, tennis, and softball leagues, youth baseball, soccer, football and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

Solid Waste Fees

Many cities charge a tipping fee at landfills to support parks and recreation facilities including acquiring and developing park land. Tipping fees add $5 dollars per tipping from a user, and also represent a fee that is collected for more than just City residents to support the costs of developing and maintaining park, recreation and trail assets.

Private Concessionaires operating within a Land Lease

Contract with a private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector, with additional compensation paid to the agency through a land lease. The communities that have used land lease look for retail operations that support the needs of recreation users of the parks and the trails. This includes coffee shops, grill and food concessions, and small restaurants, ice cream shops, bicycle shops, farmers markets, and small local business. Land leases are usually based on 15% of the value of the land plus a percentage of gross from the operation on an annual basis.

Regional "Canned" Events

Many city and county park systems have bought canned special events that have produced large amount of revenue for their Department. The City can support the event with volunteers and the event is put on by the private franchised agency for a set access fee

paid by the either the City and/or its partners, who then receive a percentage of gross revenues from the event. Events like these have reliably and regularly produced similar communities $300,000 a year in net revenue.

Tax Increment Financing

TIF Districts are very popular with counties to support park related improvements that can include trails, golf courses, special use facilities, and general park improvements. The intent is that if the improvement(s) enhances the property values surrounding the amenity because of what it brings in the form of recreation opportunities, then TIF options are appropriate. This is a very popular way to support development of new park or enhancing existing parks in the City.

Funding Conclusion

The Department should seek external funding sources to provide additional resources to enhance and maintain the quality of the facilities and services. The Department can periodically review the funding model to consider new and enhanced funding opportunities. The results of the community survey indicated that 54% of City residents were supportive additional sales tax funding initiatives to support parks, recreation and trails in Sedona, not including 10% of respondents that indicated they were "not sure". Similarly, 51% of survey respondents indicated they were supportive of a property tax that would support parks, recreation, and trails. The community did express, however, they would only support specific projects with clearly identified costs and benefits. If diversified funding options were implemented in a phased approach over the next 10 years, there is the potential of providing an additional $500,000 - $1,000,000 annually to support debt service or direct costs for park and trail development, improvement and operations. This would include additional funding obtained through foundation support, grants, and other earned revenue opportunities.

3.8 Pricing Philosophy and Plan:

Pricing and revenue philosophies are the strong backbone of how earned revenues are balanced with public subsidy to cover the costs of programs and services provided by Sedona Parks and Recreation Department. It is important these philosophies reflect community values and current best practices in the industry. Supporting the recommendations within this Master Plan are the following definitions regarding costs:

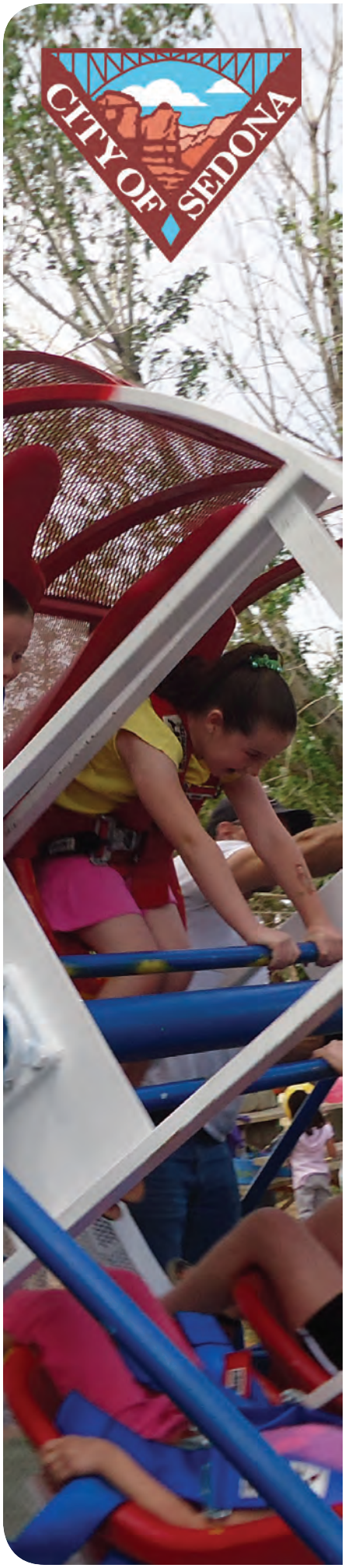
- Direct costs are typically those most closely tracked in the accounting system.
  - Direct costs are those costs that are included in the budget for function under analysis.
  - Typical direct costs are salaries and benefits, supplies and materials, minor capital equipment.
- Indirect costs are those that support the function, but the costs are in another function's accounting group.
  - Typical indirect costs are associated with administration, governance, accounting and finance, debt service and legal services

The following recommendations for the pricing plan have been developed.

1. **Develop new criteria for "Core Essential, Important, and User Supported Services" and then re-adjust the services listed in the policy to fit each category.**

Category 1 – Core Services (Essential)

Programs, services and facilities the Department must provide and/or are essential in order to capably govern and meet statutory requirements. The failure to provide a core service at an adequate



level would result in a significant negative consequence. The criteria for programs or services to be classified as essential are:

- The Department is mandated by law, by a charter, or is contractually obligated by agreement to provide the service.
- The service is essential to protecting and supporting the public's health and safety.
- The service protects and maintains valuable assets and infrastructure.
- Residents, businesses customers and partners would generally and reasonably expect and support the Department in providing the service, and that service is one that cannot or should not be provided by the private sector, and provides a sound investment of public funds.

Category 2 – Important Services (Balanced Subsidy)

Programs, services and facilities the Department should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances our ability to provide and sustain our core services. The criteria for programs or services to be classified as important are:

- Service provides expands, enhances or supports identified core services.
- Services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the service is paid for or funded.
- Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide economic, social or environmental outcomes or results.

Category 3 – Value-Added and User Supported Services (Non-subsidized)

Programs, services and facilities that the Department may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as user supported are:

- Service expands, enhances or supports Core Services, Category 2 Services, and the quality of life of the community.
- Services are supported and well utilized by the community, and provide an appropriate and valuable public benefit.
- Service generates income or funding from sponsorships, grants, user fees, or other sources that offsets some or all of its cost and/or provides a meaningful benefit to users.

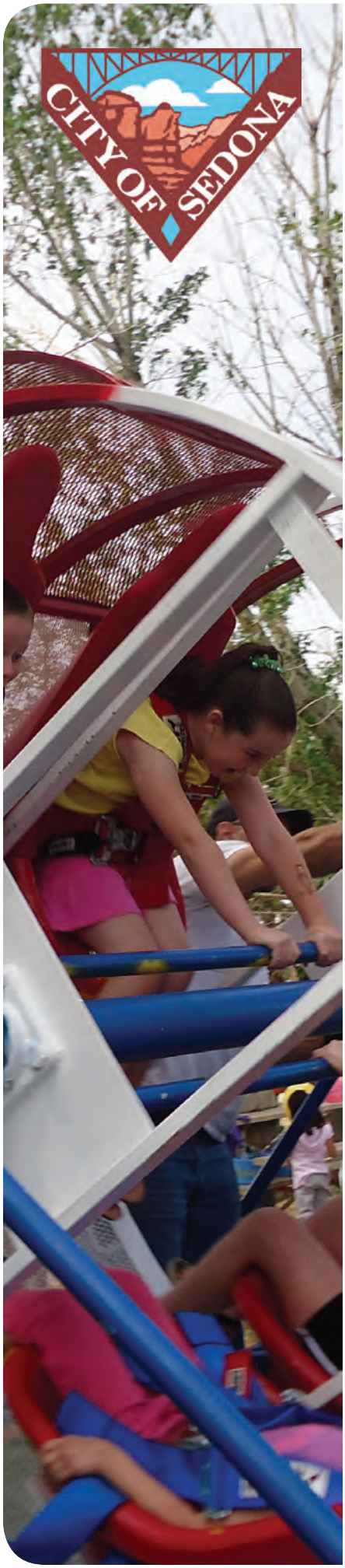
Category 4 – Partnership Services

Programs, services and facilities that the Department may provide through partnerships. Category 4 services usually provide added value above and beyond what is required or expected as a public mandate. The criteria for programs or services to be classified as partnership services are:

- Service expands, enhances or supports Core Services, Category 2 and 3 Services, and the quality of life of the community.
- Services are supported and well utilized by the community, and provide an appropriate and valuable public benefit.
- Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful benefit to users.

2. **In Category 1, services should be competitively priced and expected to recover 0-25% of direct and indirect delivery costs through earned revenues.**
3. **In Category 2, services should be competitively priced and expected to recover 25-80% of direct and indirect delivery costs through earned revenues.**
4. **In Category 3, services should be competitively priced and expected to recover 80-100% of direct and indirect delivery costs through earned revenues.**
5. **In Category 4, services should be competitively priced and expected to recover 100% or more of direct and indirect delivery costs through earned revenues.**

Following these recommended updates to the existing pricing plan will require the Department to re-adjust the services listed in the policy to fit each category. This should help the Department to bring in additional dollars and develop better community equity in the availability and delivery of services. The process of updating the pricing plan can also include a market analysis of comparable and competitive service provided in the community. The Pricing Policy should state the level of cost recovery **desired** by each service listed based on direct and indirect costs and demonstrate the price range that Staff is capable of working within.



3.9 Strategic Action Plan

This section of the Master Plan has been developed as a tactical tool for planning and executing the actions aligned with the approved strategies of the Department while meeting community needs and interests over the next 10 years. These actions and strategies have been tested against and support the core services of the City of Sedona Parks and Recreation Department. These core services are:

- **Care of Infrastructure**
  - Parks, facilities, pools and trails
- **Health and Wellness**
  - Adult, youth, & family wellness, and water safety
- **Safety**
  - Parks and facility supervision, site and facility maintenance, programs and events
- **Community Connectivity**
  - Trails, parks and community focal points, surrounding forests and wilderness areas
  - Build and promote community through quality experiences and opportunities
- **Fun and Enjoyment**
  - Diverse sites and facilities, unique programs and events, variety of experiences
- **Community Heritage & Preservation**
  - Landscapes and viewsheds, historical properties, parks and green space

There were 38 key strategies identified through the public input process associated with this Master Plan that were detailed previously in the Community Values Model. These strategies were uniquely developed to steer the Department in the future to remain a valued asset and service to the City of Sedona by meeting community needs, interests, and expectations. They are based upon the findings from multiple interviews, numerous focus groups, public meetings, and the statistically-valid community survey. The strategies are organized into five categories and have been addressed in all recommendations throughout this master plan.

Category 1: Community Mandates

Goal: Maintain and enhance parks and recreation facilities and programs to promote community interaction, outdoor lifestyles and safety.

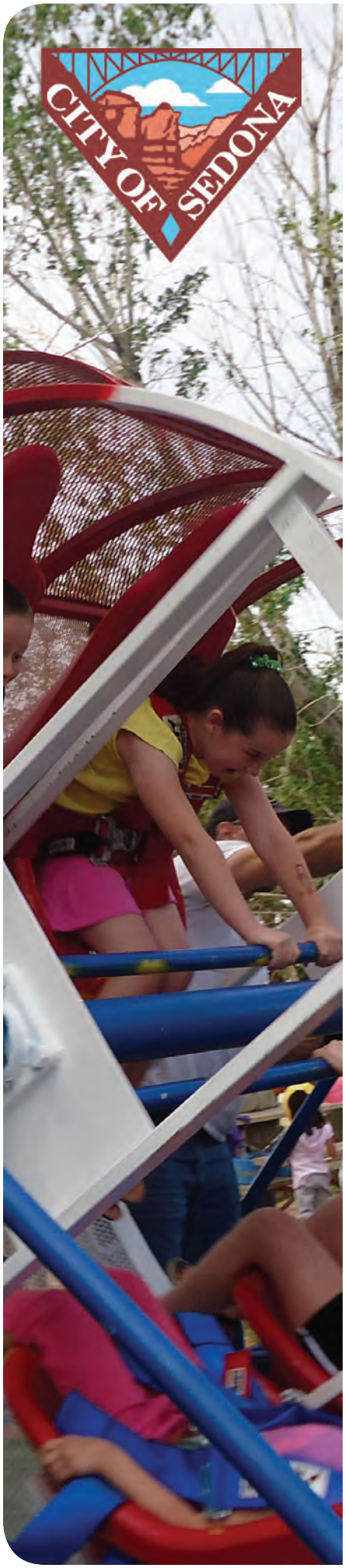
Strategy 1.1: Maintain and develop parks and recreation facilities that reflect the community's standard of quality.

Strategy 1.2: Maintain a system of parks and recreation facilities and services that feature equitable access while respecting the appropriateness of where sites are located.
Strategy 1.3: Develop and maintain a system of parks and recreation facilities and services that reflect the diverse needs and interests of the community.
Strategy 1.4: Develop and maintain parks and recreation facilities and services that promote safe and secure experiences.
Strategy 1.5: Maintain, improve and expand the parks and recreation system of facilities and services responsibly as a reflection of community priorities and values.
Strategy 1.6: Seek out and utilize a variety of financial resources to support the costs of developing and maintaining parks and recreation facilities and services.
Strategy 1.7: Maintain the importance and value of parks and recreation as a city service through organizing events, festivals, and programs that build community.
Strategy 1.8: Provide fun and enjoyable recreation opportunities through diverse sites and amenities, unique programs, and events, and experiences for a variety of ages, backgrounds, abilities, and interests.

Category 2: Service Standards

Goal: Update and utilize standards for development, design, operations, and maintenance of parks and recreation facilities and services.

Strategy 2.1: Utilize appropriate and documented maintenance standards for the short term and long term care and maintenance of parks and recreation facilities.
Strategy 2.2: Provide shade where appropriate in city parks and recreation facilities through a combination of natural features and shade structures.
Strategy 2.3: Utilize consistent standards and criteria for the development of parks and recreation facilities that reflect the interests, needs and uniqueness of neighborhoods and areas within the community.
Strategy 2.4: Leverage industry best practices for the ongoing management of parks and recreation assets, amenities and infrastructure.
Strategy 2.5: Maintain a timely response to and resolution of community issues.
Strategy 2.6: Maintain ongoing public input opportunities to seek feedback and evaluation from the community.
Strategy 2.7: Develop and maintain consistent standards that guide partnership relationships and agreements.
Strategy 2.8: Develop and maintain standards that guide communications of the Parks and Recreation Department, including marketing and promotions.
Strategy 2.9: Maintain design and management standards for parks and recreation facilities and services that promote environmental stewardship.



Category 3: Programs & Services

Goal: Provide balance and consistency in delivery of programs and services by meeting the needs of the diverse community.

Strategy 3.1: Programs and services will be aligned with core values and mission of the City of Sedona Parks and Recreation Department.

Strategy 3.2: Develop and maintain programs and services that promote personal and community health and wellbeing through accessible recreation experiences.

Strategy 3.3: Enhance community awareness of parks and recreation facilities and services through programs and events that support facility usage.

Strategy 3.4: Maintain an annual schedule of programs and services that strengthen and enhance the local community and regional appeal of Sedona.

Strategy 3.5: Develop programs and events that appropriately balance services to local residents with those that appeal to visitors for enhancing economic impact.

Strategy 3.6: Develop and maintain productive partnerships to support quality programs and events.

Strategy 3.7: Maintain recurring evaluation of programs and services based on community interests and needs.

Strategy 3.8: Develop and maintain programs and services that attempt to reasonably accommodate specialized requests and needs of residents within the community.

Strategy 3.9: Develop and maintain recreation and interpretive programs and services that educate the community about naturally and culturally significant resources of the region.

Category 4: Business Practices

Goal: Manage parks and recreation facilities and programs that support Department and City cost recovery goals and policies.

Strategy 4.1: Develop and maintain operations and maintenance of the Sedona Parks and Recreation Department in accordance with an accepted cost recovery plan that represents an appropriate balance between public funding, earned revenues, and outside funding sources.

Strategy 4.2: Maintain a balance of services and recreational opportunities that range from free and fee-based depending on the criteria of "who is the service provided to, for what benefit, and at what cost."

Strategy 4.3: Improve and enhance the effectiveness of marketing and promotions of programs, events, and recreational facilities in Sedona as measured in increased awareness and participation.

Strategy 4.4: Utilize technology to enhance and improve the efficiency of park operations and maintenance, program development and facilitation, and marketing and promotions.

Strategy 4.5: Develop and implement consistent cost control and efficiency measures to continually evaluate and improve the "reach" of public funding for Sedona Parks and Recreation Department facilities and services.

Strategy 4.6: Seek alternative and outside funding support for park operations and maintenance, new facility and amenity development, and program support.

Category 5: Community Outreach & Partnerships

Goal: Leverage the financial and human resources of the City of Sedona through partnerships in facilities and open space, and enhanced program opportunities.

Strategy 5.1: Maintain an open and accessible process that engages individuals and groups in Sedona to be involved in planning and facilitation of programs, as well as park maintenance and development.

Strategy 5.2: Remain an active partner in a network of other providers of recreation and leisure opportunities to maximize community participation, leverage City resources, and contribute to the betterment of our programs.

Strategy 5.3: Pursue and develop viable partnerships with youth service organizations and schools for youth recreational opportunities.

Strategy 5.4: Develop sustainable partnerships with non-profit organizations to leverage private sector funding to support selected capital projects and programs.

Strategy 5.5: Review and update terms of agreements with existing partners utilizing City of Sedona parks and facilities for public or private events.

Strategy 5.6: Develop partnership policies and standards for engaging neighborhoods and community organizations in helping maintain park facilities, programs and services.

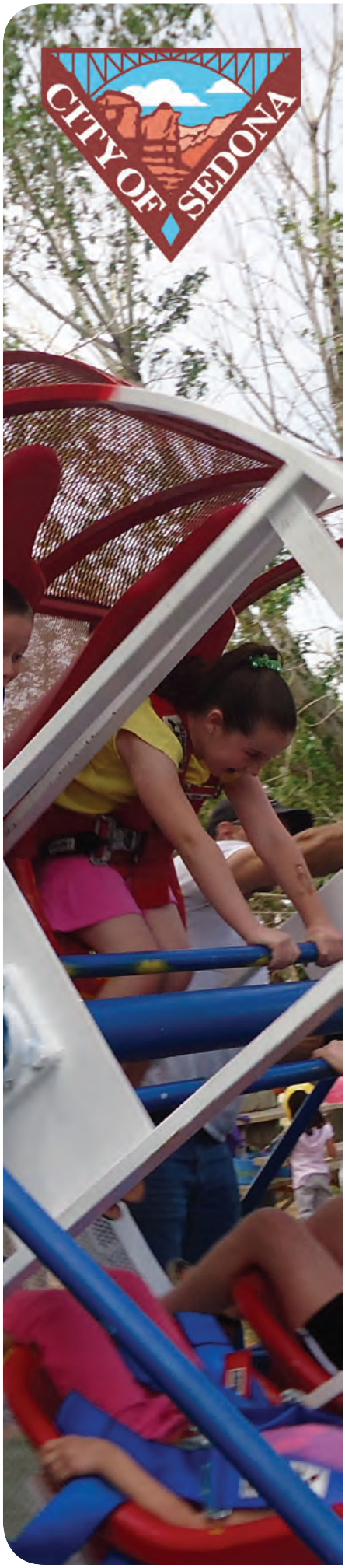
All the strategies and recommendations of this Parks and Recreation Master Plan are detailed in the tables on the pages that follow:

Recommended Actions: Short-Term (1-3 Years)

Actions/Recommendations	Responsible Parties	Potential Funding Sources
Policy and Procedural Recommendations		
Enhance the municipal Code to Park Land dedication objectives and design standards for park facilities	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations
Develop Partnership Standards for current and future lease holders	• City Staff • Parks Commission	• City Operations
Develop Maintenance Standards that can be applied to all City Park and Recreation Sites	• City Staff • Parks Commission	• City Operations
Develop a Communication Plan to promote awareness and improve participation	• City Staff • Parks Commission	• City Operations
Organizational Recommendations		
Increase Departmental Staff in a limited and controlled fashion	• City Staff • Parks Commission • City Council	• City Operations • Dedicated Funding Source(s)
Enhance the development and use of volunteers to support programs and services, marketing, administration, and site and facility maintenance.	• City Staff • Parks Commission	• City Operations
Enhance and expand staff training opportunities, as well as use of technology as recommended.	• City Staff • City Council	• City Operations
Develop recreation program standards to gauge performance, including an annual program plan that demonstrates services to diverse age segments in the community and events that support community interests and tourism to Sedona.	• City Staff • Parks Commission	• City Operations
Develop additional programs through partnerships in areas such as outdoor recreation skills, family recreation, and naturalist programs.	• City Staff	• City Operations • Partnerships/ sponsorships
Level of Service Recommendations		
Install Shade Structures on all Playgrounds	• City Staff • Parks Commission	• City Operations • Dedicated Funding Source(s) • Foundations and Grants • Adoption Programs
Install Restrooms at all Neighborhood and Community Parks	• City Staff • Parks Commission	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Capital Project Recommendations		
Upgrade Existing Park and Recreation Amenities *(See Capital Priority #1 for specific projects)*	• City Staff • Parks Commission	• City Operations • Dedicated Funding Source(s) • Foundations and Grants • Adoption Programs
Develop a Community Garden	• City Staff • Parks Commission	• City Capital Funds • Dedicated Funding Source(s) • Foundations and Grants • Adoption Programs

Recommended Actions: Mid-Term (3-7 Years)

Actions/Recommendations	Responsible Parties	Potential Funding Sources
Policy and Procedural Recommendations		
Continuation of previous actions to complete and/or implement policy and procedural recommendations as appropriate.	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations
Organizational Recommendations		
Continuation of previous actions to complete and/or implement organizational recommendations as appropriate.	• City Staff • Parks Commission	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Develop a competitive event through partnerships that can become a recurring event each year. This event should be designed to engage local residents and businesses, but also attract visitors. Examples include a bicycle ride/race (on-road), trail run, mountain bike race, or multi-sport combination event.	• City Staff	• City Operations • Foundations and Grants • Partnerships sponsorships
Level of Service Recommendations		
Acquire and Develop 5 miles of improved surface urban pathways/trails (see appendix for recommended trail development corridor map for suggested routing).	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations • Dedicated Funding Source(s) • Foundations and Grants • Adoption Programs
Acquire and develop an additional neighborhood park with suggested amenities to include a basketball court, tennis court, three additional picnic ramadas, and a playground.	• City Staff • Parks Commission	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Capital Project Recommendations		
Develop an Art and Culture Trail	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Capital Funds • Dedicated Funding Source(s) • Foundations and Grants • Adoption Programs • Bond Issue
Creek Access Park ***(Pursue creekside land for development of parks and recreation facilities)***	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Capital Funds • Dedicated Funding Source(s) • Foundations and Grants • Bond Issue
Improved Trail/Pathway Connectivity ***(Pursue opportunities to provide safe connections that improve walkability and access to existing USFS trailheads)***	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Capital Funds • Dedicated Funding Source(s) • Foundations and Grants • Bond Issue • Regional Partnerships



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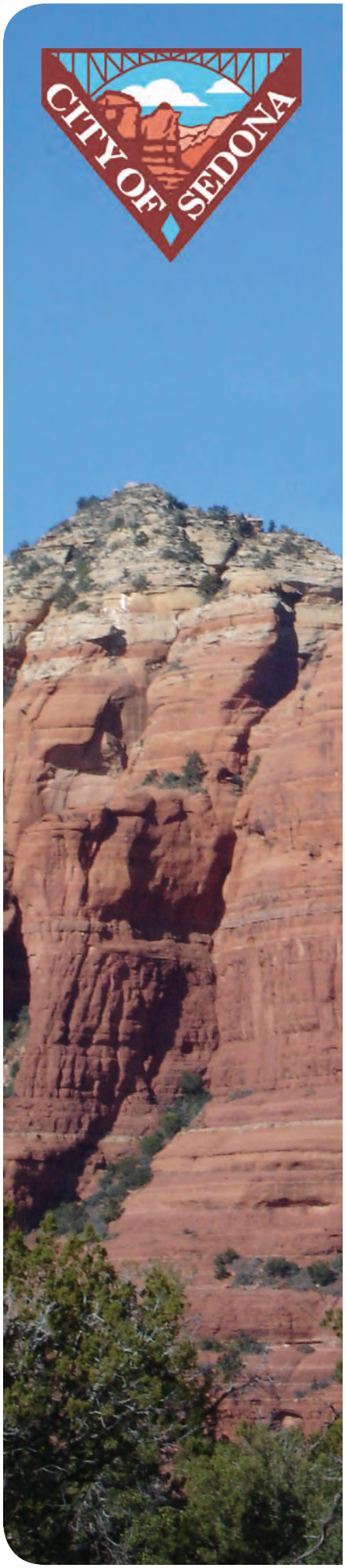
Recommended Actions: Long-Term (7+ Years)

Actions/Recommendations	Responsible Parties	Potential Funding Sources
Policy and Procedural Recommendations		
Continuation of previous actions to complete and/or implement policy and procedural recommendations as appropriate.	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations
Organizational Recommendations		
Continuation of previous actions to complete and/ or implement organizational recommendations as appropriate.	• City Staff	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Level of Service Recommendations		
Acquire and Develop 8 acres for Neighborhood Parks	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Acquire and Develop 12 acres for a Community Park	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Acquire and Develop 5 acres for a Special Use Facility	• City Staff • Parks Commission • Planning and Zoning • City Council	• City Operations • Dedicated Funding Source(s) • Foundations and Grants
Capital Project Recommendations		
Recreation Center ***(Pursue a partnership that can provided recreation center facilities with shared financial burden)***	• Parks Commission • Planning and Zoning • City Council	• City Capital Funds • Dedicated Funding Source(s) • Foundations and Grants • Bond Issue • Regional Partnerships
Regional Sports Complex ***(Pursue a partnership that can provide multi-functional organized sports facilities and programming)***	• Parks Commission • Planning and Zoning • City Council	• City Capital Funds • Dedicated Funding Source(s) • Foundations and Grants • Bond Issue • Regional Partnerships



SECTION 4: CONCLUSION

4.1: A Vision for the Future:

The stunning vistas, breathtaking red rock formations, and the serenity of the Oak Creek Valley have attracted people to Sedona for centuries. From the villages and trade routes of Native Americans hundreds of years ago and the pioneer settlers of the 19th century, to the modern day residents and visitors, the lure of the western frontier is engrained in the character of Sedona. This is alive and well today among the residents and city leaders that strive to plan for the future of this American treasure.

The "nature" of Sedona is one where residents are compelled and inspired to enjoy the beautiful surroundings in their own respectful way. Parks and recreation play a major role in facilitating these personal leisure and recreational experiences for residents and visitors alike, and the city is blessed with invaluable partners in the provision of public park and recreation assets and opportunities. This includes other public agencies at both the federal and state level, as well as private sector partners. The synergy of these combined efforts has stitched together a valued fabric of public lands, trails, recreational programs, events, tours, and recreational facilities.

This Parks and Recreation Master Plan is a vision for the future role of the City of Sedona in continuing this tradition of excellence. Tremendous community input and participation in both this project and the overarching City of Sedona Community Plan Update has clearly identified the sustainable balance of appropriate open space protection and preservation, facility and asset protection, and prudent investment priorities that meets public interest and need. This plan works in complement with the Community Plan Update to provide more detailed guidance specifically in the parks, recreation and trails areas of focus, with a relevant planning horizon of 2025.

Finally, one of the elements of this vision that is most important to residents is to pursue ambitious goals with innovative and reliable strategies that reflect local best practices and efficiency by the city. These strategies require the continuation and enhancement of partnerships; prudent and responsible pricing for programs, events, and facility usage; and creative funding techniques that share the burden of cost and maximize the benefits of parks and recreation in the community.

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CITY OF SEDONA