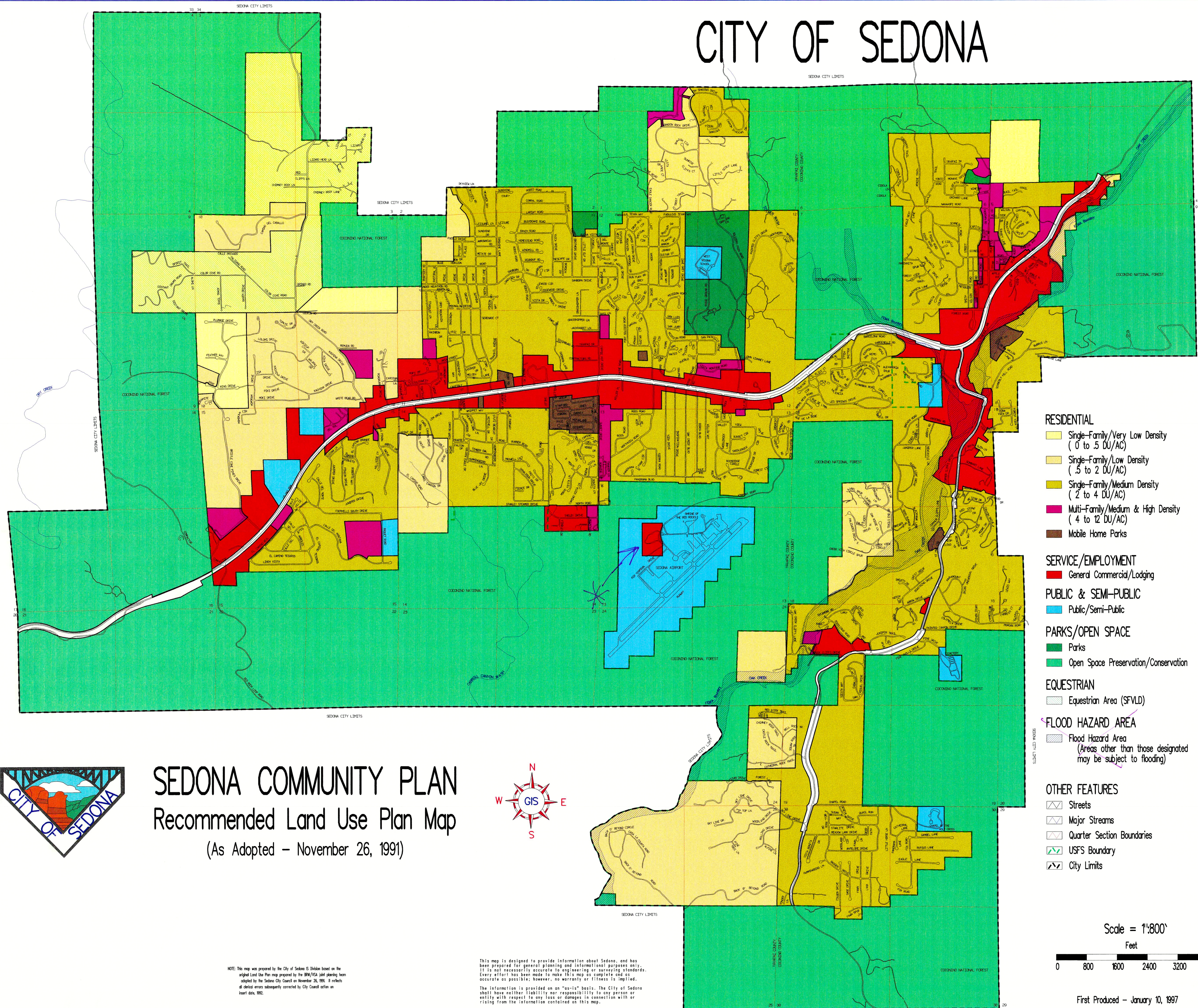


EXHIBIT 3

CITY OF SEDONA



- RESIDENTIAL**
- Single-Family/Very Low Density (0 to 5 DU/AC)
 - Single-Family/Low Density (.5 to 2 DU/AC)
 - Single-Family/Medium Density (2 to 4 DU/AC)
 - Multi-Family/Medium & High Density (4 to 12 DU/AC)
 - Mobile Home Parks
- SERVICE/EMPLOYMENT**
- General Commercial/Lodging
- PUBLIC & SEMI-PUBLIC**
- Public/Semi-Public
- PARKS/OPEN SPACE**
- Parks
 - Open Space Preservation/Conservation
- EQUESTRIAN**
- Equestrian Area (SFVLD)
- FLOOD HAZARD AREA**
- Flood Hazard Area (Areas other than those designated may be subject to flooding)
- OTHER FEATURES**
- Streets
 - Major Streams
 - Quarter Section Boundaries
 - USFS Boundary
 - City Limits



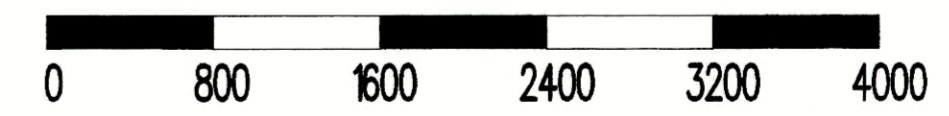
SEDONA COMMUNITY PLAN Recommended Land Use Plan Map (As Adopted - November 26, 1991)



NOTE: This map was prepared by the City of Sedona GIS Division based on the original Land Use Plan map prepared by the SWA/GSA date starting from adopted by the Sedona City Council on November 26, 1991. It reflects all clerical errors subsequently corrected by City Council action on March 26, 1992.

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

Scale = 1"=800'
Feet



First Produced - January 10, 1997



4.0 Community Plan Elements

The results of the Existing Environmental Conditions Analysis and Existing Land Uses, combined with population and employment forecasts presented in the *Economic Base Study*, establish the basis for the preparation of the Community Plan elements, as illustrated on Figure 3, *Community Plan Evolution*.

The **Sedona Community Plan** is presented in the following eight elements:

- 4.1 Land Use Element
- 4.2 Environmental Quality/Open Space Element
- 4.3 Circulation Element
- 4.4 Arts and Cultural Resources Element
- 4.5 Community Facilities Element
- 4.6 Historic Preservation Element
- 4.7 Parks, Trails and Non-Motorized Bikeways Element
- 4.8 Regional Coordination Element

Each element is organized into the following five sections:

- Existing Conditions Overview
- Problem Identification
- Visions, Goals and Objectives
- Planning Recommendations
- Implementation Program

4.1 Land Use Element

The Land Use Element of the **Sedona Community Plan** is presented in the following seven sub-sections.

- 4.1.1 Existing Conditions Overview
- 4.1.2 Problem Identification
- 4.1.3 Vision, Goals and Objectives
- 4.1.4 Planning Recommendations
- 4.1.5 Implementation Program and Guidelines

The Land Use Element is the focal element of the **Sedona Community Plan** and has guided the formulation of the circulation, environmental quality/open space, parks, trails and non-motorized bikeways, and community facilities and services plan elements. As the focal element, upon which the Community Plan has been developed, the Land Use Plan illustrates the vision the community has for itself in terms of where it should develop and where it should *not* develop, the anticipated scale and intensity of development and how various land uses relate to each other. The Land Use Element of the **Sedona Community Plan** has been prepared in response to the extensive analysis of existing land uses, as well as the scenic sensitivity and environmental conditions assessment for the incorporated area, described in Sections 3.1 and 3.2 of the previous chapter.

The Land Use Element recommends a wide range of land uses and development intensities for the City of Sedona through the Year 2010, in response to extensive community involvement in the planning process, the existing land use analysis, the environmental conditions assessment, the results of the Resident Survey and the Vision Statement, Goals and Objectives for Land Use. The Land Use Element serves as the guide for the use and implementation of the City's Zoning Ordinance, Official Zoning Map and Subdivision Regulations, the tools by which the City may legally enforce the Land Use Plan. The adopted Land Use Vision Statement, Goals and Objectives, graphic plan and implementation guidelines will assist the Sedona Planning and Zoning Commission and City Council in reviewing all future development proposals and rezoning requests. These components will also assist in planning open space acquisition for preservation or recreation improvements, planning and programming new community facilities development to serve the growing community's needs and in preparing and updating the City's Capital Improvement Program (CIP).

access and are linked to adjacent neighborhoods through a pedestrian pathway network.

11. Locate future community facilities and services based on accepted service area standards, excellent public transportation access, linkages to the entire community via a pedestrian pathway network and the ability to host a multitude of public activities and events.
12. Establish a linked open space and parks system, emphasizing access via non-motorized modes of transportation and linkages to other community facilities and services. Integrate this system with that of the US Forest Service in a compatible manner that protects National Forest assets, and minimizes potential environmental degradation, and discourages any national and international motorized vehicular linkages.
13. Develop compact, functional land use districts which contain complementary uses and are well coordinated in regard to future public utility placement, roadway capacity, adjacent land uses and other community priorities outlined in the **Sedona Community Plan**.
14. Assure that the rate of population growth not exceed the Community's ability to provide services and mitigate development impacts.

B) Land Use Plan

The Land Use Plan contains a full complement of residential, general commercial, public/semi-public, park and open space/conservation/preservation land uses, as illustrated in a generalized fashion on the "Land Use Plan Map," Page 4-21. The residential uses include six separate designations; the general commercial category includes community and neighborhood retail and services, as well as lodging; the public/semi-public category includes community facilities and services such as the airport, cemetery and schools; the park category includes developed parks and the open space/conservation/preservation category includes the National Forest lands and other public lands held permanently for open space.

Residential uses include Single-Family/Very Low Density, Single-Family/Low Density, Single-Family/Medium Density, Multi-Family/Medium Density, Multi-Family/High Density and mobile homes. Single-Family/High Density uses are existing, but not proposed as referenced on Page 3-10. Single-Family/Very Low Density Residential (0-.5 DU/AC) uses are located on the periphery of the community adjacent to the National Forest, or in areas targeted for large lot subdivision development, and the residential keeping of horses that will respect environmentally sensitive lands. Single-Family/Low Density category includes the National Forest Lands and other areas targeted for large lot subdivision development that will respect environmentally sensitive lands. Single-Family/Medium Density (2-4 DU/AC) uses generally comprise existing traditional neighborhoods and some of the older subdivisions in the community at various stages of buildout. These

(92-21)
#2
transitional
#2

#2

#4

①

#4

#4
92-7

neighborhoods surround Uptown and are generally located between the commercial districts lining US 89A and the larger lot subdivisions adjacent to the National Forest. Multi-Family/Medium (4-8 DU/AC) and Multi-Family/High (8-12 DU/AC) Density uses are generally located along US 89A, or in the Uptown area.

A number of the multi-family uses have been developed in Planned Unit Development (PUD) projects along US 89A. No further mobile home development is recommended in the Land Use Plan.

General Commercial/Lodging uses include commercial retail, services, offices, resort/lodging and business park categories of land use. The General Commercial designation includes the Uptown/Gallery District (as defined by Uptown proper and the commercial uses lining SR 179 from the "Y" intersection south to just north of Morgan's Wash), the commercial district lining US 89A in West Sedona (recommended for further study to evaluate revitalization and redevelopment options, and establishment of a consistent urban design theme) and the existing lodging facilities. Future lodging facility locations, although not specifically indicated on the Land Use Plan, should be established in regard to the criteria presented below under *C) Land Use Definitions*.

#2 →

Public/Semi-Public uses include such community facilities as West Sedona School at the Posse Grounds, Sedona School, the existing US Forest Service Headquarters site (which may be a good candidate for a future arts complex development subject to established Federal land disposition procedures when the Forest Service facilities are relocated), the Sedona Cemetery (including its planned expansion), the Sedona-Oak Creek Airport and a variety of other public/semi-public facilities. The newly established Sedona-Oak Creek School District will soon initiate planning for its facility development program, and the City Council Committee on Future City Hall and Related Facilities is currently evaluating alternative sites for the potential development of a Sedona municipal complex, as discussed in the Community Facilities and Services element of the **Sedona Community Plan**.

Parks uses include the future Jordan Park north of Uptown, and an expanded and more fully developed community park at the Posse Grounds. A number of additional park site alternatives are presented in the Parks, Trails and Non-Motorized Bikeways element of the **Sedona Community Plan** for development consideration by the City of Sedona Parks and Recreation Commission.

Open Space/Conservation/Preservation denotes areas targeted for the permanent preservation or conservation of open space uses include the Sugarloaf Property and all National Forest lands within the City of Sedona, with the exception of the parcels where the existing US National Forest Service headquarters, the Chapel of the Holy Cross and cemetery are located. With this designation the **Sedona Community Plan** affirms the policy of maintaining and preserving all National Forest lands within the community's boundaries as a permanent open space buffer between the existing urbanized area and the natural forest and wilderness areas.

6. *Mobile Home Parks*

The Mobile Home Parks category denotes areas where the six existing mobile home parks (some of which are in need of upgrade) are located in the City of Sedona. No additional areas are designated for future mobile home park development.

7. *General Commercial/Lodging*

The General Commercial/Lodging category includes the following four sub-categories of commercial development, as described below.

- Commercial Retail
- Commercial Lodging
- Commercial Office
- Business Park

- The General Commercial/Lodging category includes *Commercial Retail* areas providing for the sale of convenience goods (food, drugs and sundries) and personal services which meet the daily needs of a multi-neighborhood trade area.

- The General Commercial/Lodging category includes *Commercial Lodging* areas where tourist-oriented lodging and recreational facilities, including R.V. parks, along with supportive retail and service uses, have been developed in Sedona. No new areas have been specifically targeted for commercial lodging development.

- The General Commercial/Lodging category includes *Commercial Office* areas where general and professional offices have been historically developed. Future development of Commercial Office uses should be targeted for mixed use projects along US 89A, between existing developed commercial areas.

- *Business Park*

The General Commercial/Lodging category includes Business Park areas where business park (mixed general office, warehousing, light industrial) uses have been historically developed. Future development of Business Park uses should be targeted for mixed use projects along US 89A.

#1 8. *Transitional*
~~8.~~ *Public/Semi-Public*

9. The Public/Semi-Public category includes the following five sub-categories of uses that provide community facilities and services to the entire City, and often to the region.

- The Multi-Family/High Density Residential Use is part of a mixed use, planned development.
- Infrastructure and transportation facilities are designed to accommodate the Multi-Family/High Density Residential Use.
- Multi-Family/High Density Residential Uses are located in close proximity to public/semi-public facilities such as parks, playgrounds, schools, or other similar uses. If not located in close proximity to these uses, the Multi-Family/High Density Residential uses must provide on-site recreational amenities.
- If the above conditions are not met, then a Plan Amendment is required to allow the use in the non-designated area.

E) Commercial Area Land Use Guidelines

The following guidelines shall aid in governing all land use planning pertaining to the development of land designated as General Commercial/Lodging on the Land Use Plan.

1. Allowable Land Uses

Land use activities in areas designated General Commercial/Lodging may include all commercial service, retail, lodging, professional office, business park, public/semi-public facility uses and multi-family residential development.

- **Commercial Retail:** Future development of community retail facilities (those serving a population of 4,000 to 8,000 people located within a service area with a one to two mile radius) should be limited to the areas along US 89A and SR 179 designated on the Land Use Plan Map.
- **Commercial Lodging:** Existing sites could be expanded with property buffers maintained to adjacent uses and new development should meet the following criteria:
 - Provide direct or proximate access to arterial roadway corridors.
 - Located in areas where enhancement of development standards would be desirable.
 - Located on land presently zoned commercial or multi-family residential.
 - Develop in a highly sensitive manner relative to existing land forms, waterways, vegetation and other environmental constraints.
 - Design architectural forms in a manner that respects existing historical or environmental context.
 - Offer a strategy to address employee housing and shuttle transportation.
- **Commercial Office:** Future development of Commercial Office uses should be targeted for mixed use projects along US 89A between existing developed commercial areas. These transition zones between existing commercial

#4
areas should be developed with exceptional site design, enhanced site amenities, extraordinary landscaped setbacks from the roadway corridor and limited access to the arterial roadway corridor.

- **Business Park:** Future development of Business Park uses should be targeted for mixed use projects along US 89A. As discussed later in the **Sedona Community Plan**, an overall Sedona Economic Development Plan and a Commercial Corridor Specific Area Plan should be prepared as early implementation actions of the Community Plan. Both of these efforts will help define the need and standards for future business park development in Sedona. Any future business park development in Sedona should occur within a campus-like setting which includes high quality building and site development standards, including coordinated signage, joint use parking facilities and extensive landscaping.

2. *Land Devoted to Commercial Usage*

Non-residential activities in the General Commercial/Lodging areas will include a minimum of 70 percent of the land of the designated area.

3. *Conditions for Allowing Residential Uses*

Multi-Family Residential uses will be allowed to locate in areas designated General Commercial in the Land Use Plan providing:

- Multi-Family Residential uses are part of a mixed use, planned development.
- Multi-Family Residential uses located within the General Commercial/Lodging area will encompass a maximum of 30 percent of the land area.
- Residential densities may range up to 12.0 DU/AC. Residential densities greater than 12.0 DU/AC may be allowed only for developments of exceptional or unique design, significant community facilities dedication and development. Qualifications for such density bonuses may include:
 - Landscape and architectural design integration with commercial development;
 - Exceptional landscape commitment;
 - Elimination of residential parking from public view;
 - Provision of on-site recreational and trail amenities;
 - Extensive open space to minimize density appearance;
 - Provision of on-site recreational facilities;
 - Provision of internal and external transportation system management (TSM) techniques and design to maximize traffic efficiency, minimize traffic congestion and encourage public transit patronage; and
 - Dedication and development of land for community facilities (e.g. neighborhood parks, pocket parks, transit plazas).

- Work closely with the US Forest Service to coordinate the objectives and strategies of the Coconino National Forest Land Use and Resource Management Plan and the **Sedona Community Plan**.

The US Forest Service finds itself in a very unusual and difficult position relative to managing as much property as it has within the City of Sedona, relative to the different responsibilities of the two jurisdictions and expectations of City residents. Urban encroachment into the National Forest can have a very negative impact on this valuable resource and, as such, constant diligence must be maintained to protect this national asset. Only through an ongoing, cooperative relationship between the City and the US Forest Service can the goals of the **Sedona Community Plan** be met.

l) On-going Economic Development Planning Considerations

The **Sedona Community Plan** does not include an Economic Development element. However, considerable discussion took place during the preparation of the Community Plan relative to the needs to define an overall economic development strategy for the community. As a result, preparation of an Economic Development Element of the **Sedona Community Plan** is recommended as a high priority in the Land Use Implementation Action Program. Issues that should be addressed in such a planning effort include, but are not limited to:

- Community characteristics that could enhance/hinder an expansion of the community's economic base.
- Strengthening the community's current economic base: its arts/tourism/retirement orientation.
- Intensification of the community's current economic base through stronger promotion and marketing efforts (e.g. broader *arts center* marketing, promotions to improve tourist visitation in off and shoulder seasons).
- Assessment of regional and/or statewide competition relative to areas of economic development.
- Organizational requirements of the City, Chamber of Commerce, and non-profit organizations to support economic development efforts.
- Investment in capital improvements, marketing and staffing to support economic development efforts.
- Potential available assistance at the regional, State and national levels to support local economic development.
- Encourage the business community to organize marketing, management, and financial courses and workshops to develop the business skills of Sedona merchants.

The following outline identifies the basic elements that should be included in the preparation of an Economic Development Plan element of the **Sedona Community Plan**.

1. Market Area Definition and Market Assessment
2. Existing and Projected Socio-Economic Trends Analysis*
3. National and Regional Market Trends Overview
4. Local Economic and Real Estate Trends and Projections*
5. Economic Development Assets and Liabilities Summary*
6. Identification of Target Economic Development Opportunities
7. Identification of Target Marketing Program to Pursue Economic Development Opportunities
8. Establishment of Economic Development Structure/Organization
9. Identification of Required Economic Development Investments (e.g. staffing, marketing/promotion, studies, capital improvements)
10. Formulation of Economic Development Implementation Action Plan

* The *Economic Base Study* prepared as a part of the **Sedona Community Plan** establishes an excellent and up-to-date data source which, when combined with forthcoming results of the 1990 US Census of Population and Housing, will provide significant input into the preparation of an Economic Development Plan Element. Representatives of the City Council, Planning and Zoning Commission, department of Commerce, all sectors of the local economy (e.g. lodging, retail trade, services, retirement, arts, real estate, etc.), Chamber of Commerce, various business and merchant organizations and the community at-large, should work in concert and determine the need for development of this element.

J) On-going Housing Planning Considerations

The **Sedona Community Plan** does not contain a Housing Element. However, as discussed in the summary of the *Economic Base Study* and from issues identified at community meetings, the need for affordable housing, the supply of affordable housing, how to integrate affordable housing into the community and how to encourage affordable housing development, have all been identified as critical issues. It is recommended that a Housing Plan Element of the **Sedona Community Plan** be prepared. In accordance with ARS 9-461.05, a Housing Plan Element prepared as a part of a General Plan in Arizona should:

"consist of standards and programs for the elimination of substandard dwelling conditions, the improvement of housing and for provision of adequate sites for housing. The Housing Element shall also be designed to make equal provision for the housing needs of all community members regardless of race, color, creed or economic level."

In order to prepare the Housing Plan Element of the **Sedona Community Plan**, representatives from the City Council, Planning and Zoning Commission, State Department of

Commerce, lodging/retail trade industry (business owners and employees), Chamber of Commerce, non-profit housing corporations active in northern Arizona and the community at-large should work in concert to prepare the draft element for consideration for inclusion into the Community Plan.

The following factors should be considered in the preparation of a Housing Plan Element:

- **Housing Plan Development***
 - Function of the Housing Plan
 - Who initiates the Housing Plan Process
 - Review of existing Housing goals
 - Who directs the work?
 - Who should be involved?
 - Community participation

- **Data Collection***
 - Effective use of data
 - How much housing is needed?

- **Locating Housing***
 - Where can new housing be put?
 - Constraints to housing development
 - Deciding how much to build

- **Housing Plan Implementation***
 - Design of a workable Housing Program
 - Review of existing Housing Programs

* From *A Community's Guide to Preparing a Housing Plan*, Arizona Department of Commerce and the US Department of Housing and Urban Development

K) *On-going Conservation Planning Considerations*

The **Sedona Community Plan** does not contain a Conservation Element. However, as discussed in the Situation Assessment Overview of Chapter 5.0 and from issues identified at community meetings, the water quality of Oak Creek and the groundwater aquifer; pollution threats of these water resources; air, noise and light pollution; the constant problems of erosion due to insensitive grading; flood control; the suitability of area soils to various types of development and the need to conserve and recycle natural resources are all critical concerns of the Sedona community.

It is recommended that a Conservation Plan Element of the **Sedona Community Plan** be prepared to address the issues raised above. In accordance with ARS 9-461.05, a Conservation Plan Element prepared as a part of a General Plan in Arizona should:

"address the conservation, development and utilization of natural resources, including forests, soils, rivers, and other waters, harbors, fisheries, wildlife, minerals and other natural resources. The Conservation Element may also cover:

- a. The reclamation of land*
- b. Flood control and drainage*
- c. Prevention and control of the pollution of streams and other waters*
- d. Regulation of the use of land in stream channels and other areas required for the accomplishment of the conservation plan*
- e. Prevention, control and correction of the erosion of soils, beaches and shores*
- f. Protection of watersheds"*

In order to prepare the Conservation Plan Element of the **Sedona Community Plan**, representatives from the City Council, Planning and Zoning Commission, State Department of Environmental Quality, Soil Conservation Service, US Forest Service, local and regional environmental groups, the business community, and the community at large, should work together to develop a process for, and review, its preparation.

4.1.5 IMPLEMENTATION PROGRAM AND GUIDELINES

The Implementation Action Program for the Land Use Element of the **Sedona Community Plan** is presented on Table 4-9, *Land Use Implementation Action Program*.

The table is presented under the following five headings:

Action	Lists the action necessary to carry out the Community Plan.
Purpose	Identifies the intent of accomplishing that particular action.
Timeframe	Establishes the target 5-year priority within the 20-year planning horizon for implementation of the action.
Initiation Responsibility	Assigns the elected or appointed public body, agency, group, individuals or volunteers principally responsible to initiate the implementation action.
Resources	Lists the potential funding, City staff, volunteer or other community resources necessary to carry out the implementation action.

The Planning and Zoning Commission should review and provide recommendations to the City Council for revising the following Implementation Action Program on an annual basis in order to continue to pursue implementation of the **Sedona Community Plan** in

an expeditious manner. The Director of the City's Community Development Department and staffperson responsible for Community Plan implementation should monitor the status of each implementation action throughout the year and provide a general recommended framework to the Planning and Zoning Commission for annually updating the Community Plan's Land Use Implementation Guide.

TABLE 4-9 (continued)

LAND USE IMPLEMENTATION ACTION PROGRAM
 Sedona Community Plan

Action	Purpose	IMPLEMENTATION FRAMEWORK				Initiation Responsibility	Resources
		TIMEFRAME (years)					
		1-5	6-10	11-15	16-20		
3.0 2.0 Prepare Comprehensive Zoning Ordinance and Map Revisions a. Rewrite Zoning Classifications consistent with Community Plan b. Revise Zoning Districts consistent with Community Plan c. Prepare environmentally sensitive lands overlay, or revise existing ordinances to accomplish same goal. d. Planning and Zoning Commission Public Hearings and Recommendation e. City Council Public Hearing and Adoption	To modify existing discrepancies between counties and create a contemporary ordinance that properly responds to current and future development proposals and accurately depicts land use recommendations of the Community Plan.	●				Planning and Zoning Commission, City Council, Legal Counsel	General Funds to retain Consultants; Community Development Dept. Staff
14.0 3.0 Formulate a New Planned Unit Development (PUD) Zoning District (conducted as part of the Zoning Ordinance revision).	To encourage mixed use development that emphasizes design quality, clustering, open space preservation, reduction in automobile traffic and utilization of alternative transportation modes.	●				Community Development Director, Planning and Zoning Commission	Community Development Dept. Staff

TABLE 4-9 (continued)

LAND USE IMPLEMENTATION ACTION PROGRAM
Sedona Community Plan

IMPLEMENTATION FRAMEWORK

Action	Purpose	TIMEFRAME (years)				Initiation Responsibility	Resources
		1-5	6-10	11-15	16-20		
<p>1370 1400</p> <p>4.0 Formulate and Adopt New Mixed Use Zoning District (conducted as part of the Zoning Ordinance revision).</p>	To establish a mixed use district that can encourage a combination of commercial and higher density residential uses in a planned manner.	●				Community Development Director, Planning and Zoning Commission	Community Development Dept. Staff
<p>10.0</p> <p>5.0 Prepare US 89A and SR 179 Commercial Corridor Specific Area Plans, and specific area plans for other commercial areas in accordance with ARS 9-461.08</p>	To define commercial area boundaries, primary land uses, urban design theme, circulation system (including pedestrian linkages to surrounding neighborhoods) and infrastructure requirements to revitalize/develop the commercial areas.	●	●	●	●	Community Development Director, Private Property Owners and/or Developers of Commercial Corridor, Planning and Zoning Commission	Private Developers/Property Owners; Community Development Dept. Staff; Consultants

TABLE 4-9 (continued)

LAND USE IMPLEMENTATION ACTION PROGRAM
Sedona Community Plan

Action	Purpose	IMPLEMENTATION FRAMEWORK					Initiation Responsibility	Resources
		TIMEFRAME (years)						
		1-5	6-10	11-15	16-20			
<p>9.0 VAND 8.0 Construct Uptown/Gallery District Parking, Public Area and Infrastructure Improvements</p>	<p>To establish a unified system of pedestrian area improvements, public information, public parking and public infrastructure to support ultimate Uptown/Gallery District development.</p>	●	●	●			<p>Community Development Director, Private Property Owners and/or Developers in Uptown/Gallery District, City Engineer</p>	<p>Assessment to Property Owners; City CIP; ADOT</p>
<p>5.0 9.0 Formulate Economic Development Plan Element of Community Plan</p> <p>a. Identify strengths, weaknesses, opportunities and constraints</p> <p>b. Conduct Economic Development Public Forum Series</p> <p>c. Formulate and evaluate alternative programmatic approaches</p> <p>d. Formulate Economic Development Strategy</p> <p>e. Establish Comprehensive Implementation Program (e.g. marketing, attraction incentives, capital improvements, etc.)</p>	<p>To establish a community consensus on economic development in Sedona, and target appropriate resources toward the recommended strategies.</p>	●				<p>City Council, Sedona Chamber of Commerce, Sedona Business Association, City Manager</p>	<p>City General Fund; Chamber of Commerce Match; State Dept. of Commerce Match; Consultants</p>	

TABLE 4-9 (continued)

LAND USE IMPLEMENTATION ACTION PROGRAM
Sedona Community Plan

Action	Purpose	IMPLEMENTATION FRAMEWORK				Initiation Responsibility	Resources
		TIMEFRAME (years)					
		1-5	6-10	11-15	16-20		
12.0 15.0 Initiate Public Right-of-Way Image Enhancement Program a. Identify Phased Improvement Program b. Prepare Contract Documents and conduct bidding c. Construct Improvements	To remove blighting elements and improve the image and functioning of public rights-of-way on a phased basis.	●	●	●	●	Community Development Director, City Engineer	City General Fund; ADOT funds; utility company capital improvement programs
13.0 16.0 Initiate Public Right-of-Way Maintenance Program	To maintain public rights-of-way approaching and throughout Sedona on all major arterial roadways and collector streets.	●	●	●	●	Community Development Director, City Engineer, City Volunteer Coordinator	Establish an <i>Adopt a Median</i> Program; Keep Sedona Beautiful; other environmental and community organizations; volunteers
17.0 Institute Buffering of New Development, Redevelopment or Land Use Intensification	To establish buffers (e.g. open space, landscaping, enhanced building setbacks, intervening land uses, etc.) as a means to transition between incompatible land uses.	●	●	●	●	Planning and Zoning Commission	Community Development Dept. Staff; Land Use Implementation Guidelines of Community Plan