



City Of Sedona Community Development Department

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Memorandum

Date: February 12, 2019
To: **Planning and Zoning Commission**
From: Karen Osburn, Assistant City Manager/Community Development Director
Meeting Date: February 19, 2019
Subject: Economic Development and Sustainability Program Presentations

For the February 19, 2019, Planning and Zoning Commission Work Session, the Commission will hear presentations from Molly Spangler, Economic Development Director, and McKenzie Jones, Sustainability Coordinator. These presentations will focus on the City's work programs in these areas and how these two key themes from the Community Plan relate to decision-making by the Planning and Zoning Commission.

In preparation for the meeting, Commissioners are encouraged to refamiliarize themselves with the City's overall vision and goals for these areas by review the following chapters of the Community Plan:

- Chapter 2: Vision
- Chapter 5: Environment
- Chapter 7: Economic Development

These sections are attached to this memo and the entire Community Plan is available for review online at the following link: <http://www.sedonaaz.gov/communityplan>.

Attachments:

- Community Plan, Chapters 2, 5, and 7

2. VISION

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

The Components of Our Shared Vision:

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

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

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

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

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

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

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



The "ETC" Planning Workshops, January 2013





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

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

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

- Citizen Comments

OUR VISION: ENVIRONMENTAL STEWARDSHIP

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

What It Will Look Like:

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

What It Means:

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

How It Will Happen:

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

OUR VISION: COMMUNITY CONNECTIONS

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

What It Will Look Like:

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

What It Means:

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

How It Will Happen:

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



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

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

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

- Citizen Comments



OUR VISION: IMPROVED TRAFFIC FLOW

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

What It Will Look Like:

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

What It Means:

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

How It Will Happen:

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

"Attractive and effective people circulation."

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

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

- Citizen Comments

OUR VISION: WALKABILITY

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

What It Will Look Like:

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

What It Means:

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

How It Will Happen:

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



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

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

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

- Citizen Comments



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

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

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

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

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

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

- Citizen Comments

OUR VISION: ECONOMIC DIVERSITY

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

What It Will Look Like:

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

What It Means:

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

How It Will Happen:

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

OUR VISION: SENSE OF PLACE

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

What It Will Look Like:

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

What It Means:

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

How It Will Happen:

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



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

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

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

5. ENVIRONMENT

Goals

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

Environment Chapter:

- Water Resources
- Resource Conservation
- Policies
- Action Plan

What Changed Since 2002?

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

What's New in This Plan?

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

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



WATER RESOURCES

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

Water Supply and Demand

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

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

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

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

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

Key Issues

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

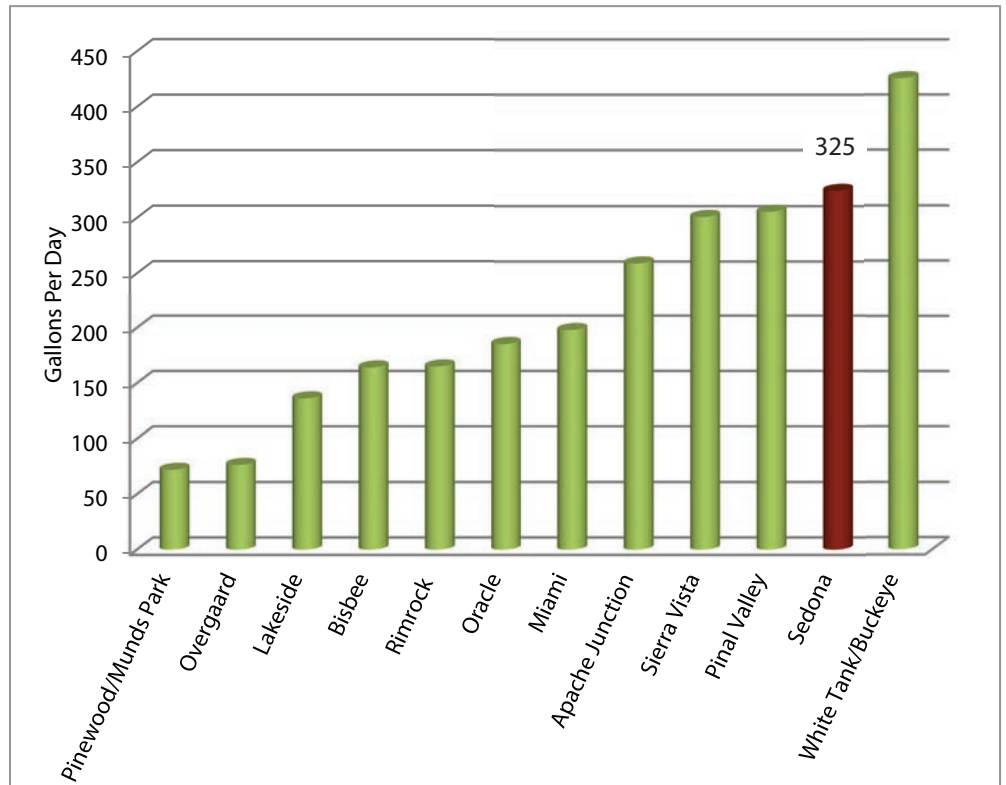
Water Conservation

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

Water Quality

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

2012 Average Water Use of Sedona Residential Water Users



Source: Arizona Water Company

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

Wastewater Management

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

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



Stormwater Management

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

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

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

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



RESOURCE CONSERVATION

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

Energy Conservation and Air Quality

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

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

Habitat Conservation

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

Green Building

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

Key Issues

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

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

ENVIRONMENT POLICIES

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

ENVIRONMENT ACTION PLAN

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

7. ECONOMIC DEVELOPMENT

Goals

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

Economic Development Chapter:

- Policies
- Action Plan

What Changed Since 2002?

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

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



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

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

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

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

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

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

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

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

Key Issues

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

What's New in This Plan?

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

ECONOMIC DEVELOPMENT POLICIES

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

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



ECONOMIC DEVELOPMENT ACTION PLAN

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

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