AGENDA

8:00 A.M.

1. CALL TO ORDER

2. ROLL CALL

3. SPECIAL BUSINESS

   a. **Presentation/discussion/possible direction** regarding the following:

      i. Expectations Setting
      ii. Budget & Finance Review
      iii. City Council Priorities Discussion/Update
      iv. Discussion with Sedona Chamber of Commerce and Tourism Bureau Including Next Year's Budget & Workplan

4. ADJOURNMENT

Posted: 01/02/2020

By: DJ

_____
Susan L. Irvine, CMC
City Clerk

Note: Pursuant to A.R.S. § 38-431.02(B) notice is hereby given to the members of the City Council and to the general public that the Council will hold the above open meeting. Members of the City Council will attend either in person or by telephone, video, or internet communications. The Council may vote to go into executive session on any agenda item, pursuant to A.R.S. § 38-431.03(A)(3) and (4) for discussion and consultation for legal advice with the City Attorney. Because various other commissions, committees and/or boards may speak at Council meetings, notice is also given that four or more members of these other City commissions, boards, or committees may be in attendance.

A copy of the packet with material relating to the agenda items is typically available for review by the public in the Clerk's office after 1:00 p.m. the Thursday prior to the Council meeting and on the City's website at www.SedonaAZ.gov. The Hub is accessible to people with disabilities, in compliance with the Federal 504 and ADA laws. Those with needs for special typeface print, may request these at the Clerk's Office. All requests should be made **forty-eight hours** prior to the meeting.

THE HUB
525 POSSE GROUND ROAD, SEDONA, AZ

The mission of the City of Sedona government is to provide exemplary municipal services that are consistent with our values, history, culture and unique beauty.

MEMO

To: City Council
From: Justin Clifton, City Manager
Date: January 2, 2020
Subject: Council Priorities

Office of the City Manager

It's time again for the Council's annual retreat. Each year we try and set aside a day or two to review where we've been, where we are, and where we're going as a community and organization. This year, the retreat will be held for one day on January 8th from 8:00 a.m. to approximately 4:00 p.m. at the HUB. Two broad areas will be covered: 1) FY 2021 priorities; and 2) a joint discussion with the Sedona Chamber of Commerce and Tourism Bureau President and Board to establish direction on creating its FY 2021 budget and work plan.

Staff is proposing that retreats during years that do not follow the seating of new City Councilors be reduced in scope from those years following an election where new Councilors have been seated. This is due to the fact that incorporating newly elected officials creates a need to have more robust review of our guiding strategic documents and potential for more radical shifts in direction. Additionally, while last year Council wanted to have more foundational conversations about the processes by which the City conducts business and its relationship with the Chamber, this year there appears to be no need to delve into issues beyond the City's strategic priorities and a more narrow conversation with the Chamber about next year's budget and plan of work.

An important component of this year's retreat is to establish the City Council priorities for FY21. This is a unique opportunity to take a "balcony view" and try and balance numerous projects and initiatives competing for limited funding, time, and attention. This is an important but challenging task for the City Council. We already have numerous large-scale priorities that are likely to continue into FY21. This existing workload will limit the number of new priorities that can be addressed. That said, Council should embrace the opportunity to review and perhaps reconsider direction on existing and new priorities wherever it's needed.

Enclosed with this memo are numerous data points and documents meant to help frame the priorities conversation at a high level. We appear to have broad alignment between the strategic vision set forth in the Community Plan, input from citizens, and the historic priorities of City Council. City Council and staff should be proud that we have numerous years of sustained efforts to fulfill the Community Plan. However, a deeper analysis reveals that there are disparities in the way human and financial capital are mobilized in pursuit of various Community Plan components which may be intentional and appropriate. It is also possible that these disparities exist not because it is intentional but because of other circumstantial factors such as: lack of awareness, lack of knowledge, limited resources,

fidelity to the past etc. The bottom line is that our priorities are identified based not on what we *say* but rather what our *actions* indicate. This is an opportunity to ensure that our actions are directed appropriately.

Enclosed in your packet of materials are the following documents meant to help paint a broad picture of where we've been, where we are, and where we're going:

1. Community Plan Summary: This summary page serves as a reminder of our broadest, longest range, and most inclusively created strategic vision. The Community Plan Vision, sustainability statement, major outcomes, and vision themes ought to be interpreted as mandates. For further review of the Community Plan in its entirety please refer to the City's website here.
2. The 2017 National Citizen Survey Community Livability Report: This report captures citizen input on key indicators of a healthy, vibrant community. The community characteristics included in the report have been vetted and reviewed over many years across thousands of jurisdictions to collectively serve as a type of "score card" for healthy communities. As such, the areas of high and low scores within the report are strong indicators of community strengths and weaknesses.
3. An updated FY19 Council Priorities Document: This document is created from priority setting and budget meetings with Council and is updated monthly by staff. This is the most recent updated document that reflects progress on various priorities. The document mostly includes proactive initiatives but also includes anticipated reactive projects (such as development proposals) that can be time consuming and where we don't control the timeline.
4. A Future Potential Programs, Project and Initiatives Document: This document is the result of a brainstorming exercise conducted by department heads and other key staff. The purpose of the exercise was to consider possible long-term future needs and wants and, where possible, to assign possible future costs. The document serves a purpose at the retreat to prime Councilors about potential future project, programs, and/or initiatives they may be interested in. It also serves as a reminder about potential future pressure on City revenues and a compelling reason to balance an ambitious agenda reflecting current needs and wants with the restraint necessary to ensure future Councils can do the same.

Key Findings/ Considerations:

1. The City's financial position remains very strong, including an FY19 year-end General Fund Surplus of $3.3M, and an FY20 first quarter that shows robust growth in sales and bed tax revenues (approximately $700K over first quarter FY19).
2. Numerous large-scale priorities including SIM, transit, and housing diversity contemplate many millions of future expenditures over the next few years and beyond.
3. Much of the Community Plan has been addressed since its adoption in 2014.
4. Council has taken significant action on certain Community Plan components, especially those related to traffic and recently expanded investment in housing and sustainability.

5. Almost all Council priorities are outwardly focused and on project-type work. Very few Council priorities are inwardly focused on process-type work.
6. Current staff is limited in its ability to add new priorities, especially given the likelihood that numerous existing priorities continue.
7. Survey data generally support the direction of the Community Plan and give us further guidance on prioritization.

Highlights from Citizen Survey data:

Positive (% rating good or excellent)	Negative (% rating fair or poor)
97—Overall feeling of safety	13—Travel by public transportation
96—Overall natural environment	15—Affordable, quality housing
94—Sedona as a place to visit	18—Employment opportunities
90—Sedona as a place to live	21—Cost of living
90—Overall appearance	24—Traffic flow
86—Religious/spiritual events/activities	25—Childcare/preschool
85—Overall quality of life	27—Mental healthcare
84—Opportunities to volunteer	35—Place to work
82—Recreational opportunities	35—Confidence in city government
79—Place to retire	37—K-12 education

Citizens supported the following priorities for future City investment (could pick up to two of the following):

Ensure housing for those who work in Sedona	50%
Increase the walkability and bikeability of Sedona	32%
An Oak Creek Park or Walk	28%
Additional Cultural Facilities (museums, theatres, etc.)	21%
Other (to be reviewed)	20%
Additional Parks and Facilities (playgrounds, sports facilities, etc.)	15%
None of these	10%

Citizens supported investments in the following areas (could pick up to three):

Social Services (senior centers, foodbanks, etc.)	50%
Recycling Services	36%
Arts and Culture Programs	34%
Business Development Services	26%
Library Services	20%
Animal Services	16%
Other (to be reviewed)	12%
None, I'm fine with the level of services in the listed areas	14%

There is very strong support for investing in the following sustainability policies and programs:

Encouraging Water Conservation	96%
Fostering National Forest Stewardship (trails, access, etc.)	92%
Increasing Recycling Services	90%
Increasing Use of Alternative Energy Sources	86%
Developing Plans to Meet the Goals of Zero Waste in Sedona	80%
Requiring Higher Green building and development standards	77%

Key questions to guide the priorities conversation:

- What are the most important outcomes we have yet to achieve?
- Are there existing Community Plan outcomes/strategies that aren't getting enough or are getting too much attention?
- Are there things that we should be doing that aren't included in the Community Plan or captured by input from citizens?
- Are there specific goals/targets within the priority areas we should identify?

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.

Six Major Outcomes

Over the next 10 years, Sedona will work to achieve six major outcomes that will define and distinguish our overall community character.

The following outcomes explain what we want the community to look and feel like in 2020 and beyond.

Commitment to Environmental Protection

Sedona has become an international model for the successful balancing of environmental protection and human wants and needs. To protect our unique setting for future residents, Sedona's city government and residents have worked in tandem to achieve and promote sustainable living, and to develop best practices for maintaining sustainable business and recreational philosophies.

Housing Diversity

Sedona has fostered the building of different housing types to provide more options for all ages and income levels by using innovative public policies and programs and nurturing partnerships with private developers. This housing diversity has attracted more young people, families, and professionals, to become a vital part of our community life.

Community Gathering Places

Sedona has developed a network of formal and informal community gathering spaces that create unexpected encounters and ignite interactions between people, and forge a sense of renewed community connections. They provide a forum for the exchange of ideas, and promote individuals' understanding of one another's culture and humanity.

Economic Diversity

The Sedona economy is more diversified, thus becoming healthier, and more robust, and less dependent on tourism. Business owners and professionals choose to live and do business in Sedona for our quality of life, focus on people, the arts, and the environment. Our public-private partnerships have provided much needed technological and business resources.

SEDONA AS SEEN FROM 2020 AND BEYOND

Reduced Traffic

Sedona has reduced traffic by working with developers and property owners to create mixed use walkable areas and districts, while limiting the construction of new roads. Sedona has built new sidewalks, trails, and bikeways to enhance travel options between existing neighborhoods and commercial areas, and provide cross-community connections. We have a robust transit system that offers residents and visitors an alternative to driving.

Access to Oak Creek

Sedona has created environmentally sensitive park and trail access to Oak Creek - one of the community's greatest treasures - to provide educational and recreational opportunities for residents and visitors.

Sustainability

An Inclusive Goal of the Plan

Sustainability is a fundamental goal of this Community Plan. Sustainability as envisioned by the Community Plan is not just about reducing our impact on the environment, but is equally about maintaining and enhancing the connections and ties that bind individuals and form Sedona's community fabric. Sustainability in the Sedona of today and tomorrow will lead to policies and actions by government and citizens that enhance our natural and built environments, create a diversified economy, improve individual and collective quality of life, and create an educated, equitable and prosperous community.

Vision Themes

Each vision statement below presents a picture of what Sedona will look and feel like in 2020 and beyond.

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.

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.

Improved Traffic Flow

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

Economic Diversity

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

Community Connections

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

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.

Questions You May Have About the Plan

What is a Community Plan?

The Sedona Community Plan is the expression of the community's goals and policies for future growth and development. The State of Arizona requires communities to have a long-range general plan that is updated every 10 years.
The Community Plan is:
- an expression of the community's vision and priorities
- a policy guide for future growth and development

The Community Plan is not:
- a budget or commitment to spend money
- a list of City projects to build
- zoning or other regulations
- an infringement on property rights

How is the City going to pay for this Plan?

The Plan itself does not require the City to spend money. The Plan is a policy document that is intended to help guide future City priorities and manage community growth and development. Some of the recommended actions in the Plan will require some money to implement. However, the City Council and ultimately the community's approval of the Plan do not result in any of the actions being funded. Every year, the City prepares a budget that all citizens can review and give input on. For projects proposed to implement the Plan, City staff will submit budget requests to the City Council as part of future annual budgets and the City Council will decide whether to approve these requests.

What does the Plan address?

- Land Use, Housing, and Growth
- Circulation - Traffic, Parking, Walking and Biking, and Transit
- Environment - Water Resources and Resource Conservation
- Parks, Recreation, and Open Space
- Economic Development
- Community - Community Character, Arts, Culture, and Historic Preservation
- Implementation - Cost of Development and Action Plan

How will the Plan be implemented?

The Plan will help guide and prioritize more detailed planning efforts, the preparation of new and updated land use and other regulations, and future City Council budgeting decisions – all of which will have significant public involvement.

Imagine Sedona in 2020 and Beyond

This is an illustration of the vision and some of the ideas for the future as presented in the Community Plan. Locations are conceptual and would be determined through future public planning processes.

Mixed-Use Walkable Areas

- Inclusive people places
- Walkable and bike-able
- Transit oriented
- Safe, active, and lively
- Diverse housing and businesses

Oak Creek

- Prominent feature of the community
- Healthy riparian area with clean water
- Public access within the City

Transit

- Convenient and practical
- Frequent transit stops
- Links to pathways
- Links mixed-use walkable areas
- Beneficial to residents and visitors
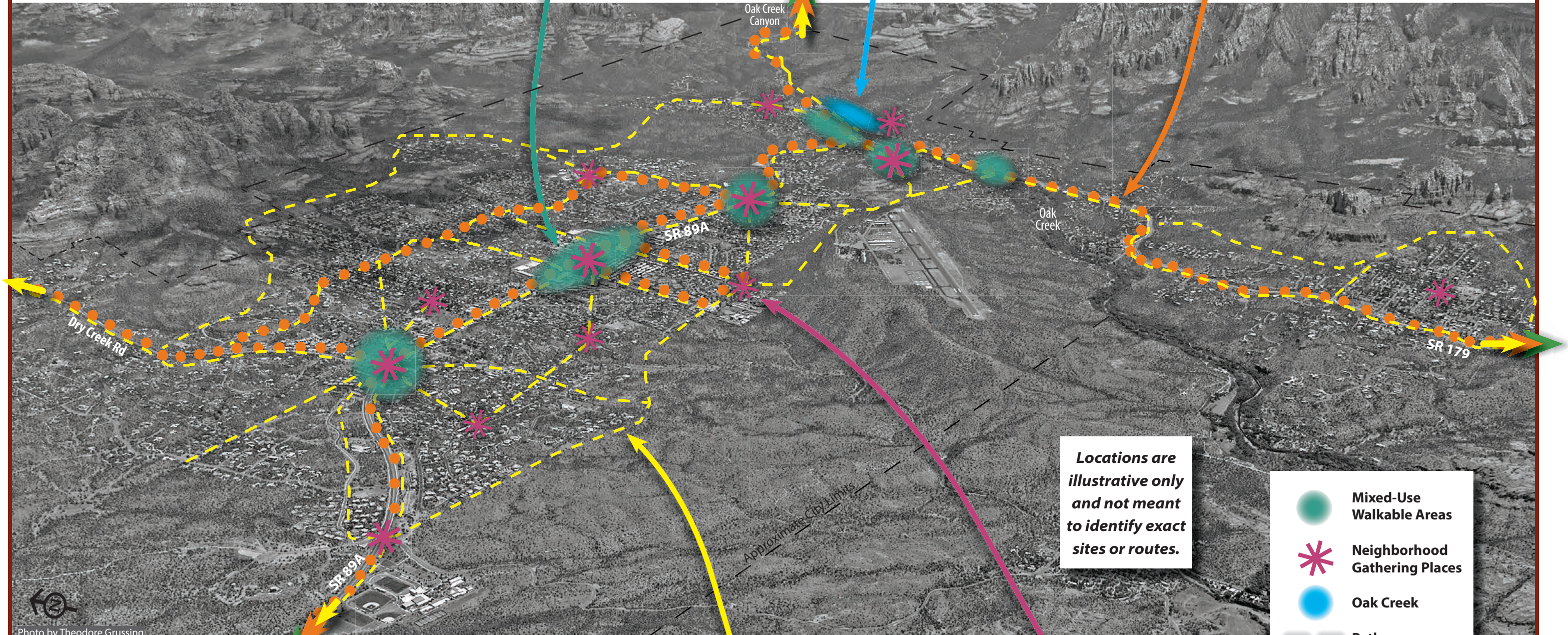
Locations are illustrative only and not meant to identify exact sites or routes.

Oak Creek Canyon

SR 89A

Dry Creek Rd

Oak Creek

SR 179

SR 89A

Photo by Theodore Grussing

Approximate City Limits

Regional Connections

- Transit and pathways link to communities and destinations outside the City

Pathways

- Sidewalks, pathways, trails, and bike routes create a connected system
- Link to neighborhood gathering places and mixed-use walkable areas

Neighborhood Gathering Places

- Social places to meet
- Parks, plazas, and outdoor public spaces
- Linked by pathways and transit

Legend

- Mixed-Use Walkable Areas
- Neighborhood Gathering Places
- Oak Creek
- Pathways
- Regional Connections
- Transit

www.sedonaaz.gov/planupdate

11/12/13

THE NCS™
The National Citizen Survey™

Sedona, AZ
Community Livability Report

DRAFT
2017

NRC
National Research Center Inc

ICMA
Leaders at the Core of Better Communities

2955 Valmont Road Suite 300
Boulder, Colorado 80301
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777 North Capitol Street NE Suite 500
Washington, DC 20002
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Contents

About

The National Citizen Survey™ (The NCS) report is about the "livability" of Sedona. The phrase "livable community" is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents' opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 505 residents of the City of Sedona. The margin of error around any reported percentage is 4% for all respondents. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

Residents

Communities are partnerships among...

Private sector

Community-based organizations

Government

1

Quality of Life in Sedona

Most residents rated the quality of life in Sedona as excellent or good. This rating was similar to the national benchmark (see Appendix B of the *Technical Appendices* provided under separate cover).

Overall Quality of Life

Excellent 32%
Poor 2%
Fair 13%
Good 54%

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.
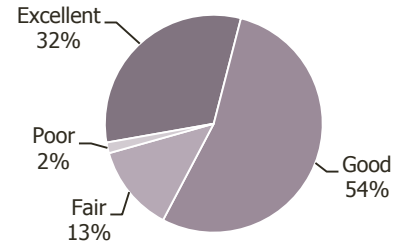
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Mobility and Natural Environment as priorities for the Sedona community in the coming two years. Ratings for all facets were positive and similar to national comparisons. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Sedona's unique questions.

Legend

- ■ Higher than national benchmark
- ■ Similar to national benchmark
- ■ Lower than national benchmark

✴ Most important

Safety

Natural Environment ✴

Built Environment

Education and Enrichment

Recreation and Wellness

Mobility ✴

Economy

Community Engagement

2
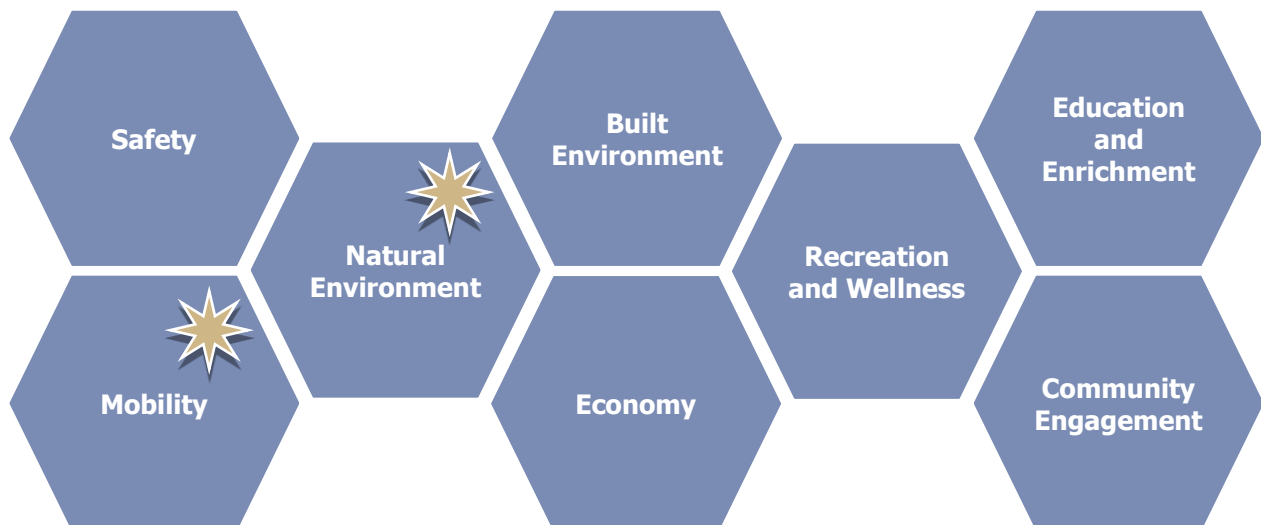
Community Characteristics

What makes a community livable, attractive and a place where people want to be?

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Sedona, 90% rated the City as an excellent or good place to live. Respondents' ratings of Sedona as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Sedona as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Sedona and its overall appearance. About 8 in 10 or more residents awarded high marks to the overall image and appearance of Sedona, their neighborhoods as places to live and the city as a place to retire; these ratings were either similar to or higher than national benchmark comparisons. Additionally, evaluations of the overall appearance of the community were higher in 2017 than in 2007 (see the *Trends Over Time* Report for more details). Half of Sedona respondents gave favorable scores to the city as a place to raise children, which was lower than national averages.

Delving deeper into Community Characteristics, survey respondents rated over 40 features of the community within the eight facets of Community Livability. Overall, residents' ratings for Community Characteristics varied and tended to be similar to or lower than comparison communities.

Almost all respondents gave excellent or good scores to each aspect of Safety and Sedona respondents' ratings for the overall feeling of safety in their community was higher than the national benchmark. Sedona participants were also pleased with the Natural Environment with at least 9 in 10 awarding excellent or good marks to each aspect. Evaluations of Mobility, Economy and Recreation and Wellness tended to be more mixed; at least 8 in 10 residents gave positive scores to the availability of paths and walking trails, the city as a place to visit and recreational opportunities (a rating that increased since 2007). Ratings for each of these three aspects were higher in Sedona than in communities elsewhere. However, measures for overall ease of travel, ease of travel by public transit and car, availability of affordable quality housing, variety of housing options, cost of living and shopping and employment opportunities, among others, were less favorably rated and lower than comparison communities.
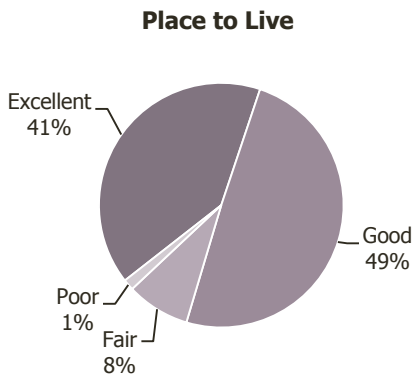
Place to Live

- Excellent 41%
- Good 49%
- Fair 8%
- Poor 1%

Percent rating positively (eg, excellent/good)

Comparison to national benchmark
■ Higher ■ Similar ■ Lower

Overall image	Neighborhood	Place to raise children	Place to retire	Overall appearance
82%	92%	50%	79%	90%

3
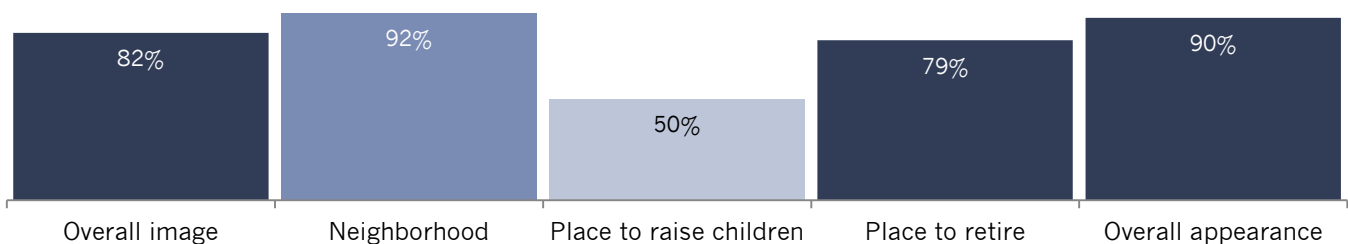
Figure 1: Aspects of Community Characteristics

Percent rating positively (e.g., excellent/good, very/somewhat safe)

Comparison to national benchmark

- ■ Higher
- ■ Similar
- ■ Lower

SAFETY
- Overall feeling of safety — 97%
- Safe in neighborhood — 98%
- Safe downtown/commercial area — 96%

MOBILITY
- Overall ease of travel — 52%
- Paths and walking trails — 83%
- Ease of walking — 62%
- Travel by bicycle — 46%
- Travel by public transportation — 13%
- Travel by car — 38%
- Public parking — 32%
- Traffic flow — 24%

NATURAL ENVIRONMENT
- Overall natural environment — 96%
- Cleanliness — 95%
- Air quality — 90%

BUILT ENVIRONMENT
- Overall built environment — 55%
- New development in Sedona — 39%
- Affordable quality housing — 15%
- Housing options — 24%
- Public places — 67%

ECONOMY
- Overall economic health — 57%
- Vibrant downtown/commercial area — 47%
- Business and services — 51%
- Cost of living — 21%
- Shopping opportunities — 35%
- Employment opportunities — 18%
- Place to visit — 94%
- Place to work — 35%

RECREATION AND WELLNESS
- Health and wellness — 59%
- Mental health care — 27%
- Preventive health services — 42%
- Health care — 36%
- Food — 55%
- Recreational opportunities — 82%
- Fitness opportunities — 80%

EDUCATION AND ENRICHMENT
- Education and enrichment opportunities — 42%
- Religious or spiritual events and activities — 86%
- Cultural/arts/music activities — 66%
- Adult education — 39%
- K-12 education — 37%
- Child care/preschool — 25%

COMMUNITY ENGAGEMENT
- Social events and activities — 61%
- Neighborliness — 63%
- Openness and acceptance — 62%
- Opportunities to participate in community matters — 69%
- Opportunities to volunteer — 84%

4

Governance

How well does the government of Sedona meet the needs and expectations of its residents?

The overall quality of the services provided by Sedona as well as the manner in which these services are provided is a key component of how residents rate their quality of life. About two-thirds of residents rated the overall quality of services provided by the City of Sedona as excellent or good, whereas only about one-third gave high marks to the services provided by Federal Government. Both ratings were similar to the national benchmark.

Survey respondents also rated various aspects of Sedona's leadership and governance. About one-third or more survey participants favorably rated most of these aspects (e.g., confidence in City government, the City acting in the best interest of the community, being honest and treating all residents fairly) and each was rated either similar to or lower than national comparisons. Respondents' evaluations of the overall direction of the City, value of services for taxes paid and welcoming citizen involvement decreased from 2007 to 2017. Over three-quarters awarded excellent or good scores to the customer service provided by Sedona employees, which was a rating similar to communities nationwide.

Respondents evaluated over 30 individual services and amenities available in Sedona. Crime prevention outshined other communities across the nation, receiving excellent or good marks from at least 8 in 10 residents. Other services evaluated positively by about 9 in 10 residents or more respondents included fire, ambulance/EMS, garbage collection and public libraries, though these were all on par with comparison communities.

Overall Quality of City Services

Excellent 13%
Good 54%
Poor 10%
Fair 22%

Participants' assessments for most other aspects of Governance were similar to comparison communities, though several ratings that lagged behind the national average could be found across aspects of livability, including Safety, Mobility, Natural Environment and Recreation and Wellness. Conversely, while Sedona residents were less pleased with recreation programs in 2017, evaluations of street cleaning; street lighting; sidewalk maintenance; recycling; land use, planning and zoning; and City parks increased since 2007.

Percent rating positively (e.g., excellent/good)   Comparison to national benchmark

■ Higher   ■ Similar   ■ Lower

Value of services for taxes paid	Overall direction	Welcoming citizen involvement	Confidence in City government	Acting in the best interest of Sedona	Being honest	Treating all residents fairly	Customer service	Services provided by the Federal Government
43%	31%	48%	35%	34%	40%	42%	75%	38%

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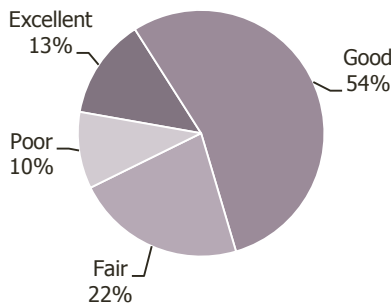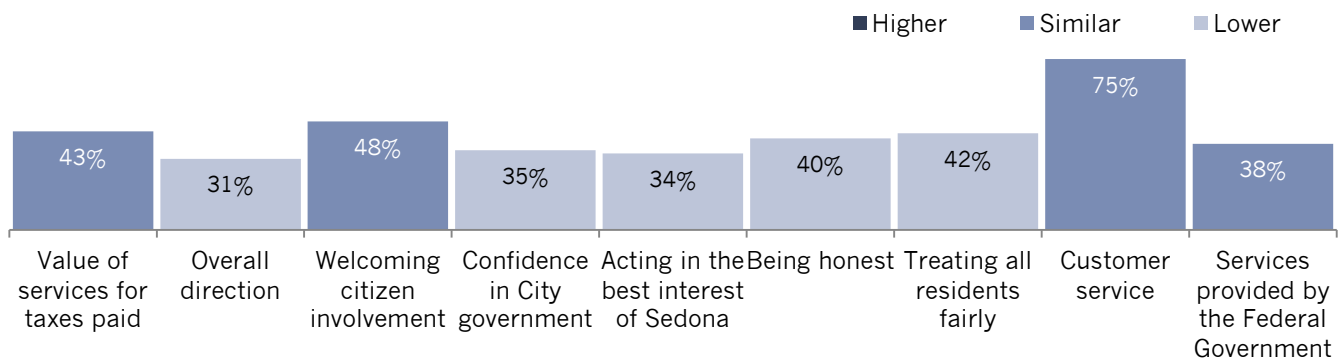
Figure 2: Aspects of Governance

*Percent rating positively
(e.g., excellent/good)*

Comparison to national
benchmark

■ Higher
■ Similar
■ Lower

SAFETY
- Police — 83%
- Fire — 94%
- Ambulance/EMS — 90%
- Crime prevention — 85%
- Fire prevention — 81%
- Animal control — 70%
- Emergency preparedness — 47%

MOBILITY
- Traffic enforcement — 60%
- Street repair — 48%
- Street cleaning — 60%
- Street lighting — 70%
- Snow removal — 57%
- Sidewalk maintenance — 72%
- Traffic signal timing — 45%
- Bus or transit services — 33%

NATURAL ENVIRONMENT
- Garbage collection — 88%
- Recycling — 80%
- Yard waste pick-up — 44%
- Drinking water — 63%
- Natural areas preservation — 63%
- Open space — 59%

BUILT ENVIRONMENT
- Storm drainage — 51%
- Sewer services — 68%
- Power utility — 68%
- Utility billing — 63%
- Land use, planning and zoning — 34%
- Code enforcement — 46%

ECONOMY
- Economic development — 42%

RECREATION AND WELLNESS
- City parks — 77%
- Recreation programs — 54%
- Recreation facilities — 62%
- Health services — 46%

EDUCATION AND ENRICHMENT
- Public libraries — 89%
- Special events — 54%

COMMUNITY ENGAGEMENT
- Public information — 63%

Participation

Are the residents of Sedona connected to the community and each other?

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community, a shared sense of membership, belonging and history. Similar to other communities in the U.S., about half of respondents gave excellent or good scores to the sense of community in Sedona.

About 8 in 10 survey respondents indicated that they would recommend living in Sedona to someone who asked and planned to remain in the community for the next five years, and about half of residents reported they had contacted City employees, a rate that decreased over time. These ratings were similar to those reported across the nation.
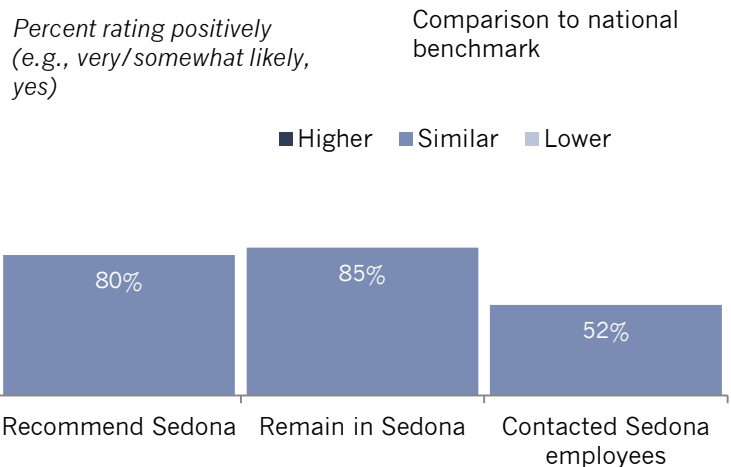
The survey included over 30 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Although Sedona residents' levels of engagement varied, in most cases rates of Participation were similar to the national average, but there were a few exceptions. Survey respondents were engaged in their community with Sedona residents having campaigned, contacted elected officials, volunteered, participated in clubs, attended local meetings and voted in local elections at higher rates than other residents across the country. Survey participants were also more likely to report that they worked in Sedona, were optimistic about the economy and used public libraries compared to national averages.
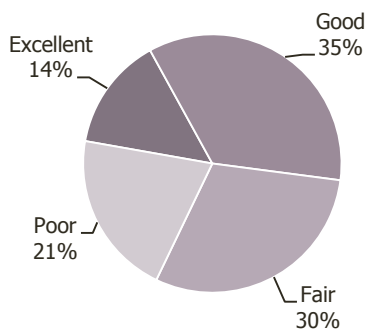
Compared to communities across the U.S., Sedona participants were less likely to indicate they had used public transportation instead of driving and higher levels of housing cost stress.

Residents reported higher levels of recycling at home, voting and economic optimism in 2017 compared to 2007, but library visitation and local meeting attendance rates were lower.

Sense of Community

Excellent
14%

Good
35%

Poor
21%

Fair
30%

Percent rating positively (e.g., very/somewhat likely, yes)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower

Recommend Sedona	Remain in Sedona	Contacted Sedona employees
80%	85%	52%

7

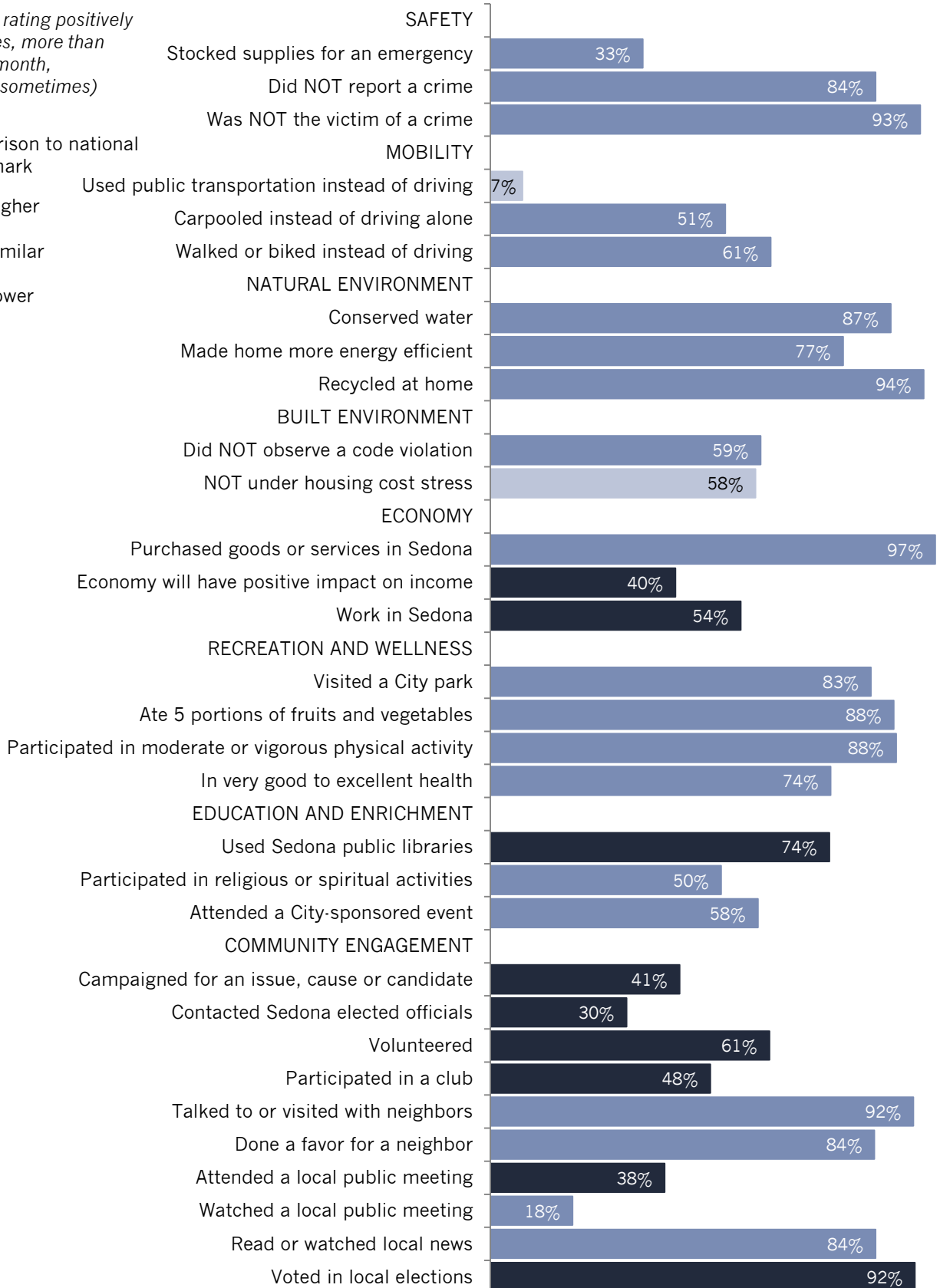## Figure 3: Aspects of Participation

Percent rating positively (e.g., yes, more than once a month, always/sometimes)

Comparison to national benchmark

- ■ Higher
- ■ Similar
- ■ Lower

SAFETY
- Stocked supplies for an emergency — 33%
- Did NOT report a crime — 84%
- Was NOT the victim of a crime — 93%

MOBILITY
- Used public transportation instead of driving — 7%
- Carpooled instead of driving alone — 51%
- Walked or biked instead of driving — 61%

NATURAL ENVIRONMENT
- Conserved water — 87%
- Made home more energy efficient — 77%
- Recycled at home — 94%

BUILT ENVIRONMENT
- Did NOT observe a code violation — 59%
- NOT under housing cost stress — 58%

ECONOMY
- Purchased goods or services in Sedona — 97%
- Economy will have positive impact on income — 40%
- Work in Sedona — 54%

RECREATION AND WELLNESS
- Visited a City park — 83%
- Ate 5 portions of fruits and vegetables — 88%
- Participated in moderate or vigorous physical activity — 88%
- In very good to excellent health — 74%

EDUCATION AND ENRICHMENT
- Used Sedona public libraries — 74%
- Participated in religious or spiritual activities — 50%
- Attended a City-sponsored event — 58%

COMMUNITY ENGAGEMENT
- Campaigned for an issue, cause or candidate — 41%
- Contacted Sedona elected officials — 30%
- Volunteered — 61%
- Participated in a club — 48%
- Talked to or visited with neighbors — 92%
- Done a favor for a neighbor — 84%
- Attended a local public meeting — 38%
- Watched a local public meeting — 18%
- Read or watched local news — 84%
- Voted in local elections — 92%

8

Special Topics

The City of Sedona included several questions of special interest on The NCS. City leadership sought residents' feedback on topics such as utilization of the Hub, funding priorities and economic growth, sources for City information, increasing use of alternative transportation and support for sustainability actions.

The first question asked residents about their utilization of the Sedona Hub. At least 1 in 10 had used it at least once in the past 12 months while more than 8 in 10 had not.
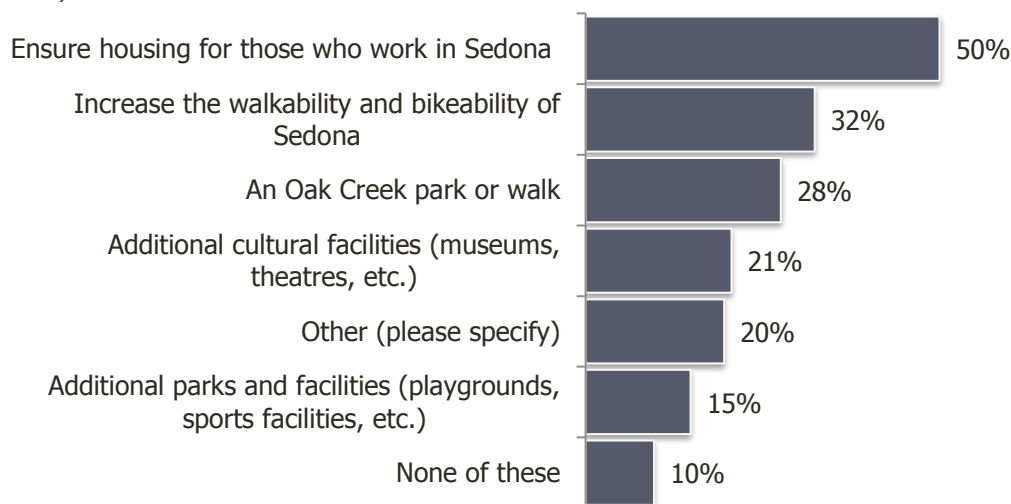
Figure 4: Utilization of the Sedona Hub
In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Sedona?

Once a month or less 13%

2-4 times a month 2%

2 times a week or more 0%

Not at all 85%
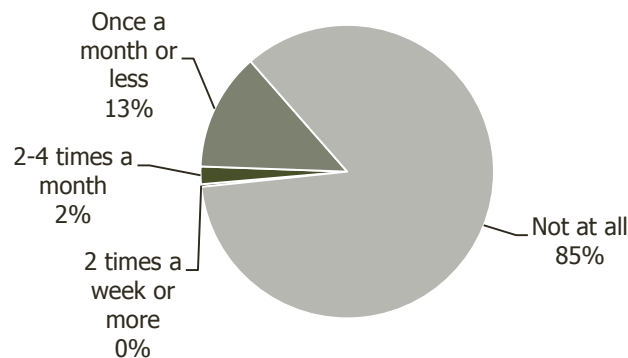
Residents were asked to indicate which two investment priorities they would like Sedona to fund over the next few years. Half of respondents would like to ensure housing for those who work in Sedona and about one-third would fund increasing the walkability and bikeability of the community. Less than 2 in 10 would prioritize additional parks and facilities as investments.

Figure 5: City Investment Priorities
Cities are faced with difficult choices with limited budgets. While the City is currently working on solutions to reduce traffic, please <u>select up to two (2) additional priorities</u> you would want the City to invest in over the next few years:
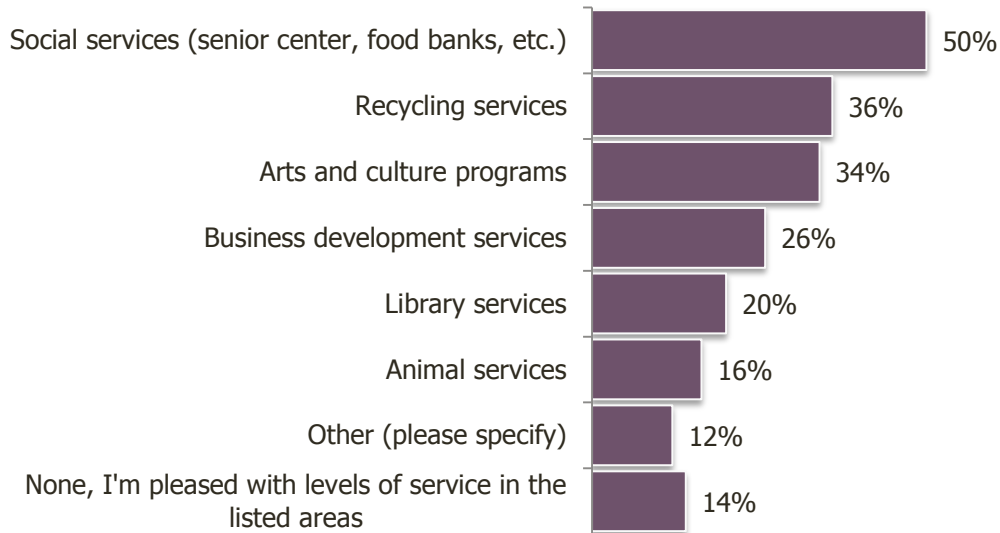
Priority	Percentage
Ensure housing for those who work in Sedona	50%
Increase the walkability and bikeability of Sedona	32%
An Oak Creek park or walk	28%
Additional cultural facilities (museums, theatres, etc.)	21%
Other (please specify)	20%
Additional parks and facilities (playgrounds, sports facilities, etc.)	15%
None of these	10%

Total may exceed 100% as respondents could select more than one option.

9

Survey participants were also asked to choose three service areas to receive additional funding to expand existing services offered by the City of Sedona. The most frequently chosen area was related to social services (50% selected as one of their top three service areas), while about one-third of respondents selected recycling services or arts and culture programs.

Figure 6: Additional Funding for Services
Please select up to three (3) service areas for the City to contribute additional funding in order to expand existing services over the next few years:
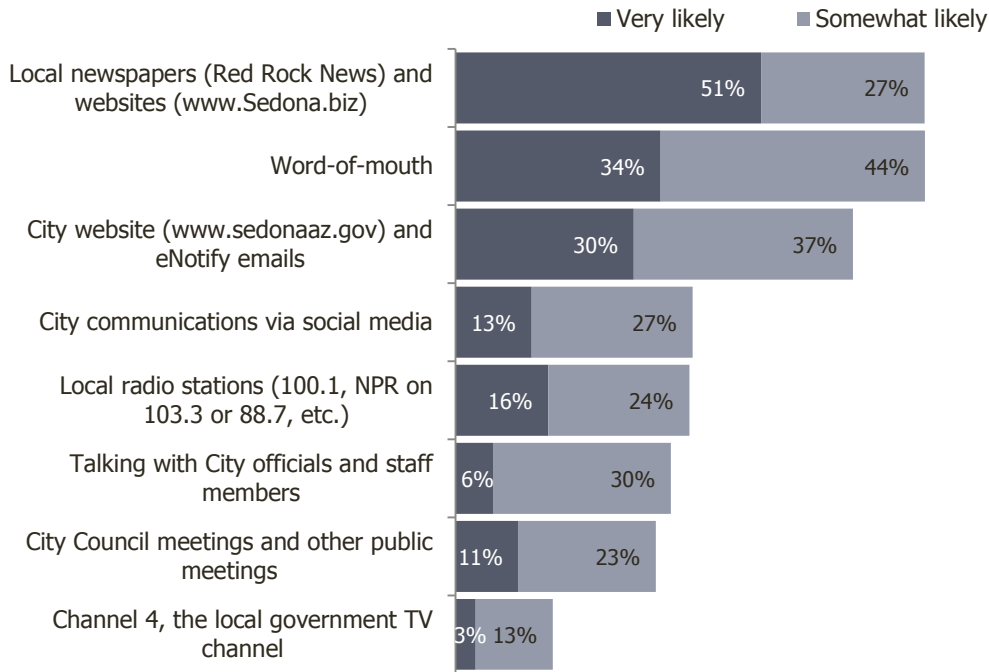
Service area	Percentage
Social services (senior center, food banks, etc.)	50%
Recycling services	36%
Arts and culture programs	34%
Business development services	26%
Library services	20%
Animal services	16%
Other (please specify)	12%
None, I'm pleased with levels of service in the listed areas	14%

Total may exceed 100% as respondents could select more than one option.

10

Sedona residents indicated how likely they would be to use several sources of information about the City. Nearly 8 in 10 respondents reported they were likely to use local newspapers and word-of-mouth as sources of City information. About two-thirds utilized the City website and eNotify emails. The local government channel (Channel 4) was less likely to be used to find City information.

Figure 7: Sources of Information
Please indicate how likely or unlikely you are to use each of the following sources to learn about City issues, activities, events and services:

Legend: ■ Very likely ■ Somewhat likely

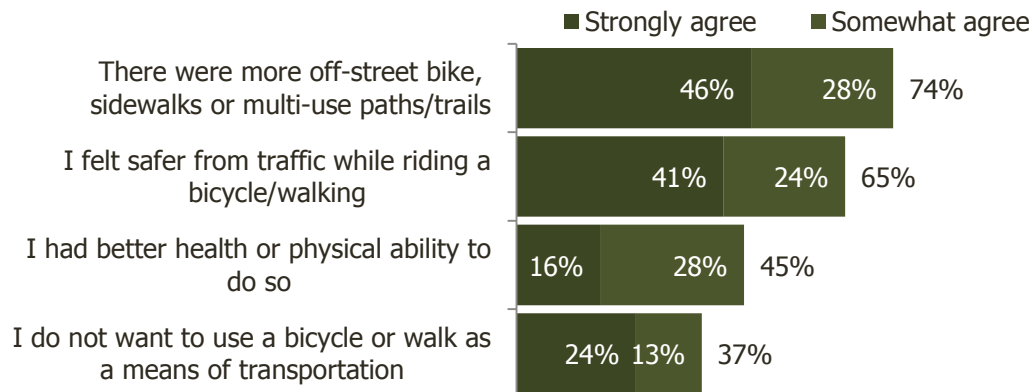| Source	Very likely	Somewhat likely
Local newspapers (Red Rock News) and websites (www.Sedona.biz)	51%	27%
Word-of-mouth	34%	44%
City website (www.sedonaaz.gov) and eNotify emails	30%	37%
City communications via social media	13%	27%
Local radio stations (100.1, NPR on 103.3 or 88.7, etc.)	16%	24%
Talking with City officials and staff members	6%	30%
City Council meetings and other public meetings	11%	23%
Channel 4, the local government TV channel	3%	13%

About three-quarters of survey respondents reported they would ride a bicycle or walk more often if there were more off-street bike, sidewalks or multi-use paths and roughly two-thirds would use alternative transportation if they felt safer from traffic. Four in five residents agreed that they would bike or walk more if they were in better health or physically able. About one-third of participants indicated they did not want to ride a bike or walk as a means of transportation.

Figure 8: Improving Alternative Transportation Use
To what extent do you agree or disagree that each of the following would increase your use of a bicycle or walking as a means of alternative transportation:
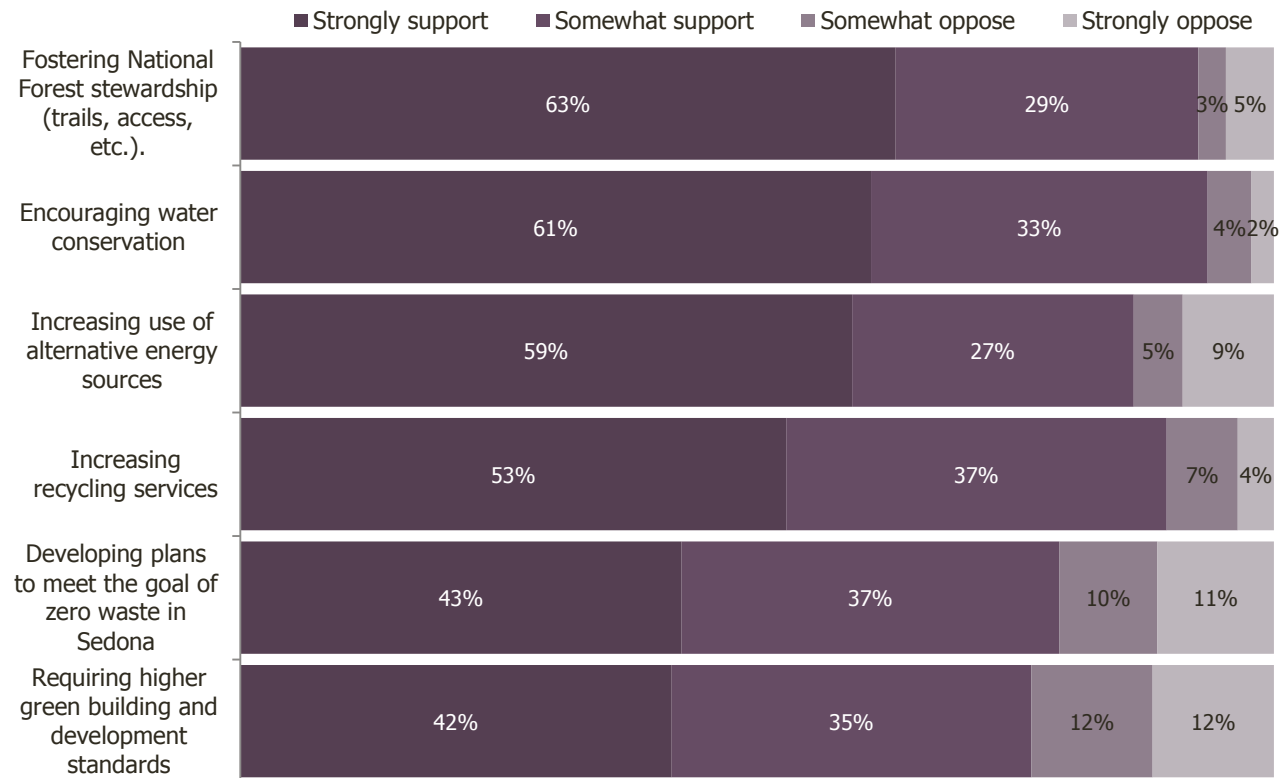**I would ride a bicycle or walk more often if...**

Legend: ■ Strongly agree ■ Somewhat agree

	Strongly agree	Somewhat agree	Total
There were more off-street bike, sidewalks or multi-use paths/trails	46%	28%	74%
I felt safer from traffic while riding a bicycle/walking	41%	24%	65%
I had better health or physical ability to do so	16%	28%	45%
I do not want to use a bicycle or walk as a means of transportation	24%	13%	37%

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The City also asked residents about their support for investing in sustainability policies and programs. Overall, a majority of respondents supported each measure, with about 4 in 10 strongly supporting each. Around 6 in 10 respondents strongly supported fostering National Forest stewardship, encouraging water conservation and increasing the use of alternative energy sources, while less than 1 in 10 strongly opposed these measures.

Figure 9: Support for Sustainability Policies and Programs
To what extent do you support or oppose the City investing in creating sustainability policies and programs in the following areas:

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose
Fostering National Forest stewardship (trails, access, etc.).	63%	29%	3%	5%
Encouraging water conservation	61%	33%	4%	2%
Increasing use of alternative energy sources	59%	27%	5%	9%
Increasing recycling services	53%	37%	7%	4%
Developing plans to meet the goal of zero waste in Sedona	43%	37%	10%	11%
Requiring higher green building and development standards	42%	35%	12%	12%

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Finally, the City sought to understand residents' levels of support for Sedona encouraging economic growth in six possible industries. At least 8 in 10 respondents supported growth in the healthcare, outdoor recreation, technology and arts and entertainment industries. Survey participants were less supportive of increasing tourism or warehouse and distribution businesses, with about 4 in 10 supporting growth in each of these areas.

Figure 10: Support for Growth Industries
To what extent would you support or oppose the City of Sedona encouraging growth in the following types of businesses/industries?

	Strongly support	Somewhat support	Somewhat oppose	Strongly oppose
Healthcare (i.e., pharmaceutical, hospital, medical offices)	51%	36%	7%	6%
Outdoor recreation	49%	37%	8%	6%
Technology (i.e., life science, R&D)	43%	40%	8%	9%
Arts and Entertainment (i.e., graphic design, interior design)	36%	44%	12%	8%
Tourism (i.e., hotels, restaurants)	18%	25%	24%	33%
Light warehousing and distribution (i.e., truck operators, stock clerks)	15%	24%	28%	33%

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Conclusions

The Natural Environment is a key part of Sedona's identity residents want to protect.

Survey participants not only prioritized Natural Environment as a key focus area for Sedona in the coming years, but also rated aspects of this facet positively and generally higher than or similar to the national averages. Within Community Characteristics, about 9 in 10 respondents felt positively about the City's overall natural environment, cleanliness and air quality. Garbage collection and recycling received strong ratings within Governance and at least three-quarters of residents reported recycling at home, conserving water and making efforts to make their homes more energy efficient. Additionally, respondents' scores for recycling services as well as participation in this area increased from 2007 to 2017. Further, when asked to select up to three service areas for the City to contribute additional funding to expand services, one-third of respondents selected recycling services.

The survey also sought input from residents on different types of businesses or industries the City should encourage in Sedona. A majority of survey participants (86%) supported encouraging growth in the outdoor recreation industry. Finally, when asked about investing in sustainability policies and programs in Sedona, around 6 in 10 respondents strongly supported fostering National Forest stewardship, encouraging water conservation and increasing the use of alternative energy sources, while less than 1 in 10 strongly opposed these measures.

Residents are engaged in their community but have concerns about local government performance.

Sedona residents reported higher rates of volunteering, participating in a club, attending local public meetings, voting in local elections, campaigning and contacting local elected officials than other residents around the country. Respondents were also particularly pleased with opportunities to volunteer compared to the national average and many gave high marks to the opportunity to participate in community matters (similar to the nation). Around 4 in 10 felt that the City government did an excellent or good job welcoming citizen involvement and that the value of services they received for the taxes paid was excellent or good, but both of these aspects decreased since the last survey administration. While residents engaged in community activities, they gave lower evaluations than those seen elsewhere to the overall direction of Sedona, confidence in government, the City acting in the best interest of the community, confidence in the City, being honest and treating all residents fairly. The City might consider additional efforts to communicate its willingness to involve residents in local government to build trust. Since respondents indicated they were likely to use local newspapers, word-of-mouth and the City website for information about the City of Sedona, communicating about the decision-making process via these avenues could help bolster residents' feelings about the civic process and government actions.

Housing and affordability are areas of opportunity for the City.

Residents were pleased with the overall built environment of Sedona and their neighborhoods as places to live; however, respondents' evaluations of new development, the availability of affordable quality housing and variety of housing options lagged behind national comparisons. While the City as a place to visit and resident optimism about the economy received above-average ratings, Sedona participants were less pleased with the cost of living, the city as a place to work and employment or shopping opportunities compared to other communities. Residents also reported higher levels of housing cost stress than elsewhere. When asked about city investment priorities, about half of respondents would like to ensure housing for those who work in Sedona, which may be particularly important in Sedona since more residents reported working in the city compared to communities nationwide.

Mobility still presents opportunities for improvement.

Sedona residents also indicated that Mobility is an important focus area for the City in the future. Survey respondents felt more positively about the availability of paths and walking trails than residents from comparison communities, but evaluations for overall ease of travel, travel by public transit and car, public parking, traffic flow and bus or transit services were lower than those seen across the nation. Sedona residents were also less likely to have taken public transportation instead of driving than residents elsewhere. However, ratings increased from 2007 to 2017 for ease of travel by bicycle and walking, street cleaning and lighting and sidewalk maintenance. When asked about investment priorities, about one-third of respondents would like the City to increase the walkability and bikeability of the community. About three-quarters indicated they would use alternative transportation modes more often if there were more off-street bike, sidewalks or multi-use paths or trails.

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FY2020 City Council Priorities

Priority Item	Estimated Timeframe	Status/Process

Traffic Improvements
Priority: High
	July 2019-January 2021	**Status:**
		• Uptown roadway construction estimated complete by June 2020
		• Forest Rd design estimated complete by Fall 2020
		    o Alignment needs to be solidified
		    o Property must be acquired
		    o Requires ADOT Permit
		• Tlaquepaque design estimated complete by June 2020
		• Y slip lane design estimated complete by January 2021
		• Portal to Ranger connection design complete by Summer 2020
		• Bike and Ped Plan estimated complete by February 2020
		    o Sanborn/Thunder Mountain design estimated complete by Summer 2020
		    o Soldiers Pass design estimated complete by Summer 2020
		    o Dry Creek at TENS design estimated complete by Summer 2020
		    o Chapel Rd design estimated complete by Summer 2020
		    o Schnebly Hill Rd design estimated complete by Summer 2020
		    o Southwest Drive design estimated complete by Summer 2020
		    o Navoti Drive to Dry Creek design estimated complete by Summer 2020
		    o Pinon Drive sidewalk extension design estimated complete Spring 2020
		• AAA Road/Sewer Improvements FY2020
		• Parking Study – presented to Council December 2019
		Public Involvement: Extensive—community outreach, possible work groups, stakeholder participation, public hearings—need a communications and citizen engagement strategy
		Council Meetings: meetings throughout the year as needed
		Staff Workload: CMO-extensive; Eng-extensive; Comm Dev-moderate; PD-minimal

Transit *Priority: High*	July 2019-April 2021	**Status:** • Completed modeling & implementation plan • Recruit Transit Director – January 2020 • Acquire property – Early 2020 • Consider financing options – Spring 2021 • Work with USFS re: NEPA Trailheads, NEPA Oak Creek Canyon, Capacity Study Public Involvement: Extensive—community outreach, possible work groups, stakeholder participation, public hearings—need a communications and citizen engagement strategy

		Council Meetings: meetings throughout the year as needed Staff Workload: CMO-extensive; Eng-extensive; Fin–extensive; Comm Dev-moderate; PD-minimal
Affordable Housing *Priority: High*	July 2019- June 2020	**Status:** • Needs assessment/strategic plan – expected June 2020 • Explore potential property acquisition • Explore public-private partnerships • Coordinate Verde Valley regional conversation Public Involvement: Extensive—community outreach, possible work groups, stakeholder participation, public hearings—need a communications and citizen engagement strategy Council Meetings: meetings throughout the year as needed Staff Workload: CMO-extensive; Eng-extensive; Fin–extensive; Comm Dev-moderate; PD-minimal
Environmental Stewardship *Priority: High*	July 2019- December 2020	**Status:** • Internal plan complete January 2020 • Install charging stations – January 2020 • Create Resiliency Plan Spring 2020–Winter 2020 • Explore solar opportunities • Explore carbon offset opportunities • Explore policy, incentive, and education opportunities • Integrate with Sustainable Tourism efforts • Participate in evaluation of Sedona Recycles – Info by January 2020 Public Involvement: Extensive—community outreach, possible work groups, stakeholder participation, public hearings—need a communications and citizen engagement strategy Council Meetings: meetings throughout the year as needed Staff Workload: CMO-extensive; Eng-extensive; Fin–extensive; Comm Dev-moderate
Implement Sustainable Tourism *Priority: High*	July 2019- June 2020	**Status:** • Establish process for monitoring • Establish and track key indicators • Incorporate work from OHV work group • Incorporate work from helicopter noise work group Public Involvement: Extensive—community outreach, possible work groups, stakeholder participation, public hearings—need a communications and citizen engagement strategy Council Meetings: meetings throughout the year as needed

		Staff Workload: CMO-extensive; Eng-moderate; Comm Dev-moderate
Vet Expenditure Limitation Options (PBA) *Priority: High*	July 2019-August 2020	**Status:** • Created work group June 2019 & meetings are underway • Present to Council – January 2020 • Possibly prepare for 2020 ballot Public Involvement: Extensive—work group for PBA, stakeholder participation, public input, election education Council Meetings: as needed Staff Workload: Finance—extensive; CMO—extensive; All departments—moderate
Improve Citizen Communication/ Relations *Priority: High*	July 2019-June 2020	**Status:** • Refine goals with Council – complete • Consider training • Build out FAQs/talking points • Consider broader engagement on social media • Consider HOA, service club, and other direct communication outreach • Website Redesign – February 2020 Public Involvement: Extensive—community outreach, possible work groups (beta testing) Council Meetings: meetings throughout the year as needed Staff Workload: CMO-extensive; Eng-extensive; Fin–extensive; Comm Dev-moderate; PD-minimal
Manage Impacts from Short Term Rentals *Priority: Medium*	ONGOING	**Status:** • Evaluate and lobby for changes in legislation - ongoing • Changes to City Code to Council – November 2019 • Hire new vendor – November 2019 • Create new campaign to educate residents and owners • Consider new policies and rules Public Involvement: Extensive—stakeholder input Council Meetings: TBD 1-2 meetings for monitoring and/or emerging issues Staff Workload: Comm Dev—extensive; Legal—moderate ; CMO—moderate
Economic Diversification *Priority: Medium*	ONGOING	**Status:** • Complete Economic Development Plan – February 2020 to Council • Possible Project ideas to Council – January 2020

		Public Involvement: Moderate—mostly stakeholder input Council Meetings: 1-2 meetings to consider special projects or program expansion Staff Workload: Econ Dev—moderate; CMO—minimal
Emergency Preparedness *Priority: Medium*		**Status:** • Update City plan • Review with Council • Create Continuity of Operations Plan • Develop annual calendar for training • Develop annual calendar for community outreach and education Public Involvement: Moderate—stakeholder input and public education Council Meetings: 1-2 meetings to adopt updated plan and review roles/responsibilities Staff Workload: PD—extensive; CMO—minimal
Consider Long Term Options for Sedona Recycles *Priority: Medium*		**Status:** • Consider consultant led operations audit • Consider long-term funding options • Coordinate Verde Valley regional conversation Public Involvement: Minimal unless significant governance changes are recommended Council Meetings: 1-2 depending on recommended changes Staff Workload: CMO—moderate; Finance—moderate
Sense of Place *Priority: low*		**Status:** • Presented to Council – no direction as of November 2019 • Look for opportunities through development applications Public Involvement: None Council Meetings: 1 to consider direction Staff Workload: CMO—minimal; Comm Dev—minimal
Major Development	July 2019-June 2020	**Status:** • Soldiers Pass CFA • Schnebly Hill CFA
Parks Land Acquisition *Priority: Low*	ONGOING	**Status:** • Oak Creek access property to be considered as part of Schnebly Hill CFA • Look for other possible parks sites (focused on south Sedona) • Look for special event/ festival space

Update the Building Code *Priority: High*	Jan 2018-September 2019	**Status:** • Complete • Property Maintenance Code – future item to Council • Update to fees – future item to Council <u>Public Involvement:</u> Extensive—stakeholder input, focus groups started Jan 2018 <u>Council Meetings:</u> 1 work session and 1 meeting <u>Staff Workload:</u> Comm Dev—extensive

Other Projects/ Initiatives		
Major Plan Amendments		**Status:** • Pre-applications due in April • Formal applications due in June • P&Z review between September and October • Council October-November
Lean/ERM/Fiscal Sustainability		**Status:** • Lean training in October/December 2019 • ERM survey out October 2019
Uptown CFA	Spring 2021	**Status:** • 2 CFAs consolidated in 1 planning effort • Parking Garage Siting Study – December 2019
Stormwater Master Plan Update	FY 2020	**Status:** • Fall 2019 Contract Approval if needed • Complete by June 2020
Oak Creek Heritage District		**Status:** • Evaluate zoning, uses, & community benefits
ERP		**Status:** • Staff work group has been assembled to begin exploration and evaluation

Future Potential Programs/Projects/Initiatives

The following information was created at a staff leadership team meeting during a brainstorming exercise. The exercise involved speculating about future potential programs, projects, and initiatives. The exercise served numerous purposes: 1) it was recommended by the Government Finance Officers Associate Fiscal Sustainability effort currently underway by staff; 2) it was used to facilitate conversations with a citizen workgroup considering alternative expenditure limit options; and, 3) it could be used for City Council retreats or other high level planning discussions as a reminder of the myriad potential areas for new investment. The list is NOT all inclusive of future potential costs. All costs are very high-level estimates. Some programs/projects/initiatives do not include estimated costs.

Economic Development:
- Broadband - $10M or more
- Development of Dells Land - $ depends on use
- Coworking space/incubator - $1M remodel if existing facility, annual costs for a position, and operating costs
- Property acquisition for active recruitment - $ depends on size/location
- Program expansion - $50K-$150K for expanded staff and programs

Community Development:
- Workforce Housing - $0-$2M annual project costs, $200K annual operating costs (a position and other expenses)
- Historic Preservation - $10K-$100K annual incentives program, potential city owned sites (pump house, school site)
- Increased staff - using contract and/or inhouse inspection & plan review

Parks and Recreation:
- Recreation Center - indoor pool, basketball courts, racquetball courts, fitness center, $20M-$30M construction, plus $2M - $4M annual operating costs
- Year-round outdoor pool $100K-$300K annually
- Lighted Pickleball Courts - $200K-$300K
- Facilities/Rentals Coordinator - $75K
- Grass Dog Space - $40K-$150K
- Disc Golf Course - $20K
- Adventure Course - $200K
- Lighted Events Space - land needed?
- Creek Walk/Park - $500K - $5M

Sustainability
- Additional Position - $75K
- WWTP Battery Backup - $100Ks
- Ongoing Solar Projects - TBD
- Ongoing Transitioning of City Fleet to Electric - nominal added cost with some cost recovery
- Electric Transit - $1M-$3M with significant cost offsets
- Water Reuse or Redirection to Verde River
- Facility Upgrades & Weatherization - roof replacement
- Changing Waste Landscape - recycling & composting, regional $110Ks - $1Ms
- Offsets/Energy Credit Programs $25K - $75K
- Regulatory Changes

PD
- Radio Coverage - 5 phases $100K-$200K each
- Dispatch - regional solution?
- Taser Replacement - $50K every 5-7 years
- Respirators and other equipment $35K
- Updated Technology - body cameras $75K-$100K every 5-7 years, data storage, staffing for redaction $100K annually
- Victim Advocacy Program - annual $200k
- PD Staffing Assessment - to ensure adequate staffing and competitive pay $50K-$200K annually

Public Works
- Equipment - $500K-$750K over 10 years, 10-wheel dump, equipment trailer, loader, power screen/crusher, water truck, water stand
- Facilities Plan/Replacement - City Hall expansion, employee lunchroom, added security
- Additional Facilities Maintenance Position
- Transit Improvements - fleet maintenance
- Information Technology Systems/Smart City - automated vehicles, parking sensors, etc.
- Annual yard waste pickup - $25K-$70K annually
- Improved landscaping and weed maintenance