

AGENDA



CITY COUNCIL RETREAT

TUESDAY, JANUARY 4, 2022 1:00 P.M.

WEDNESDAY, JANUARY 5, & THURSDAY, JANUARY 6, 2022 8:00 A.M.

NOTES:

- Public Forum:
There will be no Public Forum or Public Comment, as this is a City Council Retreat.
- Meeting room is wheelchair accessible. American Disabilities Act (ADA) accommodations are available upon request. Please phone 928-282-3113 at least two (2) business days in advance.
- City Council Meeting Agenda Packets are available on the City's website at:

www.SedonaAZ.gov

SINCE THIS IS A CITY COUNCIL RETREAT, THERE WILL BE NO PUBLIC FORUM OR PUBLIC COMMENT. MEMBERS OF THE PUBLIC CAN ATTEND AND OBSERVE THE MEETING. DUE TO CONTINUED PRECAUTIONS RELATED TO COVID-19, SEATING FOR THE PUBLIC WITHIN THE MEETING ROOM IS ARRANGED IN COMPLIANCE WITH CDC GUIDELINES FOR PHYSICAL DISTANCING AND IS LIMITED.

1. CALL TO ORDER

2. ROLL CALL

3. SPECIAL BUSINESS

a. Discussion/possible direction regarding the following:

- i. Overview of Retreat Schedule
- ii. Review of Status/Accomplishments/Next Steps for Existing Priorities including the following (Tuesday, January 4, 2022 beginning at 1:00 p.m.):
 1. Traffic Improvements (SIM)
 2. Transit
 3. Affordable/Workforce Housing
 4. Sustainability/Climate Action
 5. Citizen Communication/Relations
 6. Manage Impacts from Short Term Rentals
 7. Economic Diversification
 8. Emergency Preparedness
 9. Trailhead Congestion/Impact to Neighborhoods
 10. Community Plan Update
 11. Home Rule 2022
 12. Relocation of Municipal Court
 13. Dells Land Use Planning
 14. Stormwater Master Plan Update
 15. Enterprise Resource Planning (ERP)
 16. Sustainable Tourism
 17. Posse Grounds Evaluation
 18. Space Study
 19. Update Building Code
- iii. Facilitated Session to Discuss Current Council Processes & Protocols, Council Relations, Council/Staff Relations, & Rules of Procedure (Projected for Wednesday, January 5, 2022 beginning at 8:00 a.m.)
- iv. Budget & Finance Overview including Revenue Projections (Projected for Thursday, January 6, 2022 beginning at 8:00 a.m.)

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.

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- v. Possible/New City Council Priorities Discussion/Update; including the following: (Projected for Thursday, January 6, 2022)
 1. Homelessness
 2. Environmental Impact Statement/Assessment of Off Highway Vehicles
 3. Evacuation Modeling & Evacuation Routes
 4. Police Department Body Cameras
 5. Brewer Road Ranger Station Park Buildout
 6. New Dedicated Sales Tax for Transit
 7. Chamber of Commerce & Tourism Bureau Contractual Relationship
 8. Andante Sidewalk/SUP
 9. Pickleball Courts
 10. Purchase of Cultural Park
 11. Real Estate Purchase Opportunities
 12. Employee Hiring & Retention
 13. Official Vision Statement Video
 14. Trail Access Based on Capacity Analysis
- vi. Establishment of the 2022-2023 Work Program (Projected for Thursday, January 6, 2022)
- vii. Items not completed on Tuesday, January 4, 2022 will be carried over to Wednesday, January 5, 2022 and Thursday, January 6, 2022, beginning at 8:00 a.m. each day.

4. ADJOURNMENT

Posted: 12/30/2021

By: DJ

Cherise Fullbright
Deputy 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.

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MEMO

To: City Council
From: Karen Osburn, City Manager
Date: January 4th, 5th and 6th 2022
Subject: Council Annual Retreat for 2022/2023



Office of the City Manager

It's time again for the Council's annual retreat. Each year we try and set aside time to review where we've been, where we are and where we're going as a community and an organization. This year, the retreat will be held January 4th from 1-6 p.m. and on January 5th and 6th from 8:00 am to approximately 5:00 p.m. The retreat will be held at the Hub at Posse Grounds Park.

The agenda will be as follows:

Tuesday January 4 – afternoon

- Review of status/accomplishments/next steps for existing priorities. Responsible staff from each of the priority areas will present an update on accomplishments, discuss the current work program and timelines, and present their proposed work program to advance the various priorities through FY23. Council will have an opportunity to ask questions, discuss the current and proposed work plan, and either express support for the approach or provide different direction on how to proceed.

Wednesday January 5 – all day

- Facilitated session to discuss processes and protocols, Council relations, Council/staff relations, rules of procedure, communication, council meetings, etc. Facilitated by Nicole Lance.

Thursday January 6 – all day

- Financial status update and revenue projections
- Discussion of possible new priorities and finalization of the 2022/2023 work program. Department heads and other key staff will be present on Thursday to answer questions, provide additional information, and to weigh in on possible resource considerations as new initiatives are considered.

This year instead of holding the joint meeting between the City Council and the Chamber Tourism Bureau as part of the retreat, we have agendized that as a separate half-day meeting to be held on January 26, 2022. This will provide Council an opportunity to use the retreat, if desired, to discuss the contract and contractual relationship within the context of the entire 2022/2023 City work program, and in preparation for the joint meeting which will occur a few weeks later.

As always, the retreat will give City Council an opportunity to establish the priorities and policy agenda for the coming year. This is a unique opportunity to take a “balcony view” of all the various projects and initiatives currently being pursued relative to each other and try and balance the 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 multi-year policy initiatives that will continue into FY23 and beyond, as well as things that are already in the queue but have yet to be advanced due to availability of staff resources and overall capacity to accommodate the additional work. As projects conclude, we can do our best to create opportunities to advance existing and emerging priorities, but most current initiatives are ongoing and require significant staff resources.

In preparation for these discussions, enclosed are several documents meant to help frame the priorities conversation at a high level.

1. The first relates to the City's Community Plan goals and accomplishments. The City recently kicked off the process to update the Community Plan by 2024. The first part of that process is finding out if there is still agreement on the strategic vision and fundamental tenets set forth in the existing Community Plan. We have now had numerous years of sustained efforts to achieve many goals established in the existing Community Plan and it has been the basis for the Council priorities established and pursued since its adoption. The Community Plan Status Summary captures many of the "action" oriented goals from the Community Plan. Community Plan visions and policies have also been reviewed but are not the focus of the summary. For further review of the Community Plan in its entirety, please refer to the City's website [here](#).
2. The next document included is the Council Priorities Status Document. This document lists the current policy priorities as established by City Council and provides a bullet point summary of the work that has been accomplished towards those priorities as well as the current status and planned work that will occur in the coming weeks, months and through June 2023. This document should provide the context for just how much is on the plate currently. In addition to the policy agenda specifically established by Council as "priorities" there are other significant initiatives such as the Community Plan update and the 2022 Home Rule election, that may not be official Council priorities, but are significant nonetheless in terms of time and resources needed to address them. They are not optional so they must become part of the overall work program and be included when we assess capacity to take on new initiatives. The "low, medium, and high" labels have been removed. The reality is that if the items are on this list, they are all high priorities for staff. If Council wishes to add those back during this review and update process, we can do that. I've also made a notation for things that are part of the Sustainable Tourism Plan (in addition to being a Council priority).

The goal of this discussion is to remain at a very high, conceptual level of understanding each priority area and potential solutions so Council can give direction on the work program. Staff will present high level information on the nature of the problem, potential solutions, and range of costs. Actual review of detailed projects and programs, cost/benefit analyses, and other considerations will be reviewed later as part of budget decision packages or focused agenda discussions at future Council meetings.

Council should be aware of potential growth of already established programs like police, public works, etc., that occasionally have good reason to expand and may require investment of surplus revenues.

There are likely to be other competing needs that emerge as a result of growing and adding other/new programs, including expanded administrative support, expanded support services such as Finance and IT and potential needs for expanded facilities.

3. The final document lists potential new initiatives and issue areas raised by councilors for discussion on Thursday. These are presented in no particular order. I have tried to provide at least some basic information on each subject to help facilitate the

conversations around these topics. Department heads and key staff will be in attendance to assist with those discussions if needed. The addition of new priorities will need to be done with consideration of the investment of time, effort, and money that will be needed given the existing priorities.

Financial status:

Thursday will kick off with a financial status update, and budget forecast scenarios for FY23, and other more specific financial analysis and discussion. Overall, the City's financial position remains very strong. During the FY22 budget process, we estimated that the General Fund surplus for FY21 would be \$9.7M. Actual is \$12.1M. In accordance with policy, we will be asking Council during the FY23 budget process where they would like to allocate this surplus. Some of this decision-making is likely to be based on the direction given at the retreat with respect to current and new priorities. With such a robust current and future CIP, earmarking the \$12.1M for future capital improvement projects may be one logical place to allocate these funds. SIM projects would still use transportation sales tax funding first. For FY22, through October, we are already \$2.4M over projections for sales and bed tax revenue. If these trends continue through June, we are likely to have well over \$10M in surplus for FY22. Council could consider appropriating some of that in the FY23 budget for priority initiatives. Staff will present some possible options during the financial discussion at the retreat as well as through the FY23 budget-setting process.

For the current year, through October, the City's total FY22 sales and bed tax revenue collections continue to outpace any prior year. October is typically the peak for the last 6 months of the calendar year, and October 2020 was higher than any previous October. Compare that to October 2021, sales and bed tax exceeded October 2020 by 30% and 35%, respectively.

The significant increases seem to be a continuing indication of higher tourism levels and inflation. With higher tourism levels comes greater need to expend funds and other resources on mitigations to address the negative externalities created. Those expenditures continue to be significant. Inflation is also increasing and reached a 39-year high in November. The Western Region Consumer Price Index (CPI) for October was 6.0% compared to September's 5.3%. November is 6.5%. As a reminder we use the December Western Region CPI for the next year's increase to monthly community service contracts and the adjustment to the City pay scale. The FY23 budget is expected to be impacted by the final December 2021 CPI amount, and there are no signs at this point that it will be significantly different than November.

We are also seeing the effects of the labor shortage. Contractors are less willing or able to bid on City work which is translating to costs often double or triple what would otherwise be customary. If this continues and the City still wants to pursue the many new programs and projects and keep to existing timelines, these overages could eat up budget surpluses quickly. Since interest rates remain low, we should look to finance projects, when possible, rather than expending cash. Staff are currently evaluating the feasibility and advantages of a bond issuance for the parking garage, Forest Road and pedestrian crossing at Oak Creek projects.

Despite inflationary pressures which will hopefully lessen in 2022, given the large surpluses, continued increases to sales and bed tax collections, and anticipated retirement of City debt service by 2027, the City still has substantial opportunities to invest in projects, services, and initiatives. At this point the constraints are not primarily financial, but rather organizational

capacity and to some extent public process which by nature is prescribed to be slow-moving to ensure decisions and actions are thoroughly vetted, and fully open and transparent.

Process, protocols, communication:

Coming away from the retreat with a clear understanding of the work program that will need to be pursued from a tactical perspective is a critical outcome, but it is also important periodically to devote time and consideration to address bigger picture relationship and organizational issues and goals. Nicole Lance, a professional facilitator, has spent time one-on-one with each of us in advance of the retreat to identify issues and opportunities to advance the goals of the Council in the areas of relationships, communication, and process. She is creating an agenda based on the feedback obtained during those sessions and will facilitate conversation in hopes of finding consensus regarding future approach to these issues.

Council will also have an opportunity for a high-level review of other process related issues. This conversation is focused on *how* we conduct business, rather than *what* business we conduct. While we have many well-established protocols and some legal or statutory restrictions, most of these protocols can be amended by Council and/or staff. In other instances, protocols may be the product of precedent, rather than thoughtful intention, in which case simple review may reveal ways to improve. Several councilors have expressed interest in revisiting certain process related items that could result in changes to the Council Rules of Procedure or other protocols for how we conduct business.

ID	Chapter	Action (A) or Policy (P)	Status Description
Completed Actions			
1	Land Use	A.L1. Revise Land Development Code to be consistent with Community Plan land use designations and CFA/PA planning/review processes, CFA Specific Plans and land acquisition tools such as transfer of development rights.	Land Development Code revised and updated in 2018, incorporating Community Plan and CFA elements Continued use of CFAs to be re-evaluated during 2023 Community Plan update
4	Land Use	A.L4. Update residential housing inventory with analysis on purchase/rental prices, unit size/type and housing need. Update housing policy.	a) Sedona Housing Study: Housing Needs Assessment and 5-year Action Plan completed in 2020 b) Verde Valley Housing Needs Assessment completed in 2021
6	Circulation	A.C1. Implement parking recommendations for Uptown from the 2012 update to the 2005 Parking Management Study and the Parking Advisory Committee.	Related actions: a) Completed 2019 Uptown Parking Study; b) Established in-lieu fee for Uptown; c) Acquired land for parking garage on Forest Rd (under design in 2021)
7	Circulation	A.C2. Prepare a traffic study and city-wide traffic model (corridor and access control planning for the West Sedona commercial corridor and traffic mitigation for Uptown, including evaluation of "Complete Street" standards to promote multi-modal circulation – see Land Use, Growth, and Housing).	a) Transportation Master Plan completed in 2018 (included traffic study/modeling, etc.) b) Main Street improvements completed, c) Uptown CFA Draft Plan addressed traffic mitigation d) Soldiers Pass addressed access control in West Sedona e) GO Sedona Pathways Plan addressed Complete Streets
8	Circulation	A.C3. Develop and implement a pedestrian and bicycle master plan to develop a network of safe and connected routes for walking and biking. The plan will identify potential linkages, barriers and gaps, bike lanes and routes, sidewalks, separated pathways, and implementation strategies.	a) GO Sedona Pathways Plan completed in 2020 b) Implementation strategies completed: - Constructed Thunder Mt/Sanborn Path, portion of Dry Creek path, Sunset Rd path and park path, green bike lanes on W 89A - Established ST&PS branding and webpage ("Sedona Trails and Pathways System") c) 6 additional projects under design as of 2021
9	Circulation	A.C4. Prepare a transit feasibility plan that addresses commuter, visitor and residential needs, park and ride locations, new technologies and Forest Service goals and options for reducing traffic in Oak Creek Canyon.	a) Sedona Area Transit Implementation Plan completed in 2020 b) Hired Transit Manager c) Trailhead shuttle system and microtransit to start in 2022 d) Forest Service is an active partner during planning and implementation of transit and trailhead shuttles
12	Environment	A.E3. Reevaluate and update the dark sky ordinance.	a) Dark Sky Community certification in 2014 from the International Dark Sky Association in partnership with Keep Sedona Beautiful b) Addressed in the 2018 Land Development Code (LDC) update and 2020 amendments
18	Economic Development	A.ED1. Prepare a ten-year economic development strategic plan.	a) Economic Diversification Plan completed in 2020 b) Hired new Economic Development Director
22	Economic Development	A.ED5. Establish a ready response team comprised of City staff and key partners to assist in business retention, recruitment, and expansion	The economic development director serves as lead, and works with other city staff, property owners, existing businesses, and state/regional contacts to provide best service to businesses.
24	Economic Development	A.ED7. Establish an economic development on-line resources center	Established Economic Development webpages on City's website with links to other resources
27	Economic Development	A.ED10. Maintain and grow professional memberships and participation in strategic events with key international, national, and regional economic development organizations.	Routinely involved with recognized international, national, state, and regional organizations inclusive of IEDC, AAED, VVREO, and NACOG.
28	Economic Development	A.ED11. Establish a business incubator space through a public/private partnership to assist in new business attraction and development.	Providing virtual incubation services through contract with NACET as well as additional entrepreneurial programming through NACET, SBDC, and Local First of Arizona.
30	Community	A.CM1. Maintain and enhance the Art in Public Places program.	Public art (sculptures) installed at 5 roundabouts; an additional 4 planned for 2023
32	Community	A.CM3. Continue and enhance funding for the Arts Education Program and other youth oriented arts education programs.	Artist in the Classroom program funded annually.
35	Community	A.CM6. Pursue acquisition of the historic Ranger Station by a public or community organization.	a) Acquired property in 2014 b) Completed park master plan in 2016 c) Building renovations and site work underway

ID	Chapter	Action (A) or Policy (P)	Status Description
36	Community	A.CM7. Enhance the City’s website to provide comprehensive information about the City’s Historic Landmark Program for property owners and the public.	Added to the city website: the Historic Resource Survey and summary page of landmarks.
47	Community	A.CM18. Explore the development of an online youth and family resources guide.	City events and activities are posted via city online calendar and website.
48	Implementation	A.I9. Periodically review and adjust the City’s development impact fees ordinance to ensure that the City collects sufficient funding to construct additional infrastructure needed to serve new residents and businesses developing in Sedona.	Development Impact Fees updated in 2019
49	Implementation	A.I1. Create a City Strategic Plan to help implement the Community Plan by prioritizing more specific action steps to carry out the Plan recommendations, prepare a capital budget, and identify funding sources.	Done annually through priority setting process and development of annual budget and CIP
51	Circulation	A.C5. Implement SR 89A traffic mitigation improvements in Uptown based on traffic study recommendations.	Uptown Main Street (N 89A) and pedestrian improvements completed in 2020 which included two new roundabouts, median, Owenby bypass road, etc.
55	Environment	A.E7. Develop an action plan that would focus on methods to improve energy efficiency and conservation and reduce harmful emissions.	a) Climate Action Plan completed in 2021 b) Municipal Sustainability Plan completed in 2020
57	Parks	A.P4. Establish a trails coalition to improve community collaboration on trails related issues.	Sedona Red Rock Trail Fund established, and increased involvement of Verde Valley Cyclists Coalition
59	Parks	A.P6. Investigate and possibly implement methods to obtain trail access across the State Trust Land parcel on Soldiers Pass Road.	The GO Plan designates the route to be integrated into future development. No success at acquisition from State Trust Land

Partially Completed Actions

2	Land Use	A.L2. Prepare and update specific corridor plan for West Sedona, coordinate with access control planning for SR 89A and prepare Specific Plans for the West Sedona Corridor CFAs and prepare Community Plan revisions if applicable. Identify capital improvement priorities and funding sources.	West Sedona CFA plans completed: Soldiers Pass and Western Gateway
3	Land Use	A.L3. Prepare Specific Plans for the following CFAs: Uptown, North Oak Creek, Ranger Road, Schnebly Hill, Cultural Park; and prepare Community Plan revisions if applicable. Coordinate with City-wide traffic modeling and Uptown traffic mitigation. Identify capital improvement priorities.	CFA plans completed: - Soldiers Pass, 2016 - Schnebly Hill, 2017/2020 - Western Gateway (Cultural Park), 2016 - Sunset, 2019 - Uptown, 2021 draft
14	Environment	A.E5. Develop a City green building code and associated incentives for all development.	Adopted the International Energy Conservation Code (IECC). ENV SP metrics to evaluate CIP's
15	Parks	A.P1. Develop City standards for park and trail acquisition, design, development, and maintenance.	GO Sedona Pathways Plan includes some standards
39	Community	A.CM10. Streamline approval processes and create City sponsored how-to guides and training sessions for cultural, arts, and historical events and activities.	Streamlined approval process; various programs/classes offered ranging from arts to arboriculture
40	Community	A.CM11. Partner with public and private partners to develop one or more youth arts conferences and develop a semi-permanent to permanent youth arts exhibit space.	Partnered with the library for exhibit of high school photography, there is interest in future use of the library for student exhibits
41	Community	A.CM12. Partner with non-profit service providers and arts and cultural organizations to increase awareness and participation of senior citizens in arts and cultural activities.	a) The Artist in the Classroom includes intergenerational programming with the schools b) Senior artists are part of the retrospective art exhibit.
54	Environment	A.E6. Conduct an inventory and audit of water conservation and energy efficiency of City facilities and operations and implement appropriate measures.	Municipal Sustainability Plan completed in 2020, and upgrades made to city hall to improve energy efficiency and water conservation
58	Parks	A.P5. Develop an open space and trails plan that includes criteria to identify open space access and preservation priorities, including regulatory tools and incentives for open space acquisitions, and to address trail access issues.	a) GO Sedona Pathways Plan completed (trails plan), 2020 b) CFA plans addressed open space and trail priorities c) LDC update added cluster subdivisions to encourage preservation of open space.

ID	Chapter	Action (A) or Policy (P)	Status Description
Actions Underway			
5	Land Use	A.L5. Prepare a land use master plan for the Wastewater Treatment Plant property (see CFA Community Expectations).	a) Dells master plan to start 2022 b) Transit operations and maintenance facility planned on property adjacent to the wastewater treatment plan property.
13	Environment	A.E4. Investigate existing weed management efforts and implement appropriate actions, which may include a partnership weed management plan.	a) 2010 integrated pest management plan to be updated. B) City adopted the use of organic pesticides and not using RoundUp
20	Economic Development	A.ED2. Establish consistent and competitive project review timeframes and fees.	a) Timeframes are set by the state (SB 1598) b) Planning fee schedule adjusted in 2018 (first fee adjustment since 2003).
21	Economic Development	A.ED4. Work with City Council and other key departments to identify and implement economic development incentives to attract and retain preferred business clusters.	a) The Sunset CFA includes some flexibility incentives for projects with job creation b) Sunset CFA proposed street/sewer improvements (now underway) to stimulate economic development, including a new bridge on Sunset Dr. b) The VVREO economic development loans are marketed as an incentive to assist businesses.
52	Circulation	A.C6. Evaluate the extension of Ranger Road as a replacement for the Brewer Road/SR 89A intersection.	Underway
53	Circulation	A.C7. Work with the Sedona Airport Administration to coordinate future airport planning goals and non-aeronautical uses, Airport Road traffic mitigation and pedestrian safety, and Forest Service trailhead locations.	City attorney is in discussion with Airport regarding jurisdiction. Legal action will likely need to be taken to clarify and establish jurisdictional rights.
Ongoing Actions			
10	Environment	A.E1. A. Ensure that a City representative participates in regional water advisory organizations.	Sustainability staff participate in Sustainable Flows Council, Oak Creek Watershed Council, etc.
26	Economic Development	A.ED9. Identify existing and future employment centers within the City and their appropriate industry clusters.	a) CFA plans include employment centers and type of employment, such as the Sunset CFA targeting more light industrial and professional services employment. b) While the economic diversification plan does not specify location, it does list targeted industries and their clusters.
44	Community	A.CM15. Maintain the City's small grants program for arts and cultural organizations.	City Small Grants Program continues
46	Community	A.CM17. Pursue increased and affordable community events and activities that promote family togetherness and a sense of community.	City Parks and Recreation hosts recurring events and activities; new events include the popular Food Truck Festival
Actions Not Completed			
16	Parks	A.P2. Prioritize implementation of the City Parks and Recreation Master Plan recommendations to align with the Community	The 2012 P&R Master Plan was completed prior to the Community Plan and is scheduled for update.
17	Parks	A.P3. Amend City regulations to improve the quality and usability of dedicated parklands; provide a trail dedication alternative to developers; develop design standards for trail and park design, size, and dedication options for developers; consider cash-in-lieu donations for park development with new subdivision approvals.	Updated LDC to require pedestrian connections/sidewalks in new development, have also considered construction of shared use paths as alternative to sidewalks.
19	Economic Development	A.ED1. Form a staff facilitated working group to work on development and establishment of a year-round culinary institute.	The Yavapai College Sedona Center established the Sedona Culinary Arts Program.
23	Economic Development	A.ED6. Regulate temporary retail spaces to support local businesses.	Temporary Use Permit regulations modified in 2018 LDC update; further refined in 2020.

ID	Chapter	Action (A) or Policy (P)	Status Description
25	Economic Development	A.ED8. Develop and implement economic development investment guidelines to guide expenditures of public funds to support new or existing business growth.	Not specifically, but there are other guidelines.
43	Community	A.CM14. Create a public marketplace for trade in local produce, products, and arts and crafts.	No centralized location.
45	Community	A.CM16. Maintain the City’s small grants program for historically designated buildings and properties.	The program was dropped in 2015
50	Land Use	A.L6. Prepare a specific corridor plan for the SR 179 area south of Canyon Drive to evaluate opportunities for neighborhood-scale services, public spaces, open space retention, and ways to address visitor impacts to neighborhoods (such as the Chapel Road area).	a) This CFA not a priority compared to other CFAs b) Visitor impacts in this area addressed with: - new trailhead parking on Back O'Beyond Rd - new path and trailhead on Chapel Rd under design - trailhead shuttle stop on 179 planned to open early 2022
56	Environment	A.E8. Investigate the acquisition of private water companies.	Not being pursued

Actions Not Addressed			
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11	Environment	A.E2. Collaborate with private water companies to reduce water consumption.	
29	Economic Development	A.ED12. Collaborate with the Sedona-Oak Creek School District to become one of the best school districts in the state.	
31	Community	A.CM2. Amend the Land Development Code to create incentives to expand the installation of art in public and private spaces.	
33	Community	A.CM4. Provide funding support to facilitate the development of Sedona as a learning center for arts and culture.	
34	Community	A.CM5. Work with public and private sector partners to develop an art museum.	
37	Community	A.CM8. Prepare a citywide Cultural and Arts Plan to develop specific policies, programs, and actions for the continued growth and development of Sedona’s cultural and arts heritage.	
38	Community	A.CM9. Assist in the development of a mentorship program among emerging and established creative professionals and artists.	
42	Community	A.CM13. Support the development of a local “Creative Conference,” bringing members of the arts, culture, and history communities together with private sector and public sector leaders to explore the role of creativity in work, life, and	

FY 2021/2022 City Council Priorities

Priority Item	Completed	Status/Process
Traffic Improvements (SIM)	<ul style="list-style-type: none"> • Uptown Roadway Improvements complete • Uptown traffic model complete • Parking Study – complete • Forest Road Parking Structure <ul style="list-style-type: none"> ○ Land acquisition completed summer 2020 ○ Major Community Plan Amendment approved Oct 2021 ○ Rezoning approved Oct 2021 • Y Minor Improvements substantially complete • Forest Road Extension <ul style="list-style-type: none"> ○ Design completed ○ Condemnation authority granted by City Council ○ Some properties acquired through negotiated purchases • Bike and Ped <ul style="list-style-type: none"> ○ Go Plan completed ○ Sanborn/Thunder Mountain complete ○ Dry Creek at TENS complete ○ Pinon Drive sidewalk extension design completed ○ Green bike lanes completed • Applied for ADOT permit for digital message sign on I-17 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Uptown north bound improvements design began • Forest Road Extension <ul style="list-style-type: none"> ○ Property acquisition in process ○ Requires ADOT Permit ○ First round bids for construction received, significantly over budget ○ Back out to bid for second round, bids due Feb 2022 • Pedestrian Crossing at Oak Creek design complete by winter 2021/2022 • Portal to Ranger/Brewer connection design pending Ranger/Brewer Intersection Improvements design • Los Abrigados to Brewer connection design complete by fall/winter 2021 • Bike and Ped <ul style="list-style-type: none"> ○ Soldiers Pass construction estimated complete by winter/spring 2022 (tie into trailhead shuttle system – also a park and ride location for transit) ○ Chapel Rd construction projected to begin winter 2021/2022 ○ Schnebly Hill Road on hold pending new development ○ Southwest Drive pending development of Navajo Lofts ○ Navoti Drive to Dry Creek design complete by winter 2021/2022 ○ Pinon Drive sidewalk construction to begin winter 2021/2022 • Shelby Drive Roadway Improvements construction underway, estimate complete by winter 2022. The Arizona Commerce Authority (in partnership with ADOT) economic development \$500K grant funds awarded are being utilized for this project. Further, another \$500K in grant funds are under review and may be potentially awarded to this project • Forest Road Parking Structure – design estimated complete by summer 2022 <ul style="list-style-type: none"> ○ Signed letter of intent with Electrify America for them to construct ten DC Fast (level 3) EV chargers at the Uptown Garage. They will cover all construction and grid upgrade costs, approximately 2.5-4 million dollars' worth of infrastructure and labor ○ Assess financing options for Forest Road parking structure • Acquire ADOT permit for digital message sign on I-17 by summer 2022 • In process of finalizing land survey and purchase agreement with ADOT for the old Chevron building at the Y intersection for a TBD future transportation use

Transit
STP initiative

- Completed modeling & transit implementation plan Dec 2019
- Transit Manager – began January 2021, 5311 federal funds obtained to subsidize administrative and startup expenses.
- Acquired property for transit hub and Ranger Road extension summer 2020
- Acquired property at 4205 W SR89A (in front of SRRHS) for future park and ride June 2021
- Microtransit:
 - Microtransit simulation completed – June 2021
 - Preliminary 5339 FTA grant award received from ADOT for two microtransit vehicles (August 2021)
- Trailhead shuttles:
 - Vehicles Ordered Oct 2021
 - Finalized transit vehicle and signage branding – approved by Council fall 2021
 - RFP issued for service operator summer 2021, proposals received and reviewed
 - Contract award issued to MV Transportation Nov 2021
 - Timetables, routing, and service hours finalized
- USFS proposed action to public fall 2021 to close Cathedral & Soldiers trail parking lots when transit is operational - public comment closed on 11/19/21 with 72% approval
- Extension of Transportation Sales Tax for Transit approved Nov 2021
- Microtransit:
 - Microtransit vehicles ordered

Current and planned actions:

TH shuttles-

- Church of the Red Rocks (CRR) approved parking lot lease for park and ride for 179 corridor, lease fully executed in Dec 2021
 - Pursuing Conditional Use Permit (CUP) for CRR transit park and ride lot – public input period Nov/Dec 2021, public hearing with P&Z Feb 1, 2022, construction improvements Feb 2022
 - Will require a zone change before June 30, 2023, to continue use
- Constructing new parking area which will serve as park and ride lot at Soldiers Pass Shared Use Path at Posse Grounds Park
- Working with USFS re: trailheads permitting - Anticipate permit to be issued in January 2022
- Will also require an MOU between the City and USFS – draft MOU under review
- Work with Yavapai County to restrict parking on Dry Creek Road to incentivize shuttle use and reduce vehicle congestion, conflicts, improve safety - this will not be completed by launch date but is important to ongoing operations
- Microtransit:
 - Deploy service July 2022 – contingent on vehicle delivery

Other

- Forming Transit Advisory Committee (TAC) - Establish by Jan/Feb 2022
- Location for transit maintenance and operations facility identified (WWTP).
- Fixed facility analysis, environmental (NEPA) study for maintenance / operations facility and mobility hub FY22
 - Facility Design FY23 - Will seek FTA 5339 grant funding - May 2022
 - Considering low interest financing options & Federal grant funding for construction – FY 2024 - FY25
- Design for Ranger Extension to begin spring 2022
- Study & Design for Cook's Hill bus lane FY22/FY23
- Sinagua building chosen as temporary operating base for TH Shuttles and Microtransit service – site improvements to be completed by Jan 2022
- RFP for Intelligent Transit Systems (ITS) technology packages published 10/15/21 - Preliminary award anticipated Jan 2021
- Transit marketing plan & website design in progress. Staff collaborating with the Sedona Chamber of Commerce and Transit Marketing LLC.
- Discussion/planning for future western gateway park and ride and possible visitor center or visitor kiosk. This was not previously in the City's CIP but will need to be added now that City has acquired the land for this purpose
- Significant capital improvements will be needed (see CIP for complete list of

	Dec 2021	<p>projects)</p> <ul style="list-style-type: none"> • Additional staff support will be needed moving forward- decision package for at least one additional full-time position in FY23, focus on pursuit and management of federal grants
Affordable/ Workforce Housing	<ul style="list-style-type: none"> • Partnered with Hope House to provide CDBG funding to support transitional housing for homeless families with children (construction underway, completion spring 22) • Needs assessment and 5-year action plan completed December 2020 • Entered into development agreement with Sunset Lofts LLC for 46-unit workforce apartment units July 2021 • Entered into IGA with Cottonwood and hired shared Housing Manager • Down payment/closing cost program final approval and contract award Nov 2021 • Obtained approval of 2/3 property owners to change CCR's for Sinagua property by Dec 2021 – recorded with county Dec 2021 • Developed inventory of existing affordable rental housing 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Down Payment/Closing Cost Assistance Program – working with Northern AZ Housing Solutions, ramp up and marketing launch, first qualifications anticipated early 2022 • Develop inventories of vacant land suited for workforce housing, land with redevelopment potential for workforce housing - created spreadsheet, inventory ongoing • Explore potential property acquisition • Exploring incentive program for conversion of STRs to Long term rentals, purchase of deed restrictions, public information campaign, Aff Hsg nonprofit fund, business community involvement - vetting with Housing Committee in December 2021 • Update DIGAH document - convening workgroup in Dec 2021 • Continuing to explore additional public private partnerships (ex. Development of Sinagua properties?) - ongoing. <ul style="list-style-type: none"> ○ Issue RFP and/or host webinar by Feb 2022 to explore LIHTC partnerships • Coordinate Verde Valley regional conversation - manager doing individual outreach through 2021, plan to convene regional group January 2022 • Advocating for ADOH support through HOME-ARP and Homelessness Prevention Plan • Housing Manager to participate in League of AZ Cities and Towns “Affordable Housing/Street Homelessness Workgroup” 1 of 2 representatives from rural AZ – to represent cities/towns interests re: pending legislation. Work began Dec 2021 • Additional staff support will be needed moving forward- decision package for one additional full-time position in FY23
Sustainability/ Climate Action	<ul style="list-style-type: none"> • Installed EV charging stations at City Hall, Jordan Road (STP) • Installed solar at City Hall • Climate Action Plan approved July 2021 • Incorporated sustainability into agenda bills (additional training needed) • Green Fleet Policy created and 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Explore Opportunities to Reduce Municipal Footprint <ul style="list-style-type: none"> ○ Purchasing 100% clean municipal energy through APS (Jan/Feb 2022) ○ Carbon Offsets (Ongoing) • Home Energy Retrofit Project – Request for Information (RFI) closed, and contractor approved by City Manager. Currently developing a contract for scope of work (Applications anticipated to be available by February 2022) • Pilot program for food scraps composting (anticipated start in spring 2022) • Municipal Sustainability Plan to be updated on biennial schedule (2022)

	<p>adopted</p> <ul style="list-style-type: none"> • Municipal Operations GHG Inventory updated for calendar year '20 • Installed water bottle refill station at Posse Ground Park (STP) • Completed 2021 Employee Commute Survey • Hired two Sustainability Coordinators 	<ul style="list-style-type: none"> • Community Greenhouse Gas Inventories being completed for calendar year '20 and '21 (June 2022) • Working with an Energy Services Company (ESCO) to improve City building efficiencies. (Preliminary audit winter 2022, contract summer 2022) • Collaborating with Public Works on solar and electric vehicle charging at Uptown Garage Project • Collaborating with University of Arizona's Pest Management Center on updating the City's 2010 Integrated Pest Management Policy (Summer 2022) • EV Chargers to be installed at Posse Grounds Park and Sunset Park (FY22) (<i>STP initiative</i>) • Recruit Sustainability Manager (winter 2022) • Staff training on sustainability practices and analysis of sustainability issues for citywide projects (including analyses for completion of agenda bills) • Work with Public Works on the on the curbside yard waste collection program, including a mulching program. Bids received, contract going to Council in January 2022, Work expected to start in April 2022 • Installation of additional water fountain/refill stations in Uptown (summer 2022) (<i>STP initiative</i>) • Collaborating with Harmony neighborhood to identify shared use path options (FY23) • Investigating additional locations for electric vehicle charging stations at City facilities (Ongoing) • Collaborating across City departments to improve efficiency/energy consumption of lighting <ul style="list-style-type: none"> ○ Investigating Street Light Retrofits and Ballfields (FY23) • Reevaluating City's role with Sustainable Tourism Plan efforts (Ongoing) <ul style="list-style-type: none"> ○ Possible update to environmental pillar needed ○ Prioritize and select specific tactics to address/implement annually • Green procurement policy (FY23) - Use of consultant (FY23 decision package) <ul style="list-style-type: none"> ○ Investigating feasibility of a Cool Pavement Pilot Project • Exploring Following Building Standards/Codes (2022) <ul style="list-style-type: none"> ○ Low impact/green building standards ○ Eliminating solar permitting fees ○ Expanding EV charging infrastructure minimum requirements
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<p>Improve Citizen Communication/ Relations</p>	<ul style="list-style-type: none"> • Refined goals with Council • Videos of projects added (SIM) • “Did you know?” social media series started • Hired new Public Relations Coordinator • Agendizing public interest items (ex. Harmony outreach, hybrid transit vehicles, new inclusive playground, Brewer house/barn restoration work) • Hired outside PR firm to boost amount of work product • Monthly e-newsletter in partnership with Beta PR - first issue Dec 16 2021 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Build out FAQs/talking points for website • Consider broader engagement on social media • Consider HOA, service club, and other direct communication outreach • Hiring public relations firms for communication on major projects • CM to hold open office hours to the public once a month starting in Jan “Straight Talk w Karen” • Adding one end of year accomplishments video and one first of year new priorities video - contract with Beta PR for production • FY23 decision package for a new Webmaster position to centralize development and content management for the city’s #1 communication tool
<p>Manage Impacts from Short Term Rentals</p>	<ul style="list-style-type: none"> • Continued to work with vendor to track STRs and manage complaint hotline • Council approved hiring of lobbyist for next legislative session to advocate for legislative changes • Hired legislative advocate Nov 2021 • Updated trash ordinance Jan 2021 • Updated noise ordinance Nov 2021 • 40-50 STR listings under “jurisdiction review” at any given time- cannot identify property addresses or parcel 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Evaluate and lobby for changes in legislation to allow local control and regulation • Create new campaign to educate residents and owners (partner w/Chamber TB) • Consider new policies and rules including requiring TUPs for weddings or other outdoor events • Continue to cite owners for non-compliance with emergency contact registration but with existing enforcement resources this has been limited. Have not yet been able to report adjudicated cases to ADOR. • Working on GIS layer for STRs to be complete winter 2022. • LodgingRevs has been acquired by GovOS. Service has degraded and future service is uncertain at this time. Vendor is shifting responsibilities to City staff. Annual costs for software/vendor services are likely to increase significantly • As quickly as properties are changing hands and being added the continued monitoring does require additional position to manage the 3rd party contract/software and handle the in-house tracking, maintenance and even limited additional enforcement. • A decision package for one additional full-time position will be prepared for the FY23 budget

<p>Economic Diversification</p>	<ul style="list-style-type: none"> • Completed Economic Development Plan • Initial work session held with Council and Yavapai County re: broadband initiative • Partnered with VVREO to host third annual entrepreneurial pitch competition • Continued to seek grant funds to support city initiatives - currently \$1.4M is in review (final award determination in February of 2022) for CIP projects (PD's EOC and Shelby Drive) that, if awarded, will supplement the general fund 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Continue to support and facilitate the access of internet infrastructure working with Yavapai County to complete an IGA for the “final mile” county-wide project; continued work with NACOG and VVREO to support and implement other complimentary broadband development; and adopt a dig-once policy with our construction projects • Continue regional partnership with Camp Verde, Cottonwood, and NAU on a pilot internship/workforce development program. To date, grant funds have been secured for this project. This initial pilot project should be completed by FY23. • In light of the pandemic, business recovery, and Schires case, the economic diversification advisory group will reconvene to reprioritize and update the economic diversification plan to continue meeting the long-term economic development goals • Outreach and engagement with the immigrant community and other potentially disenfranchised community members to improve relationships, focus on local business development. Currently, we are working with Local First Arizona on an entrepreneurial program in Spanish so we can reach and assist more businesses. • Contract with NACET to offer virtual entrepreneurial services • Partnering to deliver multiple trainings and informational webinars to business owners on the relevant request topics around social media, marketing, finance, recovery funds, pivoting business models, and additional business topics <p>❖ <i>This program has been in place for 5 years and is now in a maintenance mode. No significant new initiatives are proposed. Recommend removal from priority list for FY23. Suggest leaving Broadband as a priority initiative.</i></p>
<p>Emergency Preparedness</p>	<ul style="list-style-type: none"> • Held work session with Council, County Emergency Managers, Fire District and Sheriff's Offices • Hired a firm to prepare a Community Resiliency Preparedness Guide 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Update Emergency Operations Plan (EOP) - Final draft in progress and is being reviewed by Yavapai and Coconino County Emergency Management, as well as the Arizona Department of Emergency Management • Collaboration with the Sedona Fire District and Coconino and Yavapai County Emergency Management Departments - Engagement on-going • Create Continuity of Operations Plan – Incorporated into the EOP rather than a stand-alone plan • Work with Laguna Beach consultant on Community EP Plan - (English & Spanish version underway – Expected to release in December 2021) • Work with partners to develop an annual calendar for training in coordination with the EOP • Ready, Set, Go! Campaign in English and Spanish - launch spring 2022 prior to

		<p>fire season. Door hanger, social media, email campaign</p> <ul style="list-style-type: none"> • Develop annual calendar for community outreach and education - soliciting interest and will schedule small group community training commencing January 2022
<p>Trailhead Congestion/ Impact to Neighborhoods <i>STP initiative</i></p>	<ul style="list-style-type: none"> • Deployment of TCA's & CSA's • Implementation and enforcement of parking restrictions, road closures, signage, physical barriers • Shared use paths, and parking restrictions, completed at Soldiers Pass & Dry Creek • Hired full time TCA II 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> • Evaluate solutions to parking congestion on streets - Shared use path on Chapel Road to begin construction winter 2022 • Deploy shuttles as a mitigation strategy – included in FY22 budget for spring 2022 • Evaluate access on Back O'Beyond (BoB) - USFS closing Cathedral Rock TH Thur-Sun beginning March 2022. Consider street gate option to limit access during peak periods • BoB safety and drainage Improvements design in process, complete spring/summer 2022 • Revisit ticket fees (current parking ticket \$40) to create greater deterrent • Evaluate the feasibility of implementing a vehicle “booting” program (resources needed, legal parameters, fee collection in field, etc.) • Work with Yavapai County to restrict parking on Dry Creek Road to incentivize shuttle use and reduce vehicle congestion, conflicts, improve safety

Other Projects/ Initiatives

<p>Community Plan Update 2021-2023</p>	<p>Kickoff with Council October 2021 Established work group Established the “Plan Sedona” interactive website First Work Group Meeting – Dec 1, 2021</p>	<ul style="list-style-type: none"> Working group to give input on citizen participation plan (CPP) CPP to P&Z and City Council (Feb-early spring 2022) Regular P&Z/CC updates throughout process Monthly Work Group meetings throughout the planning process Website available throughout, with opportunities to give input and comment on draft documents, sign-up to participate, etc. (https://sedona.konveio.com) <p>Extensive outreach and staff resources will be required</p> <p><u>Phase One</u> – Background/Issue Identification (through August 2022)</p> <p>Some potential outreach/ input opportunities identified so far (will be evaluating others):</p> <ul style="list-style-type: none"> Community survey (early spring 2022) Meetings with community groups Form and meet with focus groups and/or topical workshops Community meetings City-wide mailers Social media Press releases Additional surveys <p><u>Phase Two and Three</u> – Preliminary Recommendations/Draft Plan (September 2022-May 2023)</p> <p>Similar outreach/input opportunities as Phase One (e.g. focus groups, community meetings)</p> <ul style="list-style-type: none"> Draft Community Plan created (Target April 2023) 60-day mandated review (April-May 2023) <p><u>Phase Four</u> - Public Hearings and Adoption</p> <ul style="list-style-type: none"> P&Z/City Council Work Sessions and Public Hearings (June through November 2023) Plan adoption - November 2023
<p>Home Rule Jan – Aug 2022</p>	<p>CBWG review and recommendation for Home Rule</p>	<ul style="list-style-type: none"> Home Rule for August 2022 ballot Exclusion for issuance of bonds to be included Conduct two public hearings (March 2022) Prepare resolutions Initiate and conduct community education campaign – public meetings, HOAs, community groups, non-profits, business community, etc. <p><u>Home Rule Election (based on League recommended timeline) tentative critical dates:</u></p> <ul style="list-style-type: none"> 3/8 – 1st Public Hearing 3/22 – 2nd Public Hearing

		<ul style="list-style-type: none"> ○ 4/4 – submit analysis to Auditor General ○ 5/10 – publicity pamphlet to Auditor General ○ 7/6 – distribute early ballots ○ 7/21 – distribute publicity pamphlets ○ 8/2 – election day
Relocation of Municipal Court FY2022	<p>Lease/purchase of Brewer Road property completed June 2021</p> <p>Coordination with Arizona Office of the Courts and Yavapai County Superior Court for remodel/retrofit</p>	<ul style="list-style-type: none"> ● IT working on connecting property to City Hall network ● Facilities working on designing and bidding out construction of retrofits ● Applied for, and awarded, state grant funds through Yavapai County ● Estimated move spring 2022
Dells Land Use Planning FY2022-2023		<ul style="list-style-type: none"> ● The Dells land use planning will commence spring 2022 ● Phase I will be a feasibility study to evaluate the steps necessary to develop the property, including costs and timing ● Phase II will be to develop a land use master plan, with a focus on workforce housing and identifying other potential uses that will align with and support other community plans and goals (ex. sustainability, economic diversification, etc.) ● To include consultant engagement in support of staff coordination
Stormwater Master Plan Update	<p>Phase I - Identified facility improvements & priorities, updated inventory of improvements, public outreach to identify new problem areas.</p> <p>Phase II – completed hydrology and existing conditions, costs of potential improvements.</p> <p>Phase III – Acquired \$177K for Phase III through IGA with Yavapai County</p>	<ul style="list-style-type: none"> ● Phase III for mapping in process, to be complete by summer 2022, updating city maps of non-FEMA floodplains, reflecting updated topography, state of the art modeling, reflecting the extensive work done to date by city CIP. Priority areas are identified for future projects ● Complete draft report by April 2022, and public outreach by May 2022. New maps to be uploaded on City website by June 2022
Enterprise Resource Planning (ERP)		<ul style="list-style-type: none"> ● While an integrated enterprise resource planning software system is needed and has been budgeted for some years, lack of adequate staffing and significant workload have delayed pursuit of this project

Implement Sustainable Tourism		<ul style="list-style-type: none"> • Assess and make recommendations for City’s role in implementation of Environmental Pillar of Sustainable Tourism Plan and/or updates that may need to be made based on CAP and other new efforts • Identify ownership of Plan and roles and responsibilities between Chamber and City • Establish process for monitoring and tracking Plan implementation • Establish and track key indicators • Explore need to create Coordinator position to manage implementation of STP – recommended to be a Chamber Tourism Bureau position as the contract agency for tourism management
Posse Grounds Evaluation	Draft options presented to city management by consultant team. Back out for additional community input and internal vetting	<ul style="list-style-type: none"> • Posse Grounds Park Evaluation estimated completion and presentation to City Council spring 2022
Space Study		<ul style="list-style-type: none"> • Facilities plan/space study was programmed for the current year but the new Court relocation has both delayed that effort and provided possible opportunity to relocate staff to this location if we can identify programs and functions that can remain effective from afar. As we have added positions space has become extremely limited and creative space-making, new configuration of existing space, and possible additional acquisition or construction of office space will be needed. At this point it has not been deemed feasible for most positions to transition more fully to remote work which could otherwise reduce the need for on-site workspace
Update the Building Code		<ul style="list-style-type: none"> • Adoption of Property Maintenance Code – future item to Council • Update to fees –future item to Council

Possible new initiatives and issue areas raised by individual councilors for consideration – for discussion on Thursday Jan 6, 2022

Homelessness – While the City does not currently have good data on number of homeless or number of calls for service specifically related to homeless/homelessness, anecdotally it appears homelessness and the number of “working homeless” in particular are increasing in Sedona. While the City has done a few small projects and programs in this area such as partnering with the school district and the Sedona Area Homeless Alliance (SAHA) in summer 2020 to provide a temporary shower program, supporting Hope House on the construction of a small residence for homeless families with children, and facilitating temporary “vehicle camping” during the 2021 forest closures, this is not a policy realm the City has ventured far into. The City is currently working with SAHA to set up another temporary shower program for this winter, but that has had its challenges and has admittedly been slow going. A more permanent location for a shower program could be pursued. SAHA has reported that there are approximately 125 non-transient homeless in Sedona. We do not have an estimate of how many of those are working homeless. The School District does track homeless students and as of the preparation of this packet that number was 26.

The Council will need to assess its interest in further addressing this issue, to what extent and in what form. Possible further partnership opportunities could be pursued with SAHA, Hope House, Catholic Charities or others where the City could provide financial and/or logistical support but leverage other existing systems or programs instead of reinventing the wheel or trying to create a City department or program to directly address this issue. Council will also need to consider possible future amendments to the City’s current anti-camping ordinance.

Additionally, the City’s new Housing Manager is now part of a League of AZ Cities and Towns “Affordable Housing/Street Homelessness Workgroup.” This is a group that is made up of two representatives of large cities, two from mid-sized urban cities and two from rural AZ, that will represent cities/towns interests re: pending legislation in the 2022 session. This will expose our staff to what other communities are doing to address homelessness and associated issues and may help inform future work locally. The group began its work in December 2021.

Environmental Impact Statement/Assessment of Off Highway Vehicles – The completion of an environmental impact statement (EIS) could inform future regulatory actions regarding OHVs such as limiting number of OHV businesses or their proximity to each other, limitations on their use of City roadways, etc. The USFS is not currently able to facilitate or sanction an “official” EIS on forest lands (what they would call a NEPA) so if the City pursued such an effort, it may be limited to how OHVs are impacting our roads, noise impacts and emissions. Such a limited EIS may not make sense if most of the environmental impacts are on the forest lands. For example, when the City partnered with the USFS to assess motorized use at Soldiers Pass some years ago, the City provided the USFS funding, but it was USFS staff and consultants who conducted the NEPA (over many years) according to its protocols and expertise because it is their jurisdiction, not ours. It is

unclear to what extent a third party could assess environmental impacts to the forest without sanctioning or participation from USFS staff. It is possible that some level of analysis could be completed independently and the City could provide those results to the USFS to encourage further actions from them. The extent of the scope of work on forest lands would need to be vetted further.

If this was a high priority for Council, and it was possible that a meaningful study could be completed by the City, it would likely be an effort pursued by our Sustainability team. That office was approved to develop and implement several new programs and already has a robust work program. Once a new Sustainability Manager is on board and has had time to fully understand the resources and workload, we could further evaluate this item. The sustainability coordinators offered the following re: the environmental impacts of OHVs includes:

- 1. Climate Change.** Calculating emissions from OHVs would be somewhat time consuming but is straightforward and could possibly be conducted in-house *if* the OHV companies are willing to share their information. Given other workload however, this may be better addressed as part of outside consultant services.
- 2. Dust and Particulate Matter.** There is no doubt that OHVs lead to increases to dust and particulate matter in the air. One peer-reviewed study set to be published next month showed that at an OHV recreation site in California, particulate matter went down by 12% each month it was closed due to COVID. Large amounts of particulate matter and dust can cause poor air quality and can also prevent trees from efficiently being able to photosynthesize, essentially killing them. The extent of these impacts would require a consultant to evaluate and again, may be impacted by the USFS willingness to sanction the work.
- 3. Noise Pollution.** Potentially, OHVs that are loud enough and regular enough could cause enough noise pollution to negatively impact wildlife in addition to residents. Too much noise can stop animals from building nests/dens near OHV trails and potentially cause habitat segmentation. This would require a consultant to evaluate.

Staff does not yet have a cost estimate for a consultant driven EIS.

Evacuation Modeling – A city-wide evacuation modeling project was proposed by a group of Uptown residents during a recent work session on the City’s overall emergency management planning. The experts from the various public safety/emergency management disciplines who helped facilitate that meeting, including the Emergency Manager from Coconino County, Yavapai Sheriff’s Office, and the Sedona Police and Fire Chiefs, expressed their professional perspectives that this effort would not add value to their ability to prepare, plan or execute emergency evacuations.

Should Council be interested in the City leading an effort to complete evacuation modeling despite the input from the local emergency managers, I would recommend focusing on Uptown or the Brewer Road area as a “pilot” and limiting the model to one of those smaller subsets of the entire City. This would be more manageable, particularly since a full citywide model would require the coordination between two counties’ emergency managers and

sheriff's offices. The City of Sedona Police Department (PD) could spearhead an effort like this if various local partners who each play a more critical role in emergency evacuation agree to fully participate. Staff have already approached Wes Dison, Coconino County Emergency Manager, and he is willing to participate in the completion of this pilot model. Other partners have expressed a willingness to participate contingent on their other workload and staff resources. This effort is estimated to cost between \$50,000 - \$100,000 and take approximately one year to complete. It is unknown what the benefits would be but those should be identified in advance.

PD Body Cameras – This program was implemented in April 2021 as a limited deployment pilot. Since April 1st, 611 body camera (BC) videos have been amassed. Among those BC videos, the City Attorney's Office has requested 113 for prosecution of criminal cases, with 45 requiring redactions. When videos require redaction, the entirety of the incident must be reviewed second for second. For example, a solo officer incident with a one-hour BC video requiring redaction requires approximately 80 minutes of work. That time doubles, triples, etc. when you have multiple BC equipped officers on that same incident. For the pilot project, we've had one person handle the BC video requests so that we can try to accurately assess the workload considerations for expanding the program. That one person also handles the existing in-car camera (ICC) video requests. Our entire patrol fleet are equipped with ICCs. Staff's intention going into the next fiscal year is to expand the pilot body camera project to incorporate two additional BCs deployed within patrol. Our existing pilot BC project includes two BCs in patrol, one in Investigations, and one with the school resource officer (SRO). Our SRO position has been vacant since August 2021. By increasing two additional BCs in patrol, we will in essence have a quarter of our patrol force equipped with BCs. Continuing the phased/pilot deployments, we will have a better understanding of the increased workload so that we can better extrapolate the staffing needs (for support) for full patrol deployment. The Police Chief believes the BCs bring tremendous value to our service and would like to achieve full patrol deployment in FY 23/24 if possible. Additional BCs will require additional staff to redact video.

Brewer Road Ranger Station Park Buildout – Based on the most recently adopted capital improvement program (CIP), the planned project schedule for the Brewer Rd Ranger Station Park is:

- 2020 - 2022 – House/Barn exterior restoration (in process)
- 2022 - 2023 – House/Barn interior restoration
- 2023 - 2025 – Construction of parking lot, landscaping, restroom and lawn
- 2025 - 2026 – Plaza, landscaping and gardens

With the additional Engineering project manager position added in the FY22 budget, staff believes we could delay any additional Posse Grounds Park projects (with the possible exception of pickleball courts discussed later in this memo) and accelerate the buildout of the Ranger Park if that is the direction from Council. Funding is not an issue for this project as it is planned to be funded with Parks Development Impact Fees (DIF) which has a current balance of approximately \$2.5 million. The deferment was not due to lack of funding but rather based on the prioritization of SIM projects and lack of staff capacity to advance a project of this size in addition to all the other large CIP projects, as well as the need to

complete the barn and house restorations prior to any additional site work. Those exterior restorations should be complete by the end of FY22 (June 2022) which would allow the other phases of buildout to commence in the upcoming fiscal year. Design and construction are estimated to take a total of two to three years.

New Dedicated Sales Tax for Transit – The request to discuss this item was made at the November 9th City Council meeting by Councilor Lamkin and seconded by Councilor Thompson. Staff is not recommending the pursuit of a new tax initiative at this time. The public input and vetting processes alone for a new tax initiative would be extremely time consuming and there is no staff capacity for this unless some other large-scale initiative(s) is delayed or taken off the work program. Home Rule is also on the ballot in 2022 and those financial analyses, public hearings, preparation of information pamphlets and other materials, community-wide outreach and education campaigns, etc. will already be a challenge for staff to address with so many other projects, programs and activities taking place in 2022.

Chamber Tourism Bureau Contractual Relationship – The annual joint planning meeting between the City and the Chamber Tourism Bureau staff and Board will take place on January 26, 2022. This discussion item for the retreat was requested to provide Council an opportunity to identify any contract issues, concerns, need for new direction or approach for FY23, or other issues to be identified in preparation for the discussions at the joint meeting. The joint meeting is meant to provide direction to the Tourism Bureau on creating a budget and workplan for the following fiscal year.

The development of the Sustainable Tourism Plan (STP), the shifting of resources toward “tourism management” activities, and last year’s direction from Council that the Tourism Bureau pause destination marketing efforts have been steps taken to address the tension between a healthy visitor economy and a high quality of life for residents, while honoring the partnership with and interests of the Tourism Bureau and its members. Despite the marketing pause and desire to achieve a better “balance,” the tourist economy has continued to grow. It appears more significant adjustments, or different tactics may be needed to accomplish the goals of scaling back and/or at least better managing visitation.

Questions for discussion may include:

Should the pause on destination marketing activities continue into FY23?

What tactics are likely to achieve the desired outcome of better balance between healthy visitor economy and quality of life?

What is the contractual role the Tourism Bureau is needed to fill moving forward? Is that different than prior year’s roles?

Evacuation Routes – There are specific areas within the community that have limited ingress and egress, making their residents more vulnerable if a significant emergency takes place that requires rapid evacuation. Given existing development and topography, some areas may also have more opportunity than others for the future construction of secondary (or tertiary, etc.) access to improve the ability to safely and quickly evacuate residents. In the past there has been strong opposition from neighbors to building additional road

connections, but there may be a greater appetite for connections in areas where they are needed specifically for public safety.

Andante Sidewalk/SUP – Residents from the Harmony neighborhood attended a council meeting earlier this year as part of a sustainability program outreach to the City’s Hispanic community. At that meeting, several residents requested the City construct a sidewalk/shared use path along Andante Road. If Council has interest in adding this capital project staff could incorporate it into the FY23 or FY24 CIP. This addition would likely necessitate the delay of another project, probably the next phase of the Dry Creek shared use path. Alternatively, Dry Creek could be completed next year and Andante programmed for the following year (FY24). Initial outreach to determine alignment and resident support could be done in FY23.

The alignment options for the Andante sidewalk or shared use path are:

- On street Harmony Drive
- On street Concord Drive
- On street Andante Drive
- Along Andante wash, east of Andante Dr (this would occur if we improved the wash, and would require acquisition of easements across private property)

Our goal would be to make this a shared use path however, it could just be a sidewalk if there is not enough room for the wider path.

Pickleball Courts – As pickleball has gained popularity in recent years, the City has received numerous requests to add courts to meet demand. According to the USA Pickleball Ambassador in Sedona, there are presently approximately 250-300 pickleball players in Sedona that regularly play at the scattered courts in Sedona and the VOC. She also reports that the pickleball community has grown approximately 30% in 2021.

If this is a high priority for Council, staff will use the initial feedback and options presented in the draft plan for Posse Grounds Park, and work with the players’ organization to identify the best location at Posse Grounds Park to build an estimated 4 additional courts in FY23 (to create a total of 8 courts). This would be the only addition/change to Posse Grounds Park contemplated in FY23. As a reminder the Posse Grounds playground is being replaced and shade structures added in the current fiscal year.

Purchase of Cultural Park – The property is currently under contract but in a due diligence period which extends to end of January 2022. It is unknown whether this buyer will proceed with purchase. It is also unknown at this time what the development proposal will consist of. The City has not yet received a proposal from the potential buyer. Interest has been expressed in the City possibly purchasing the 40 acres for some combination of workforce housing and accessory uses, transit park and ride, or other public amenities. The property only has zoning for the former (Cultural Park) use and any new development, public or private, would require rezoning. That means the final decision about what can be done there will be up to the City Council.

Real Estate Purchase Opportunities - The current budget includes the discretionary pot for land acquisition. Staff are focused on identification of properties for housing and transit uses, but not acquisitions relative to other specific uses that may be of interest to Council, but not on staff's radar. Additional direction would be welcome.

Employee Hiring and Retention - A question has been posed regarding whether or not City salaries should exceed the rest of the Verde Valley by an amount that reflects the higher cost of living in Sedona. We are in the process of conducting a salary study and I will be bringing a request for FY23 budget for wage adjustments based on that analysis. That study only captures market comparables not an additional consideration for Sedona specific cost of living, but I have included some Phoenix Metro comparables along with other rural (Northern AZ) agencies to account for the fact that we are competing for that talent in many cases. This broader analysis will result in my recommending being at the top or slightly exceeding the Verde Valley comparables for most positions. Since this was raised by a councilor, independent of the efforts underway by the City Manager, having this discussion with Council now would help provide direction in advance of preparing a budget request.

If inflation at the end of December continues to approach 6%, which is what is expected, the City will have to grapple with how to account for that in its wage adjustments for FY23. The City typically uses the Dec CPI figure to adjust our wage scales and base our available pool of merit funds to cover performance-based wage increases at a level that considers both inflationary pressures and value of the dollar given inflation and performance. For many years now, those CPI figures have hovered around 2% or less so an annual increase in the 4-5% range total for a high performing employee covers inflation and then provides a little extra. For FY23, if inflation is 6%, a 4-5% increase for a high performer would result in them actually losing spending power. Accommodating some level of offset for these inflationary pressures may be all that can be reasonably done in FY23.

Official Vision Statement Video – The current video was done in 2011. Council is being asked to consider replacing the current one with something that is more updated and ideally contains some dynamic content, to maintain interest over repeated viewings. The Chamber Tourism Bureau recently shot a significant amount of new footage of the area for their new messaging and is willing to put something new together for the City as part of their FY23 work program if that is something the City Council is interested in.

USFS Trail Access Based on Capacity Analysis – If the Council is interested in seeing the USFS implement daily use limits, closure rotations to allow renewal, and reservation and access systems to support them, not just for OHVs but for all forest use, it would necessitate the forest service conducting a system-wide forest land NEPA and carrying capacity analysis. Given the vast array of current challenges created by the high levels of visitation, this could solve some of those, or at least make them easier to manage. Based on the recent correspondence from the USFS regarding the Council's request to implement a reservation/limited access system for OHVs, the Forest Supervisor is planning to provide the City a formal written response to that request by end of January. She has already made it clear that they are not open (at this time) to moving directly to daily limits, reservation

systems, or other limited access and that based on their mission to provide these lands for recreational purposes (despite their proximity to our community and the significant impacts to the City) they must pursue other mitigations before considering limits to access. The City can make another formal request for the capacity analyses for all uses, but it is unlikely the forest service would be open to limited access or conducting a district-wide capacity study. If they are open to completing the capacity analysis work, the ability to do so would be depending on having the staff resources for such a massive undertaking. Because their upcoming work program is already quite full, it may be more feasible, if the City participated in the funding of that effort, to get this on their radar for incorporation into future year's work.