AGENDA 4:30 P.M.

CITY COUNCIL MEETING AGENDA REVISED Tuesday, September 08, 2026

NOTES:

· Public Forum:
Comments are generally limited to **3 minutes**.

· Consent Items:
Items listed under Consent Items have been distributed to Council Members in advance for study and will be enacted by one motion. Any member of the Council, staff or the public may remove an item from the Consent Items for discussion. For additional information on pulling a Consent Item, please contact the City Clerk's Office staff, preferably in advance of the Call to Order. Items removed from the Consent Items may be acted upon before proceeding to the next agenda item.

· Meeting room is wheelchair accessible. American Disabilities Act (ADA) accommodations and translation services are available upon request. Please phone 928-862-3220 at least two (2) business days in advance.

· City Council Meeting Agenda Packets are available on the City's website at: **www.SedonaAZ.gov**

THE MEETING CAN BE VIEWED LIVE ON THE CITY'S WEBSITE AT WWW.SEDONAAZ.GOV OR ON CABLE CHANNEL 4.

GUIDELINES FOR PUBLIC COMMENT

PURPOSE:
To allow the public to provide input to the City Council on a particular subject scheduled on the agenda.
This is not a question/answer session.
No disruptive behavior or profane language will be allowed.

PROCEDURES:
Fill out a "Comment Card" and deliver it to the City Clerk.
When recognized, use the podium/microphone.
State your:
1. Name and
2. City of Residence
· Limit comments to 3 MINUTES.

· Submit written comments to the City Clerk.

Note: Pursuant to A.R.S. § 38-431.02 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. §

1. CALL TO ORDER, PLEDGE OF ALLEGIENCE, ROLL CALL
2. ROLL CALL/MOMENT OF ART
3. CONSENT ITEMS - APPROVE
   a. Minutes - August 25, 2026 City Council Special Meeting - Executive Session.
   b. Minutes - August 25, 2026 City Council Regular Meeting.
   c. Minutes - August 26, 2026 City Council Special Meeting.
   d. Approval of Ovarian Cancer Survivor Month Proclamation, September, 2026.
   e. Approval of Constitution Week Proclamation, September 17-23, 2026.
   f. AB 3384 Approval of a recommendation regarding a new Series 12 Restaurant, Liquor License for 89AGAVE CANTINA, located at 254 N HWY 89A, Sedona, AZ (Job/Application #406771).
   g. AB 3386 Approval for staff to apply to the 2026 ADEQ Recycling Grant Program for the development and implementation of a city recycling and diversion program for residential refrigerants and large appliances, for up to the maximum allowed amount of $250,000.
4. APPOINTMENTS - None.
5. SUMMARY OF CURRENT EVENTS BY MAYOR/COUNCILORS/CITY MANAGER & COUNCIL ASSIGNMENTS
6. EXECUTIVE SESSION REPORT
7. PUBLIC FORUM (This is the time for the public to comment on any issue within the jurisdiction of City Council not listed on the agenda. The City Council may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. § 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later date.)
8. PROCLAMATIONS, RECOGNITIONS & AWARDS
   a. Constitution Week Proclamation, September 17-23, 2026.
   b. Recognition of Layla's Bakery and Chocolatree for certification in Sustain Sedona, a Ripple Effect Program.
9. REGULAR BUSINESS
   a. Discussion/possible action regarding items pulled off 3. Consent Items.
   b. AB 3388 Presentation regarding the Yavapai County ballot measure to increase the Yavapai County Jail District excise (sales) tax by ¼ of a cent.
   c. AB 3372 Public hearing/discussion/possible action regarding a request for a Time Extension to extend the expiration date for the Village at Saddlerock Crossing (100 unit hotel and 46 housing units). The property is located at 1259 W State Route 89A (APN 408-26-004D). Case Number: PZ26-00004 (TE); Original Application: PZ19-00005 (ZC, DEV) Owner/Applicant: Baney Corporation (Curt Baney, Travis Hansen).
   d. AB 3380 Presentation/Discussion/possible action related to the Balanced Housing Strategy.
   e. AB 3066 Discussion/possible action regarding future meeting/agenda items.

Page 2, City Council Meeting Agenda Continued

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 a quorum of members of these other City commissions, boards, or committees may be in attendance.

A copy of the packet with materials 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 Council Chambers 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.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Sedona makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Sedona City Council meetings are recorded and may be viewed on the City of Sedona website. If you permit your child to attend/participate in a televised City Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

10. EXECUTIVE SESSION

Upon a public majority vote of the members constituting a quorum, the COUNCIL may hold an Executive Session that is not open to the public for the following purposes:

a. To consult with legal counsel for advice on matters listed on this agenda per A.R.S. § 38-431.03(A)(3).
b. Return to open session. Discussion/possible action on executive session items.

11. ADJOURNMENT

Posted: 09/03/2026
By: DJ

JoAnne Cook, CMC, City Clerk

Action Minutes
Special City Council Meeting
Sedona City Hall, Council Chambers
102 Roadrunner Drive, Sedona, Arizona
Tuesday, August 25, 2026, 3:00 p.m.

1. Call to Order

Mayor Ploog called the meeting to order at 3:00 p.m.

2. Roll Call

Council Present: Mayor Holli Ploog, Vice Mayor Brian Fultz, Councilor Pete Furman, Councilor Kathy Kinsella, Councilor Derek Pfaff and Councilor Charlotte Hosseini. Councilor Melissa Dunn joined the Executive session at 3:01 pm via a Microsoft Teams link.

Staff Present: City Manager Anette Spickard, Assistant City Attorney Monique Coady, Director of Community Development Tony Allender, Planning Manager Cari Meyer and Deputy City Clerk Marcy Garner.

3. Executive Session

Motion: Councilor Kinsella moved to go into Executive Session at 3:01 p.m. Seconded by Vice Mayor Fultz. Motion carried with six (6) in favor (Ploog, Fultz, Furman, Kinsella, Pfaff and Hosseini) and zero (0) opposed.

Councilor Melissa Dunn joined the Executive session at 3:01 pm via a Microsoft Teams link.

Marcy Garner gave the admonition.

a. **Discussion and consultation for legal advice with its attorneys regarding the Cultural Park zoning and potential lease to Sedona International Film Festival, and to consider the City's position and instruct its representatives regarding the lease. This matter is brought in executive session pursuant to A.R.S. § 38-431.03(A)(3) & (7).**

b. **Return to open session. Discussion/possible action regarding executive session items.**

Reconvened in open session at 4:21 p.m.

No action taken.

4. Adjournment

Mayor Ploog adjourned the meeting at 4:22 p.m. with no objection.

I certify that the above are the true and correct actions of the Special City Council Meeting held on August 25, 2026.

_____ _____
Marcy Garner, CMC, Deputy City Clerk Date

Action Minutes
Regular City Council Meeting
City Council Chambers, Sedona City Hall,
102 Roadrunner Drive, Sedona, Arizona
Tuesday, August 25, 2026, 4:30 p.m.

1. Call to Order/Pledge of Allegiance/Moment of Silence

Mayor Ploog called the meeting to order at 4:31 p.m.

Council Present: Mayor Holli Ploog, Vice Mayor Brian Fultz, Councilor Pete Furman, Councilor Kathy Kinsella, Councilor Derek Pfaff and Councilor Charlotte Hosseini. Councilor Melissa Dunn was absent and excused.

Staff Present: City Manager Anette Spickard, Deputy City Manager Andy Dickey, Deputy, City Manager Barbara Whitehorn, Deputy City Manager Lauren Browne, Interim City Attorney Monique Coady, Police Chief Stephanie Foley, Police Commander Heather Penner, Associate Engineer Bob Welch, Director of Public Works Roxanne Holland, Assistant Director of Public Works Jon Ebers, Community Development Director Tony Allender, Parking Manager Guillermo Gonzalez, Public Relations Analyst Kegn Hall, Transportation Services Analyst Kristie Turck, Deputy City Clerk Marcy Garner, and City Clerk JoAnne Cook.

Mayor Ploog dedicated the Moment of Silence to Dolly Parton.

2. Roll Call

The roll call was conducted by JoAnne Cook.

3. Consent Items

a. Minutes - June 24, 2026 City Council Special Meeting.

b. Minutes - August 4, 2026 City Council Special Meeting.

c. Minutes - August 11, 2026 City Council Regular Meeting.

d. Minutes - August 12, 2026 City Council Special Meeting - Executive Session.

e. AB 3371 Approval of Resolution authorizing a Development Agreement with Senoa Investors, LLC for four units of workforce housing for PZ23-00004 (DEV) at 115 Schnebly Hill Road (Oak Creek Heritage Lodge).

f. AB 3379 Approval of purchase of the Mulithog CV 350 street sweeper from Norwood Equipment, Inc. in an amount not-to-exceed $245,405.59.

Mayor Ploog announced items 3e AB 3371 and 3f AB 3379 were pulled from Consent Items and will be discussed under Regular Business.

Motion: Councilor Kinsella moved to table item 3f AB 3379. Seconded by Councilor Fultz. Vote: 6-0 Motion passed with six (6) in favor (Ploog, Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

Motion: Councilor Kinsella moved to approve consent items 3a, 3b, 3c, and 3d. Seconded by Councilor Fultz. Vote: 6-0 Motion passed with six (6) in favor (Ploog,

Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

4. Appointments

a. AB 3357 Discussion/possible action to appoint hearing officers for the City of Sedona on an as-needed basis.

Presentation by Monique Coady.

Motion: Councilor Kinsella moved to approve the proposed list of individuals to serve in the capacity of hearing officer for the City of Sedona on an as-needed basis. Seconded by Vice Mayor Fultz. Vote: 6-0 Motion passed with six (6) in favor (Ploog, Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

5. Summary of Current Events by Mayor/Councilors/City Manager & Council Assignments

Anette Spickard announced the banner signing for the firefighters who responded to the Pocket Fire will take place on Wednesday at the Community Library Sedona between 11:00 a.m. - 7:00 p.m.

Mayor Ploog and several other councilors and staff attended the League of Arizona Cities and Towns 2026 Annual Conference last week. The Resolutions Committee passed four resolutions related to short-term rentals.

6. Executive Session Report

Monique Coady advised that there is nothing to report.

7. Public Forum

Opened to the public at 4:38 p.m.

Tim Perry, Sedona, spoke against traffic circulation efforts by the city.

Ellen Israel, U.S. Small Business Administration, spoke regarding their economic disaster assistance loans that are available for small businesses affected by the fire. They are based at the Sedona Chamber of Commerce Center. The deadline to apply is May 11, 2027. Information and applications can be found at sba.gov/disaster or by visiting their office at Sedona Chamber of Commerce Center.

Jessica Williamson, Sedona, thanked City for its community focused programs; 1) After School Program, and 2) the distribution of air purifiers to residents affected by poor air quality during fire conditions.

Jon Thompson, Sedona, mini sweeper and the City's sustainability initiatives.

Jim Murphy, Sedona, spoke regarding the passing of Proposition 403. He urged the City to take the necessary steps to recognize the Cultural Park as official city park and update website park information.

Lauren Thomas, Sedona & Scottsdale, voiced concerns with current activity and work permits at 115 Schnebly Hill Road (Oak Creek Heritage Lodge).

Robert Koster, Sedona, spoke regarding the passage of Proposition 403. He asked for the City to drop Western Gateway name and use Cultural Park and recognize it as a

City park.

Brought back to City Council at 4:56 p.m.

8. Proclamations, Recognitions & Awards - None.

9. Regular Business

a. Discussion/possible action regarding items pulled off "3. Consent Items"

Mayor Ploog stated Councilor Pete Furman requested item 3e AB 3371 be pulled from Consent Items.

Nick Woods of Snell & Wilmer, representing the Oak Creek Heritage Lodge spoke regarding the development agreement and answered questions from City Council.

Questions and comments from City Council

Opened to the public at 5:09 p.m.

Michelle Thomas, Sedona, voiced concerns with what she believes to be non-permitted work taking place at 115 Schnebly Hill Road (Oak Creek Heritage Lodge).

Brought back to Council at 5:11 p.m.

Tony Allender stated that Community Development and Public Works Department staff conducted a site visit and found the developer to be complying and working within their City approved permits.

Comments and questions from City Council.

Motion: Councilor Furman moved to approve Resolution No. 2026-12, authorizing the Mayor to sign the Development Agreement with Senoa Investors, LLC for four units of housing at 115 Schnebly Hill Road (Senoa Resort / Oak Creek Heritage Lodge), as discussed and revised, subject to approval by the City Attorney. Seconded by Councilor Fultz. Vote: 6-0 Motion passed with six (6) in favor (Ploog, Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

b. AB 3770 Discussion of the parking garage and related items including fire protection and the Uptown Sedona water system and discussion/possible action for approval of an Agreement between the City of Sedona, Arizona Water Company, and the Sedona Fire District, and approval of a related linking agreement with J. Banicki Construction, Inc. for construction of the water-system improvements identified in the Memorandum of Understanding and the Forest Road street improvements in the amount of $3,741,285.50.

Presentation by Bob Welch, and Andy Dickey. Andy Hass, Vice President - Engineering at Arizona Water Company answered questions from City Council.

Questions from City Council.

Opened to the public at 6:01 p.m.

Mark TenBroek, Sedona, criticized the City's efforts to implement fire protection at the parking garage.

Allison Nichols, Sedona, requested her time be given to Jen Farnsworth. Mayor Ploog granted her request.

Jen Farnsworth, Sedona, thanked Council, Az Water, and the Sedona Fire Department for implementing the safety measures in the parking garage at and requested further consideration to add sprinklers at the open top deck of the parking garage.

Tim Perry, Sedona, spoke in opposition to the parking garage and the cost.

Brought back to City Council at 6:13 p.m.

Reopened to the public at 6:17 p.m.

Robert Koster, Sedona, voiced concerns with the cost of the parking garage and transparency.

Brought back to City Council at 6:19 p.m.

Comments and questions from City Council.

Council requested a performance audit of the parking garage project once it is completed.

Break at 6:37 p.m. Reconvened at 7:03 p.m.

Motion: Councilor Kinsella moved to approve the linking agreement with J. Banicki Construction, Inc. for construction of the water-system and Forest Road street improvements for $3,741,285.50, subject to City Attorney approval, and to authorize staff to make budget transfers from other public works projects with FY27 available funds, with the understanding that staff will present an MOU between the City and Arizona Water Company to Council for approval within 30 days. Seconded by Councilor Furman. Vote: 6-0 Motion passed with six (6) in favor (Ploog, Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

c. AB 3355 Discussion/possible action on the recommendations for the remaining Uptown Parking Strategy items: Parking Optimization, Employee Parking Strategy, and Residential Permit Parking Program.

Presentation by Guillermo Gonzalez, Kristie Turck, and Andy Dickey.

Questions from City Council.

Opened to the public at 7:59 p.m.

The following spoke in opposition of the item:

Thomas Glendening, Cottonwood, Amanda Holland, Sedona, Jackson Whelan, Flagstaff, Bobby Brammaian, Cottonwood, Tim Perry, Sedona, Mikayla Bozarth, Cottonwood, proposed charging trailhead transit fees as an alternative, Jon Cornelius, Sedona.

Mark TenBroek, Sedona, urged Council to move forward with the uptown parking strategy items and requested the installation of striping and signage, and implementation of an individual stall monitoring system.

Kevin Pickard, Sedona, recommended renaming the employee parking plan (if approved) and asked that consideration be given to employees when making decisions.

Dave Swaurtwot, Sedona, spoke in opposition to implementing parking fees outside the

parking garage. He requested no action be taken until the effectiveness of garage can be evaluated.

David Key, Sedona, Greater Sedona Chamber of Commerce, spoke in opposition to employee parking fees.

Rich Gay, Sedona, spoke regarding the lack of free parking in Uptown and the impact of overflow parking in the residential neighborhoods.

Ed Kettler, Sedona, spoke in support of business owners covering the costs for employee parking.

Brought back to City Council at 8:37 p.m.

Comments and questions from Council.

Break at 9:33 p.m. Reconvened at 9:43 p.m.

Comments and questions from City Council.

Council did not support the $25 membership fee, and asked that business owners be encouraged to participate in employee parking. Council asked for staff to work with the Parking Work Group to bring a revised employee plan that includes ideas to avoid a gift clause violation back to Council for consideration.

Motion: Councilor Fultz moved to direct staff to implement the Residential Permit Parking program readiness measures, including safety and code compliance improvements, within the proposed Uptown Residential Permit Parking area in preparation for full implementation if the established implementation triggers are met and City Council authorizes full implementation, and directed staff to move forward with negotiations of the surface lot leases. Seconded by Councilor Pfaff. Vote: 6-0 Motion passed with five (5) in favor (Ploog, Fultz, Furman, Kinsella, Pfaff, and Hosseini) and one (1) opposed, Councilor Kinsella.

d. AB 3346 Public hearing/discussion/possible action regarding approval of an Ordinance updating the City of Sedona's Consolidated Fee Schedule for Uptown parking fees and discussion/possible action regarding approval of an Ordinance amending Sedona City Code Chapter 10.20 Parking.

Presentation by Monique Coady.

Questions and comments from City Council.

Opened Public Hearing at 10:01 p.m.

Tim Perry, Sedona, spoke against the parking fees.

Mark TenBroek, Sedona, supported the fees as proposed due to the rates that are approved would be a cap and the City can charge less. He urged employers to pay parking fees for employees.

Dave Swartwout, Sedona, suggested to approve the meter and garage parking fees only.

Bobby Brammaian, Cottonwood, left prior to speaking.

Closed the Public Hearing at 10:07 p.m.

Comments and questions from City Council.

Motion: Councilor Kinsella moved to approve Ordinance 2026-04, updating the City of Sedona's Consolidated Fee Schedule for uptown parking fees related to meters, the parking garage, and the Sacajawea plaza surface parking lot. Seconded by Councilor Pfaff. Vote: 6-0 Motion passed with six (6) in favor (Ploog, Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

Motion: Councilor Kinsella moved to approve Ordinance 2026-05, amending Sedona City Code Chapter 10.20 Parking. Seconded by Councilor Pfaff. Vote: 6-0 Motion passed with six (6) in favor (Ploog, Fultz, Furman, Hosseini, Kinsella, Pfaff) and zero (0) opposed.

e. AB 3066 Discussion/possible action regarding future meeting/agenda items.

Mayor Ploog requested an agenda item to discuss a communication plan; Anette Spickard advised that this currently in process. Councilor Hosseini requested an agenda item for Council to discuss a policy for waiving parking fees in the garage for certain events. Council supported her request.

10. Executive Session

Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:

a. To consult with legal counsel for advice on matters listed on this agenda per A.R.S. § 38-431.03(A)(3).

b. Return to open session. Discussion/possible action on executive session items.

No executive session was held.

11. Adjournment

Mayor Ploog adjourned the meeting at 10:36 p.m. without objection.

I certify that the above are the true and correct actions of the Regular City Council Meeting held on August 25, 2026.

_____ _____

JoAnne Cook, CMC, City Clerk Date

Action Minutes
Special City Council Meeting
City Council Chambers, Sedona City Hall
102 Roadrunner Drive, Sedona, Arizona
Wednesday, August 26, 2026, 2:30 p.m.

1. Call to Order

Mayor Ploog called the meeting to order at 2:30 p.m.

2. Roll Call

Roll Call: Mayor Holli Ploog, Vice Mayor Brian Fultz, Councilor Pete Furman, Councilor Kathy Kinsella and Councilor Charlotte Hosseini. Councilor Derek Pfaff arrived at 3:08 p.m. Councilor Melissa Dunn was absent and excused.

Staff in attendance: City Manager Anette Spickard, Deputy City Manager Andy Dickey, Deputy City Manager Barbara Whitehorn, Deputy City Manager Lauren Browne, Interim City Attorney Monique Coady, Sustainability Manager Bryce Beck, Director of Public Works/City Engineer Roxanne Holland, Assistance Director of Public Works Jon Ebers, Engineering Supervisor Johnathan Hoffman and Deputy City Clerk Marcy Garner.

3. Special Business

a. AB 3377 Discussion/possible direction regarding the 50% status update on the decarbonization planning and design project.

Presentation by Bryce Beck, along with Allen Sly, Senior Electrical Engineer and Regina Caluya, Program Manager with Franklin Energy (via Microsoft Teams Link).

Questions and comments by council during the presentation.

Opened to the public at 3:26 p.m.

Joseph Serenity, Phoenix and Sedona, spoke concerning community-wide sustainability goals.

Brought back to City Council at 3:29 p.m.

Comments from City Council.

Council directed staff to move forward with the proposed solar carports near the uncovered parking spots at the City Hall complex and to move forward with future phasing of the design at the South Sinagua parking lot. Council also directed staff to come back to council with more information on parking ratios at the City Hall Complex.

b. Discussion/possible direction regarding Sedona in Motion (SIM) projects overview.

Presentation by Roxanne Holland, Jon Ebers, Johnathan Hoffman and Project Manager at Kimley-Horn and Associates, Andrew Baird.

Questions and comments by council during the presentation.

Break at 5:35 p.m. Reconvened at 5:45 p.m.

Opened to the public at 5:45 p.m.

Ed Kettler, Sedona spoke concerning SIM 5D- Ranger Brewer. Rich Gay, Sedona, gave his time to Ed Kettler.

Kim Grill, Sedona, spoke concerning the crosswalk at Tlaquepaque.

PJ Malani, Sedona, thanked Council for their concern for residents.

Brought back to City Council at 6:01 p.m.

Comments from City Council.

Council directed staff to return with additional information on four projects. More information on SIM-11T Coffee Pot Shared-Use Path including a grant rejection review, additional modeling data for the SIM-5D Ranger/Brewer and SIM-5E Forest/Ranger/SR 89A roundabout intersections, and funding details for SIM-3D Forest Road Improvements.

c. Discussion/possible action regarding ideas for future meetings/agenda items.

None.

4. Executive Session

Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:

a. To consult with legal counsel for advice on matters listed on this agenda per A.R.S. § 38-431.03(A)(3).

b. Return to open session. Discussion/possible action on executive session items.

No executive session held.

5. Adjournment

Mayor Ploog adjourned the meeting at 6:35 p.m. without objection.

I certify that the above are the true and correct actions of the Special City Council Meeting held on August 26, 2026.

_____ _____

Marcy Garner, CMC, Deputy City Clerk Date

City of Sedona Proclamation Request Form

Full Name of Contact Person	Rachel Sackett Putman
Contact Phone Number	[redacted]
Contact Mailing Address	[redacted]
Contact Email Address	[redacted]
Group, Organization, Activity or Event Being Recognized (Please make sure you provide complete and current information about the group or event)	National Ovarian Cancer Coalition (NOCC) honoring September as Ovarian Cancer Awareness Month
Website Address (if applicable)	https://ovarian.org/
Name of the sponsor(s) of the Proclamation (3 Council members or the City Manager)	Mayor Holli Ploog, Vice Mayor Brian Fultz, Councilor Pete Furman, Councilor Melissa Dunn, Councilor Hosseini, and Councilor Pfaff
What is the proclaimed day, days, week or month? (e.g. 10/11/12, October 11-17, 2012, October 2012)	September 2026
Would you like to attend a Council meeting for formal presentation of the Proclamation or would you like to pick it up?	☐ Presentation at Meeting ☑ Pick up Proclamation
If you would like the Proclamation presented at a Council meeting, please provide the full name and contact information (phone number and email address) of the party who will accept it on behalf of the group.	

Provide information about the organization/event including a mission statement, founding date, location and achievements.

The mission of the NOCC is to save lives through the prevention and cure of ovarian cancer and to improve the quality of life for survivors and their caregivers. We envision a future where no one ever loses their life to ovarian cancer. The NOCC is a non profit organization dedicated to raising awareness, promoting education, and supporting ovarian cancer survivors and caregivers across the country. Since 1991, we have been educating communities like yours from coast to coast about ovarian cancer and supporting survivors and caregivers of ovarian cancer. Knowledge is power, join our nationwide movement today!

Please explain why this Proclamation and any events accompanying it are important to the Community and are consistent with the City's vision statement and Community Plan goals. What is the clear reason for the Proclamation and why are you requesting this honor? What activities/events are planned around this Proclamation and how do you plan to promote this to the community?

Ovarian cancer is one of the deadliest cancers impacting women, yet it remains one of the most underfunded and least understood. Over 21,000 women in the United States will be diagnosed this year, and more than 12,450 will lose their lives, a staggering 64% mortality rate. More than 75% of women are diagnosed at advanced stages due to vague symptoms and the lack of a reliable early

detection test. Additionally, the five-year survival rate remains below 50%, which tragically that number has not significantly improved in decades.
Why does matter? Awareness saves lives. Every proclamation encourages earlier recognition of symptoms. Every teal light sparks a conversation. Every social media post reaches someone who may not know what signs to look for. Every action taken by a municipality becomes a lifeline, sometimes the very first one, for a woman who has no idea she is in danger. This is a national movement and I hope to have the City of Sedona support this endeavor.

Please include a draft of the proposed Proclamation with this request, preferably a Word file in electronic format.

Office of the Mayor

Proclamation
Ovarian Cancer Awareness Month
September, 2026

WHEREAS, a woman's lifetime risk of being diagnosed with ovarian cancer is approximately 1 in 91, and her lifetime risk of dying from the disease is approximately 1 in 143; and

WHEREAS, due to vague, nonspecific symptoms and the absence of a reliable early detection test, the majority of women are diagnosed at Stage III or later, when the cancer has already spread beyond the ovaries; and

WHEREAS, although the five-year survival rate for Stage I ovarian cancer exceeds 90 percent, only 15 percent of cases are diagnosed at this early stage. For those diagnosed in later stages, the five-year survival rate drops below 30 percent; and

WHEREAS, while screening tools such as mammograms and Pap tests exist for breast and cervical cancers, no equivalent screening test exists for ovarian cancer, making awareness of symptoms and risk factors essential for early intervention; and

WHEREAS, increased public education about ovarian cancer can help save lives by promoting earlier diagnosis, supporting access to gynecologic oncology care, and encouraging research funding for better detection and treatment options; and

WHEREAS, during the month of September, the City of Sedona joins survivors, families, healthcare professionals, advocacy organizations, and all those committed to raising awareness, remembering lives lost, and offering hope for a future with better outcomes and ultimately, a cure.

NOW, THEREFORE, I, HOLLI PLOOG, MAYOR OF THE CITY OF SEDONA, ARIZONA, ON BEHALF OF THE SEDONA CITY COUNCIL, do hereby proclaim September, 2026, as OVARIAN CANCER AWARENESS MONTH and encourage all residents to participate in awareness activities, wear teal in support, and engage in conversations that help save lives and support the thousands of families affected by this devastating disease. Issued this 8th day of September 2026.

_____
Holli Ploog, Mayor

ATTEST:

_____
JoAnne Cook, CMC, City Clerk

City of Sedona Proclamation Request Form

Full Name of Contact Person	Anne Crosman
Contact Phone Number	[redacted]
Contact Mailing Address	[redacted] Sedona, AZ 86351
Contact Email Address	[redacted]
Group, Organization, Activity or Event Being Recognized (Please make sure you provide complete and current information about the group or event)	Daughters of the American Revolutions recognizing "Constitution Week" Sept. 17-23, 2026
Website Address (if applicable)	
Name of the sponsor(s) of the Proclamation (3 Council members or the City Manager)	Mayor Ploog, Vice Mayor Fultz, and Councilor Dunn
What is the proclaimed day, days, week or month? (e.g. 10/11/12, October 11-17, 2012, October 2012)	September 17-23, 2026
Would you like to attend a Council meeting for formal presentation of the Proclamation or would you like to pick it up?	☑ Presentation at Meeting ☐ Pick up Proclamation
If you would like the Proclamation presented at a Council meeting, please provide the full name and contact information (phone number and email address) of the party who will accept it on behalf of the group.	Anne Crosman [redacted]

Provide information about the organization/event including a mission statement, founding date, location and achievements.

The National Society of the Daughters of the American Revolution; Oak Creek Chapter, wish to address a "Proclamation" application with the City of Sedona to recognized "National Constitution Week" September 17- 23, 2026. Public law 915 guarantees the issuing of a Proclamation each year. We are asking our citizens to reaffirm the ideals of the framers of the Constitution had in the year 1787 by vigilantly protecting the freedoms guaranteed to us through this guardian of our liberties. The Constitution must be maintained, for it is the only safeguard of our liberties. "Abraham Lincoln".The Daughters of the American Revolution Oak Creek Chapter was founded June 26, 2006 Our mission is to promote the memory and spirit of the men and women who achieved American independence, by the acquisition and protection of historical spots and documents, and relics and the protection of the records of service of the Revolutionary soldiers, and patriots. Our members provide a avenue of American Flags and banner at the Pine cemetery honoring our Veterans on Memorial Day. We display a exhibit on Memorial Day in the Sedona Library. We fund and participate in the placement of National Wreaths Across America. Chapter Volunteers will place American Flags at the entrance of the Sedona Heritage Museum on Veterans Day, November 11, 2026. THANK YOU, the Oak Creek Chapter endeavors to promote patriotism.

Please explain why this Proclamation and any events accompanying it are important to the Community and are consistent with the City's vision statement and Community Plan goals. What is the clear reason for the Proclamation and why are you requesting this honor? What activities/events are planned around this Proclamation and how do you plan to promote this to the community?

The National Society of Daughters of the American Revolution Oak Creek Chapter Sedona Arizona, whereas, it is fitting and proper to officially recognize this magnificent document and the anniversary of its creation. On September 17 2024 marks the 237 anniversary of the drafting of the Constitution of the United States. Oak Creek Chapter promotes educating the community on the history of the Constitution by displaying an exhibit in the Sedona Library on the Constitution. We will ring a bell at 4:00pm EST on September 17 which will be heard around the United States for celebrating the beginning of Constitution Week. Chapter volunteers will be handing out booklets and information on the Constitution in the Sedona Library at different times September 17- 23, 2025. We hope to promote patriotism, and preserve "American History".

Thank you Oak Creek Chapter representative Roberta Rust.

Please include a draft of the proposed Proclamation with this request, preferably a Word file in electronic format.

Office of the Mayor
City of Sedona, Arizona

Proclamation

CONSTITUTION WEEK
September 17 through 23, 2026

WHEREAS, September 17, 2026 marks the two hundred and thirty-seventh anniversary of the drafting of the Constitution of the United States of America by the Constitutional Convention; and

WHEREAS, it is fitting and proper to officially recognize this magnificent document and the anniversary of its creation; and

WHEREAS, it is fitting and proper to officially recognize the patriotic celebrations that will commemorate the occasion; and

WHEREAS, public law 915 guarantees the issuing of a proclamation each year by the President of the United States of America designating September 17th through 23rd as Constitution Week,

NOW, THEREFORE, I, HOLLI PLOOG, MAYOR OF THE CITY OF SEDONA, ARIZONA, ON BEHALF OF THE SEDONA CITY COUNCIL, do hereby proclaim September 17 through 23, 2026 to be **CONSTITUTION WEEK** in Sedona, Arizona, and ask our citizens to reaffirm the ideals the Framers of the Constitution had in 1787.

Issued this 8TH day of September, 2026.

_____
Holli Ploog, Mayor

ATTEST:

_____
JoAnne Cook, CMC, City Clerk

CITY COUNCIL AGENDA BILL

AB 3384
September 8, 2026
Consent Items

Agenda Item: 3f
Proposed Action & Subject: Approval of a recommendation regarding a new Series 12 Restaurant, Liquor License for 89AGAVE CANTINA, located at 254 N HWY 89A, Sedona, AZ (Job/Application #406771).

Department	City Clerk/ JoAnne Cook and Marcy Garner
Time to Present	N/A
Total Time for Item	N/A
Other Council Meetings	N/A
Exhibits	Liquor license application is available to view in the City Clerk's Department.

Finance Approval	BGW 8/24/26 JMC 8/27/26
City Attorney Approval	MKC 8/25/2026
City Manager's Recommendation	Recommend approval ABS 8/31/26

Expenditure Required
$ 0
Amount Budgeted
$ 0
Account No. (Description)

SUMMARY STATEMENT

Background: State liquor laws require Sedona's City Council to forward a recommendation to the Arizona Department of Liquor Licenses & Control for approval or denial of applications for liquor licenses.

The City has received an application for a new Series 12 Restaurant Liquor License for 89AGAVE CANTINA, located at 254 N HWY 89A, Sedona, AZ (Job/Application #406771). The liquor license application is available for review and inspection in the City Clerk's office or by email.

A Series 12 Liquor License is a non-transferable, on-sale retail privileges liquor license that allows the holder of a restaurant license to sell and serve all types of spirituous liquor solely for consumption on the premises of an establishment which derives at least forty percent (40%) of its gross revenue from the sale of food. Failure to meet the 40% food requirement may result in revocation of the license.

Community Development, Finance, the City Clerk's Office, the Sedona Police Department (SPD), and Sedona Fire District (SFD) have conducted a review of the application. No objections regarding its approval were noted.

Climate Action Plan/Sustainability Consistent: ☐**Yes -** ☐**No -** ☒**Not Applicable**

Board/Commission Recommendation: ☐**Applicable -** ☒**Not Applicable**

Alternative(s): Recommend denial of a new Series 12 Restaurant Liquor License for 89AGAVE CANTINA, located at 254 N HWY 89A, Sedona, AZ (Job/Application #406771). Reasons for a recommendation of denial would need to be specified.

MOTION

I move to: recommend approval of a new Series 12 Restaurant Liquor License for 89AGAVE CANTINA, located at 254 N HWY 89A, Sedona, AZ (Job/Application #406771).

CITY COUNCIL AGENDA BILL

AB 3386
September 8, 2026
Consent Agenda

Agenda Item: 3g
Proposed Action & Subject: Approval for staff to apply to the 2026 ADEQ Recycling Grant Program for the development and implementation of a city recycling and diversion program for residential refrigerants and large appliances, for up to the maximum allowed amount of $250,000.

Department	Sustainability/ Bryce Beck
Time to Present	NA
Total Time for Item	NA
Other Council Meetings	NA
Exhibits	NA

Finance Approval	BGW 8/25/26 JMC 8/26/26
City Attorney Approval	MKC 8/28/2026
City Manager's Recommendation	Recommend approval ABS 8/31/26

Expenditure Required	
$	0
Amount Budgeted	
$	0
Account No. (Description)	10-5350-01-6405

SUMMARY STATEMENT

Background:

Arizona Department of Environmental Quality (ADEQ) Grant Overview

The Sustainability Department proposes pursuing funding through the ADEQ Recycling Grant Program under the Waste Reduction Assistance (WRA) program. This program provides funding opportunities to local governments such as Sedona and other eligible entities for projects designed to reduce solid waste, increase recycling, and divert materials from improper disposal sites. In the past, Sedona has applied and been awarded for the Smart Recycling Receptacles Project.

Overview of Anticipated Waste Diversion Project

Refrigerants are commonly used chemicals in refrigerant-containing appliances such as refrigerators, AC units, and other cooling systems. There are several variations of refrigerant compounds such as: R-134a which is widely used in automotive AC and household refrigerators; or R-410A, commonly used in residential HVAC systems. These refrigerant compounds and others alike can have harmful effects on humans and the environment if not properly handled.

Refrigerant-containing appliances require specialized handling due to the need of proper refrigerant removal from the appliance before they can be processed for recycling or disposal. Piloting a refrigerant recovery and recycling program would provide residents with an additional means of diverting appliances and associated materials form the landfill while ensuring that recovered refrigerants are handled through an appropriate reclamation or recycling process. Insights from the pilot would help inform the feasibility of potential long-term solutions.

Within the Sedona Climate Action Plan (CAP), the city strives to expand opportunities for responsible recycling and diversion of materials that may otherwise be disposed of in the landfill. The Sustainability Department has identified the recovery and proper disposal of refrigerants from discarded appliances as an opportunity to increase waste diversion, support environmental stewardship and improve the City's ability to manage refrigerant-containing appliances and other large appliances. If awarded, grant funding would fill in a gap in current waste diversion offerings from the city.

Potential Program:

Since refrigerants are hazardous, the proposed project would be an extension of the already in place hazardous waste collection program. However, refrigerants are not collected by current partners, and this program would be the first refrigerant-containing appliance recycling process undertaken by city staff. Depending on grant eligibility, program design, available funding, operational considerations, and the results of further evaluation, the project could also incorporate the recycling or diversion of other large appliances associated with the collection effort.

The anticipated project would allow the city to evaluate a scalable approach to refrigerant and appliance diversion without risking city funds and leverage outside grant funding to offset eligible project costs. If awarded, the grant funds would support costs associated with refrigerant collection, recovery and recycling, transportation, equipment, outreach, or other eligible project activities, subject to the requirements within the ADEQ grant.

ADEQ's current Recycling Grant Program closes on September 29th at 3pm. Accordingly, this action would authorize staff to prepare and apply before the deadline. The proposed Council action would not commit the city to a particular vendor, control, expenditure or implementation model.

Expected Benefits:

- Divert residential refrigerants, large appliances, and associated materials from landfills or improper disposal sites.
- Reduce potential environmental impacts associated with improper refrigerant handling.
- Provide a documented pathway for proper refrigerant recovery and reclamation.
- Establish a scalable program that can be adjusted based on appliance volume and available resources.
- Provide measurable diversion data that can be used to evaluate the effectiveness of the program and support future recycling initiatives.
- Supports refrigerant and other recycling goals stated in the Sedona CAP

Fiscal Impacts:

There is no immediate fiscal impact associated with authorizing staff to pursue the grant. If funding is awarded, staff will return to highlight the project submitted in the awarded application prior to potential acceptance of the funds awarded.

Anticipated Grant Funding Request and Timeline:

Activity	Anticipated Timeline
City Council authorization to pursue grant	Sept 8th
Prepare and submit ADEQ grant application	Sept 29th
ADEQ review and award notification	Announced around late Fall 2026
Council Approval if awarded	Late Fall 2026/Winter 2027
Finalize project scope, procurement, and service agreements, if awarded	Winter/Spring 2027
Implement Project	Late Spring/Summer 2027

The 2026 ADEQ Recycling Grant Program does not have a current match requirement. The maximum amount that can be requested in the application is $250,000. However, the anticipated project cost is anticipated to be significantly less than that amount. Estimated project costs are currently being evaluated and would be finalized prior to application submittal.

Climate Action Plan/Sustainability Consistent: ☒**Yes**

The project that would be pursued through the ADEQ Recycling Grant Program would be consistent with the CAP. An action item within the plan is to “identify strategies to improve recovery and reuse of refrigerant chemicals.”

Board/Commission Recommendation: ☒**Not Applicable**

Alternative(s): A denial of this request would result in staff not writing and applying for the grant(s).

MOTION

I move to: approve city staff to apply to the 2026 ADEQ Recycling Grant Program to pursue a grant for residential refrigerants and large appliance waste diversion in an amount up to $250,000.

CITY COUNCIL AGENDA BILL

AB 3388
September 8, 2026
Regular Business

Agenda Item: 9b
Proposed Action & Subject: Presentation regarding the Yavapai County ballot measure to increase the Yavapai County Jail District excise (sales) tax by ¼ of a cent.

Department	City Manager
Time to Present	15 min
Total Time for Item	25 min
Other Council Meetings	n/a
Exhibits	A. Brochure B. PowerPoint

Finance Approval	BGW 8/25/26 JMC 8/26/26
City Attorney Approval	MKC 8/28/2026
City Manager's Recommendation	For information only ABS 8/31/26

Expenditure Required
$ NA
Amount Budgeted
$ NA
Account No. (Description)

SUMMARY STATEMENT

Background: Nikki Check, Yavapai County Supervisor, will present information regarding the November 2026 ballot measure where Yavapai County voters will decide whether to increase the Yavapai County Jail District excise (sales) tax by ¼ of a cent. If approved, the new tax rate will take effect on July 1, 2027 and will continue for a period of 20 years.

Climate Action Plan/Sustainability Consistent: ☐**Yes -** ☐**No -** ☒**Not Applicable**

Board/Commission Recommendation: ☐**Applicable -** ☒**Not Applicable**

Alternative(s): NA

MOTION

I move to: For presentation only.



Shall the Yavapai County Jail District excise (sales) tax be increased ¼ of a cent ($0.0025) per dollar to fund the Jail District.

A "YES" vote would have the effect of approving an increase in the Jail District excise tax of ¼ of a cent ($0.0025) per dollar.

A "NO" vote would have the effect of rejecting an increase in the Jail District excise tax of ¼ of a cent ($0.0025) per dollar.

YavapaiAZ.GOV/JailDistrictFunding

YAVAPAI COUNTY

Yavapai County
Jail District Excise (Sales) Tax Increase

The Board of Directors of the Yavapai County Jail District asks the voters of Yavapai County for approval to increase the existing Jail District excise (sales) tax ¼ of a cent ($0.0025) per dollar. The existing ¼ cent Jail District sales tax is not sufficient to pay the costs of the Jail District. The estimated future revenue needs for the Jail District are $41.44 million per year and will likely increase over time due to inflation and population growth. The County will be required to contribute $8.88 million next year to the Jail District from the County General Fund as legally required "maintenance of effort," and will need to contribute an additional $16.15 million from the County General Fund to pay the costs of the Jail District. If approved, this tax will take effect on July 1, 2027, and will continue for a period of twenty years.

YavapaiAZ.GOV/JailDistrictFunding

YAVAPAI COUNTY

Understanding the Jail District Sales Tax

Financial and Community Impacts of the Proposal



YavapaiAZ.GOV/JailDistrictFunding

928-771-3200

WHAT

In November, the Yavapai County Board of Supervisors will put before the voters a proposed tax increase from ¼ cent to ½ cent per dollar for 20 years to fund the County jail system



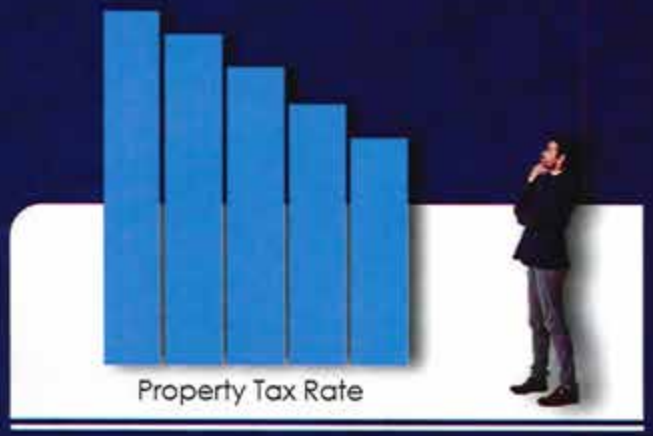
A one quarter cent tax increase equals ***one cent on a $4 purchase***

WHY

- Above the required $8.88 million, Yavapai County contributes an additional $16.15 million annually to the Jail District from the General Fund
- General Fund revenues come primarily from Property Taxes
- By increasing the sales tax, the cost to maintain the County jail system is shared with visitors to the area

HOW MUCH

- Approximately 20% of the incarcerated individuals are from out of the area
- Approximately 20% of the sales tax is paid by visitors from out of the area
- Sales tax is paid by all shoppers including visitors, spreading funding responsibility beyond local homeowners
- Tourism in Yavapai County reduces tax burden by $1,155 per household annually through visitor spending*



SAVINGS!

- If the ¼ cent jail tax is passed the district will be fully funded by the increased jail tax which will alleviate pressure on the general fund and allow for **lower property taxes**

* Arizona Office of Tourism

YavapaiAZ.GOV/**JailDistrictFunding**

EXEMPTIONS

- **Services**: Most services in Arizona are exempt from sales tax, reducing the tax burden on service providers and consumers
- **Groceries**: Food for home consumption is exempt from sales tax to ease the cost of living and ensure affordability for residents
- **Prescription Drugs Exemption**: Prescription medications are exempt from sales tax to support healthcare affordability for patients
- **Medical Devices**: Medical devices are not subject to sales tax to facilitate access to necessary health equipment



The Yavapai County Sheriff, in collaboration with the Yavapai County Board of Supervisors, operates a constitutionally based jail, focused on the care, custody, and control of the inmate population

Key services include:

- Safeguarding inmates' constitutional rights
- Ensuring due process
- Medical and Mental Health Services
- Re-entry support

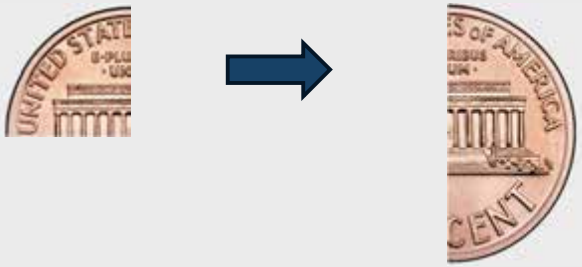
UNDERSTANDING THE JAIL DISTRICT SALES TAX

FINANCIAL AND COMMUNITY IMPACTS OF THE PROPOSAL



WHAT?

- In November, the Yavapai County Board of Supervisors will put before the voters a proposed tax increase from ¼ cent to ½ cent per dollar for 20 years to fund the County jail system





A one quarter cent tax increase equals

one cent on a $4 purchase

WHAT?



- The Yavapai County Sheriff, in collaboration with the Yavapai County Board of Supervisors, operates a constitutionally based jail, focused on the care, custody, and control of the inmate population.

Key services include:

- Safeguarding inmates' constitutional rights
- Ensuring due process
- Medical and Mental Health Services,
- Re-entry support

WHY?

- Above the required $8.88 million, Yavapai County contributes an additional $16.15 million annually to the Jail District from the General Fund
- General Fund revenues come primarily from Property Taxes
- By increasing the sales tax, the cost to maintain the County jail system is shared with visitors to the area



WHY?



Sales tax is paid by all shoppers **including visitors**, spreading funding responsibility beyond local homeowners.

The jail district requires increasing revenue due to **inflation and population growth**.

EXEMPTIONS: WHAT PURCHASES ARE **NOT** SUBJECT TO THE TAX



- **Services**: Most services in Arizona are exempt from sales tax, reducing the tax burden on service providers and consumers
- **Groceries**: Food for home consumption is exempt from sales tax to ease the cost of living and ensure affordability for residents
- **Prescription Drugs Exemption**: Prescription medications are exempt from sales tax to support healthcare affordability for patients
- **Medical Devices**: Medical devices are not subject to sales tax to facilitate access to necessary health equipment

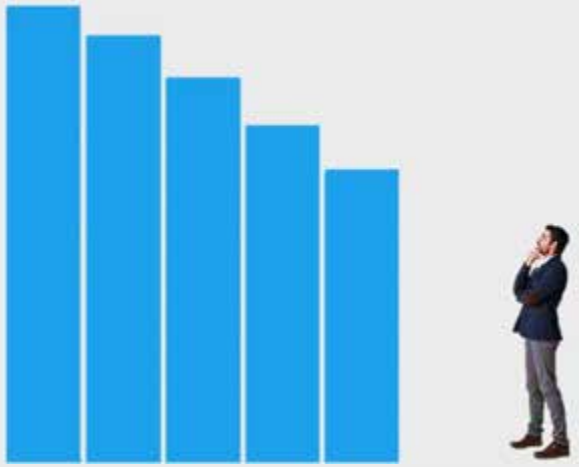
THE NUMBERS



- Approximately 20% of the incarcerated individuals are from out of the area
- Approximately 20% of the sales tax is paid by visitors from out of the area
- Sales tax is paid by all shoppers including visitors, spreading funding responsibility beyond local homeowners
- Tourism in Yavapai County reduces tax burden by $1,155 per household annually through visitor spending*

* Arizona Office of Tourism

CONCLUSION



- If the ¼ cent jail tax is passed the district will be fully funded by the increased jail tax which will alleviate pressure on the general fund and allow for **lower property taxes**

CONCLUSION

Dedicated Funding Importance

Tax increase provides essential funding to maintain jail operations effectively.

Enhancing Public Safety

Improved jail operations contribute directly to safer communities and public well-being.

Fiscal Sustainability

The tax increase ensures ongoing financial stability for jail district services and programs.

Thank You

CITY COUNCIL AGENDA BILL

AB 3372
September 8, 2026
Regular Business

Agenda Item: 9c

Proposed Action & Subject: Public hearing/discussion/possible action regarding a request for a Time Extension to extend the expiration date for the Village at Saddlerock Crossing (100 unit hotel and 46 housing units). The property is located at 1259 W State Route 89A (APN 408-26-004D). Case Number: PZ26-00004 (TE); Original Application: PZ19-00005 (ZC, DEV) Owner/Applicant: Baney Corporation (Curt Baney, Travis Hansen).

Department	Community Development (Cari Meyer)
Time to Present	5 minutes
Total Time for Item	20 minutes
Other Council Meetings	March 26, 2024; September 24, 2024
Exhibits	A. Planning and Zoning Commission Packet, August 4, 2026 B. DRAFT Planning and Zoning Commission Minutes, August 4, 2026 C. Conditions of Approval, as recommended by the Planning and Zoning Commission D. Additional Public Comments

Finance Approval	BGW 8/24/26 JMC 8/26/26
City Attorney Approval	MKC 8/27/2026
City Manager's Recommendation	Recommend approval per LDC Section 8.3.H(3)c ABS 8/31/26

Expenditure Required
$ n/a
Amount Budgeted
$ n/a
Account No. (Description)

SUMMARY STATEMENT

Background:

A full background is provided in the Planning and Zoning Commission Packet (Exhibit A) and a summary is provided below.

The Village at Saddlerock Crossing proposes 100 lodging units and 46 housing units.

The original application was submitted for Staff review in 2019. After numerous revisions to the project, the project was presented to the Planning and Zoning Commission on November 7, 2023, with a Staff recommendation of denial. That public hearing was continued to February 6, 2024, when the Commission approved the Development Review (subject to approval of the Zone Change) and recommended that City Council approve the Zone Change by a 4-2 vote.

The project was presented to City Council on March 26, 2024, noting both Staff's recommendation of denial and the Commission's recommendation of approval. That public hearing was continued to September 24, 2024, when Council approved the Zone Change, subject to conditions of approval (4-3 vote).

The Land Development Code (LDC Section 8.3.H(3)) requires issuance of permits and beginning construction within 2 years of approval. No phasing plan was approved, so all building permits would need to be issued and construction would need to begin by September 24, 2026, for the approvals to not expire.

The applicant submitted building permits for the grading and multifamily portions of the project in March 2026 and the hotel buildings in April 2026. Comments were provided on June 8, 2026, and the grading and housing permits were resubmitted on August 13, 2026. As of writing this agenda bill, this review has not been completed.

To prevent the approvals from expiring, the property owner submitted an extension request on June 24, 2026. Other than the time extension, no changes are proposed to the project.

LDC Section 8.3.H(3)c allows for a maximum of two time extensions, with the first to not exceed two years from the original approval expiration date. The applicant's letter requesting the extension, along with supporting documentation, and Staff's evaluation of the extension request are in Exhibit A. As outlined in Exhibit A, Staff recommended approval of the extension request.

Public Comments

Public noticing requirements (mailing to property owners, posting on the property, publication in the newspaper) were completed for the Time Extension request for both the Planning and Zoning Commission and City Council public hearings. Comments received prior to publication of the Planning and Zoning Commission packet are included in Exhibit A. Comments received after publication of the packet are included in Exhibit D.

Planning and Zoning Commission Public Hearing

The Planning and Zoning Commission held a public hearing on the request on August 4, 2026, during which they heard a presentation by the applicant, asked questions of staff and the applicant, and took public comment. At the conclusion of the public hearing, the Commission voted to recommend that City Council approve the extension request by a 7-0 vote.

Climate Action Plan/Sustainability Consistent: ☒**Yes -** ☐**No -** ☐**Not Applicable**

The original application was found to be consistent with the Climate Action Plan and the Sustainability goals of the City. No changes are proposed that would change that finding.

Board/Commission Recommendation: ☒**Applicable -** ☐**Not Applicable**

The Planning and Zoning Commission held a public hearing on August 4, 2026, and recommended that City Council approve the extension request by a 7-0 vote.

Alternative(s): If City Council does not approve the extension request and building permits are not issued by September 24, 2026, the approvals will expire and the City may initiate proceedings to revoke the zoning, subject to the provisions of Sedona Land Development Code Section 8.6.A(3)g.2 and applicable State statutes.

MOTION

I move to: approve case number PZ26-00004 (TE), Village at Saddlerock Crossing Time Extension, consistent with the approval criteria in LDC Section 8.3.H(3)d, and subject to the conditions of approval listed in Exhibit C to this agenda bill.

Staff Report
PZ26-00004 (TE)
Sunset Lofts Time Extension

Community Development Department
102 Roadrunner Drive Sedona, AZ 86336
(928) 282-1154 · www.sedonaaz.gov/cd

Public Hearing Date:	**August 4, 2026**
Hearing Body:	Planning and Zoning Commission
Action Requested:	Time Extension of Previously Approved Zone Change and Development Review Approval
Staff Recommendation:	Approval of Time Extension
Applicant:	Baney Corporation (Travis Hansen and Curt Baney)
Project Summary:	A request for a Time Extension to a previously approved Zone Change and Development Review application. No other changes are proposed.
Report Prepared by:	Cari Meyer, Planning Manager

Attachments:

1. Aerial View and Vicinity Map
2. Letter Requesting Time Extension
3. Public Comments

This agenda item provides for a public hearing and discussion/possible action regarding a request for a Time Extension to a previously approved Zone Change and Development Review Application.

BACKGROUND
The following is a timeline of the project to this point:

- 2019: Zone Change and Development Review application submitted.
- 2020-2023: Revisions to application submitted
    - During the submittal/revision process, a Conceptual Hearing was held with Planning and Zoning Commission on October 6, 2020
- November 7, 2023: Public Hearing with Planning and Zoning Commission
    - Staff recommended denial of the application; The Commission voted to continue the hearing to give the applicant additional time to address noted deficiencies.
- February 6, 2024: Continued Public Hearing with the Planning and Zoning Commission
    - Commission approved the Development Review application and recommended approval of the Zone Change application (4-2 vote)
- March 26, 2024: Public Hearing with City Council
    - The project was presented to City Council noting both Staff's recommendation of denial and the Commission's recommendation of approval. Council voted to continue the hearing to give the applicant additional time to address the noted deficiencies.
- September 24, 2024: Continued Public Hearing with City Council
    - Council approved the Zone Change and Development Agreement (4-3 vote)

https://sedonaaz.sharepoint.com/sites/CD/Documents/CUR_PLNG/DCD_2026/Projects/PZ26-00004 (TE) The Village at Saddlerock Crossing/Staff Report 2026-08-04.docx

  - The Land Development Code (LDC Section 8.3.H(3)) requires issuance of permits and beginning construction within 2 years.

- March 5, 2026: Permit applications for Grading and the Multifamily/Parking Structure were submitted for Staff review.
- April 9, 2026: A Permit application for the hotel buildings was submitted for Staff Review.
- June 8, 2026: Comments for all 3 permit applications were provided to the applicant.
- June 24, 2026: Time Extension request submitted.

The applicant is working on addressing the comments on their permit submittals provided at the beginning of June. While permits may still be issued by the September 24, 2026, expiration, the LDC requires that requests for Time Extensions be submitted a minimum of 90 days prior to the expiration date (LDC Section 8.3.H(3)). Without a time extension for the Zone Change and Development Review application, permits would not be able to be issued after September 24, 2026. As the Zone Change is conditioned on the completion of the approved project, without building permits, the conditions of approval will not be met and the City may initiate proceedings to revoke the Zone Change (LDC Section 8.6.A(3)g.2).

Additional information, including links to approved plans, can be found at the following link:

https://www.sedonaaz.gov/your-government/departments-and-programs/community-development/projects-and-proposals/the-village-at-saddlerock-crossing

PUBLIC INPUT

Staff completed the public noticing for this project (publication in newspaper, mailing to neighboring property owners, and posting on property). Two comments have been received (Attachment 3) and both are supportive of the extension.

DISCUSSION AND ANALYSIS

The LDC allows the body that originally approved the application to grant a maximum of two time extensions. The first time extension may be for a maximum of two (2) years and shall meet the following criteria (LDC Section 8.3.H(3)d (Evidence Required to Support Extension Requests):

1. In spite of the good faith efforts of the applicant, circumstances beyond their control have prevented the timely pursuit of the development and completion of the necessary requirements within the originally authorized time period; or

   Applicant Response: *The applicant's request for extension states that they have spent the time since approval in September 2024 working to make all the changes required by Planning and Zoning Commission and City Council and prepare construction documents. A more detailed timeframe is included in Attachment 2.*

   Staff Evaluation: *Staff originally recommended denial of the application, partially due to numerous areas of non-compliance with LDC requirements. While the Commission and Council both approved the project, they did so with a condition that the plans be brought into compliance with all applicable LDC requirements. While a typical development review would have been able to move straight to construction drawings based on the approved plans, this application required additional work between approval and construction drawings as the applicant worked to address the noted deficiencies and areas of non-compliance prior to being able to begin preparing construction drawings.*

2. The applicant has completed substantial property improvements, incurred substantial nonrecoverable monetary expenditures or commitments, or has completed supporting development improvements, or retained the services for preparation of supporting data in reliance upon the approval of the request.

   Applicant Response: *The applicant's request for extension notes that the applicant has spent approximately $1,531,246 in nonrecoverable monetary expenses preparing the construction drawings and permit submittals for the project.*

   Staff Evaluation: *While no specific breakdown of the costs have been provided, Staff does not argue that the applicant has incurred expenses in preparing the construction drawings for the project.*

   It should be noted that, while the code only requires compliance with one of the two above criteria, the applicant has provided responses to both.

3. In either instance, the applicant is, in good faith, continuing to diligently pursue implementation of the development to the degree authorized by the City and the applicant shall be current on all City fees, including wastewater billing charges, and has no code violations or environmental, health and safety issues existing on the property.

   Applicant Response: *Building permit applications for the project were submitted in March and April 2026 and responses were provided in June 2026. The applicant is working on addressing the comments and will resubmit soon. There are no outstanding code violations and the property is current on all City fees.*

   Staff Evaluation: *The permit applications have been submitted and the first round of comments have been provided. There are no outstanding code enforcement violations and the property is current on all City fees.*

Approval Criteria

In Staff's opinion, the time extension request meets the approval criteria in LDC Section 8.3.H(3)d. No other changes or modifications to the approved plans are proposed. The Commission and the Council found that the original application, as conditioned, was in compliance with the approval criteria for development projects and no changes to the project are proposed that would alter that finding. There have been no LDC changes in the past 2 years that would create a nonconforming situation if the project were to be developed as approved.

Recommendation and Motion
PZ26-00004 (TE)
Village at Saddlerock Crossing Time Extension

Community Development Department
102 Roadrunner Drive Sedona, AZ 86336
(928) 282-1154 · www.sedonaaz.gov/cd

Staff Recommendation:
Staff recommends approval of case number PZ26-00004 (TE), Village at Saddlerock Crossing Time Extension, consistent with the approval criteria in LDC Section 8.3.H(3)d.

Recommended Motion for Approval:
I move to recommend to City Council approval of case number PZ26-00004 (TE), Village at Saddlerock Crossing Time Extension, consistent with the approval criteria in LDC Section 8.3.H(3)d, and subject to the conditions of approval listed at the end of this staff report.

Alternate Motion for Denial:
I move to recommend to City Council denial of case number PZ26-00004 (TE), Village at Saddlerock Crossing Time Extension, based on noncompliance with the criteria in LDC Section 8.3.H(3)d, specifically the following: (state finding(s) for denial).

Conditions of Approval
PZ26-00004 (TE)
Village at Saddlerock Crossing Time Extension

City of Sedona
Community Development Department
102 Roadrunner Drive Sedona, AZ 86336
(928) 282-1154 · www.sedonaaz.gov/cd

As Recommended by Staff, August 4, 2026

1. The Zone Change and Development Review approvals for PZ19-00005, Village at Saddlerock Crossing, shall expire on September 24, 2028, unless all building permits have been issued and construction of the project has commenced and is being diligently pursued toward completion or an additional request for extension has been filed in compliance with LDC Section 8.3.H(3). If the property owner fails to meet this deadline, the City may initiate proceedings to revoke the zoning, subject to the provisions of Sedona Land Development Code Section 8.6.A(3)g.2 and applicable State statutes.
2. All other conditions of PZ19-00005 (ZC, DEV), Village at Saddlerock Crossing, shall remain in effect.

https://sedonaaz.sharepoint.com/sites/CD/Documents/CUR_PLNG/DCD_2026/Projects/PZ26-00004 (TE) The Village at Saddlerock Crossing/Staff Report 2026-08-04.docx

Attachment 1

Aerial View & Vicinity Map

City of Sedona, Arizona



7/28/2026 9:24 AM

Scale: 1:2,105

0 0.02 0.04 0.09 0.14 0.18 mi

- OAK CREEK
- COUNTY LINE
- City Boundary
- STREET CENTERLINE
- PARCEL BOUNDARY

FOREST RD
AERIAL 2025

RGB

- Red: Band_1
- Green: Band_2
- Blue: Band_3

The City of Sedona makes no warranties, expressed or implied, with respect to the data or information shown on this map. It is not necessarily accurate to engineering or surveying standards. No portion of the information should be considered or used as a legal document. Copyright, 2026

Vicinity Map

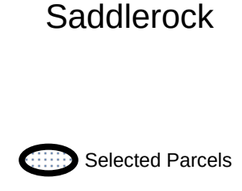
Selected Parcels Village at Saddlerock

- Selected Parcels
- Zoning Boundary
- Building Footprint
- Parcel Boundary
- Trail
- Street Centerline

E

0 55 110 Feet

City Index



PD
M2
CO
L
P
RS-10
SU
RM-1
408-26-004D
W STATE ROUTE 89A
N AIRPORT RD
SOLDIERS PASS RD
BIRCH BLVD
WILLOW WAY
JUNEBUG CIR
SADDLEROCK CIR
VALLEY VIEW DR
SADDLEROCK LN
ELK RD
W BRINS MESA RD
AIRPORT RD
SYCAMORE CANYON RD

GIS, City of Sedona
06/25/2026
g:/pubreq/projects/steventhompson/villageatsaddlerock/mxds/saddlerock.aprx

This map is designed to provide information about Sedona, and has been prepared for general planning and informational purposes only. It is not intended to be used for engineering or surveying standards. The City makes no warranty that this map is complete and as accurate as possible; however, no warranty or fitness is implied.

The information is provided on an "as-is" basis. The City of Sedona shall have neither liability nor responsibility to any person or entity with respect to any loss or damages in connection with or rising from the information contained on this map.

Attachment 2

Letter Requesting Time Extension

Project Application

fillable PDF available online at:
www.sedonaaz.gov/projects

City Of Sedona
Community Development Department
102 Roadrunner Drive Sedona, AZ 86336
(928) 282-1154 · www.sedonaaz.gov/cd

Application for (check all that apply):

❑ Conceptual Review ❑ Comprehensive Review ❑ Appeal ■ Time Extension

❑ Community Plan Amendment ❑ Development Review ❑ Subdivision ❑ Minor Modification
❑ Zone Change ❑ Conditional Use Permit ❑ Variance

Project Information	Project Name	The Village at Saddlerock Crossing		
	Project Address	1259 W SR 89A	Parcel No. (APN)	408-26-004D
	Primary Contact	Travis Hansen	Primary Phone	[redacted]
	[redacted]		Alt. Phone	[redacted]
	[redacted]		City/State/ZIP	[redacted]
Office Use Only	*Application No*		*Date Received*	
	Received by		*Fee Paid*	

Project Description	Multi use 6.36 acres development including 46 unit multi-family housing, parking structure and a 100 guest room hotel consisting of 5 buildings. Addition of a connecting road through the property.

Additional Contact Information: Please complete the following for all companies/people *authorized* to discuss the project with the City. Please attach additional sheets if necessary.

Contact #1	Company	Baney Corporation	Contact Name	Curt Baney
	Project Role	Owner	Primary Phone	[redacted]
	[redacted]		Alt. Phone	
	[redacted]		City/State/ZIP	[redacted]
	Company	Withey Morris Baugh, PLC	Contact Name	Benjamin Tate
	Project Role	Attorney	Primary Phone	[redacted]
	[redacted]		Alt. Phone	
	[redacted]		City/State/ZIP	[redacted]
Contact #3	Company	Davis Architecture	Contact Name	Anthony Fiorentino
	Project Role	Hotel Architect	Primary Phone	[redacted]
	[redacted]		Alt. Phone	
	[redacted]		City/State/ZIP	[redacted]

Authorization Letter for Project Application

Baney Corporation
475 Ne Bellevue Dr # 210
Bend, OR 97701
(541)382-2188
Travish@oxfordcollection.com

6/22/2026

City of Sedona
Community Development Department
102 Roadrunner Drive
Sedona, AZ 86336

Subject: Letter of Authorization for Project Time Extension Application – APN 408-26-004D

To Whom It May Concern,

I, Curt Baney, am the legal owner of the property located at 1259 W SR 89A, Sedona, AZ, also identified as Yavapai/Coconino County Assessor's Parcel Number (APN) 408-26-004D.

I hereby authorize my architect, Anthony Fiorentino of Davis Architecture, Travis Hansen of Baney Corporation and Benjamin Tate of Withey Morris Baugh, PLC to act as my agent(s) and sign, submit, and process a Planning Application Time Extension on my behalf through the City of Sedona.

This authorization grants Anthony Fiorentino, Travis Hansen and Benjamin Tate the authority to represent me and interface with city staff, and execute all necessary documents required to complete the extension process for The Village at Saddlerock Crossing/Case Number PZ19-00005.

This authorization shall remain in effect until the application for time extension is finalized or until explicitly revoked by me in writing.

If you require any further verification of ownership or identity, please contact me directly at 545-382-2188 or **curtb@oxfordsuites.com**.

Thank you for your time and assistance with this matter.
Sincerely,

Curt Baney

WITHEY MORRIS BAUGH

June 22, 2026

Cari Meyer
Planning Manager
Sedona Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336

RE: Development Review Extension Request – The Village at Saddlerock Crossing - PZ19-00005 (DEV)

Dear Cari,

This application is being submitted on behalf of the Baney Corporation, owners of approximately 6.36 acres located at the southeast corner of SR-89A and Saddlerock Circle in Sedona, Arizona (the "Property"). As you know, on February 6, 2024 the Sedona Planning Commission approved the Development Review and recommended approval of the Zone Change for a 100-key boutique hotel and 46-unit workforce multi-family residential development known as The Village at Saddlerock Crossing (the "Project"). The Zone Change for the Project was approved by the Sedona City Council on September 24, 2024, establishing the same as the effective date for the Development Review component of the application. In accordance with Section 8.3.H(3)a of the LDC, approval shall expire within two (2) years of the effective date if no other time period is specified. Pursuant to Section 8.3.H(3)c of the Sedona Land Development Code ("LDC"), we are requesting a two-year extension of the above-referenced Development Review.

Pursuant to the criteria outlined in Section 8.3.H(3)d of the LDC, an applicant must demonstrate compliance with the following criteria to obtain an extension:

1. In spite of the good faith efforts of the applicant, circumstances beyond their control have prevented the timely pursuit of the development and completion of the necessary requirements within the originally authorized time period; or

Since the effective date in September 2024, the Baney Corporation and their development team have been working diligently to prepare and submit a construction drawing application package for permit review to the City of Sedona. Due to the scale and complexity of the project, the process to address the conditions of approval in PZ19-00005, revise the Project plans accordingly, and prepare a comprehensive submittal package for the City's review has taken considerable time and resources. In total, the submittal package for permit review consists of 633 plan sheets. The permit submittal is so voluminous that you requested the development team break the submittal into three separate packages submitted a month apart to allow for adequate review time.

As you know, more than a year was spent exchanging emails and participating in calls, virtual meetings, and in-person meetings with you and the Sedona Community Development team to work out a number of issues, questions, and challenges associated with developing a full construction plan set for the Project, and then revising and updating the base plan sheets accordingly. Once both parties were satisfied that adequate direction had been provided and the major issues had been resolved, the development team went into full production of the permit set in October 2025. A timeline of relevant correspondence and meetings is outlined below, along with the associated correspondence enclosed with this letter.

- 2/11/25
  - Correspondence with Steve Mertes regarding timeline of lot combination
- 2/12/25
  - Meeting with Steve Mertes and Cari Meyer regarding lot combination, meeting pushed to 2/18/25
- 2/28/25
  - Meeting with Steve Mertes and Cari Meyer regarding lot combination
- 5/30/25
  - Meeting with Cari Meyer regarding changes to plan sheets
- 6/5/25
  - Meeting with Cari regarding changes to plan sheets
- 7/1/25
  - Correspondence with Cari Meyer requesting a meeting to review revisions to plan sheets
- 7/11/25
  - Follow up to correspondence with Cari Meyer requesting meeting to review revisions to plan sheets
- 7/14/25
  - Correspondence regarding direction from Cari Meyer to provide updated drawings with table/list explaining and outlining updates and revisions
- 9/2/25
  - Submittal of updated drawings with table/list explaining changes to Cari Meyer
- 9/16/25
  - Correspondence with Cari Meyer regarding follow-up on the 9/2 submitted drawings
- 9/17/25
  - Correspondence with Steve Mertes regarding timeline for staff response to 9/2 submitted drawings
- 10/1/25
  - Correspondence with Cari Meyer regarding one-week timeline for staff response to 9/2 submitted drawings
- 10/14/25
  - Correspondence with Cari Meyer regarding direction to prepare and submit formal permit application and submittal plan set

We are incredibly grateful for the time you and the rest of the team have invested in the process to help make this a successful development. Our permit sets were submitted for first review on March 5, 2026 and April 9, 2026, and plans were returned for corrections on June 8, 2026. The development team is in the process of reviewing the comments/corrections and has begun revising the permit plan set for resubmittal. However, in order to complete the process, obtain permits, and begin construction in compliance with Section 8.3 of LDC, additional time is required.

2. The applicant has completed substantial property improvements, incurred substantial nonrecoverable monetary expenditures or commitments, or has completed supporting development improvements, or retained the services for preparation of supporting data in reliance upon the approval of the request.

Although an applicant is only required to demonstrate compliance with Item 1 or 2 in Section 8.3.H(3)d to obtain an extension, it must be noted that the applicant has invested considerable resources in the effort to prepare and submit the permit drawings for the Project. Since the Project's approval by the City Council in September 2024, the applicant has incurred approximately $1,531,246 in nonrecoverable monetary expenses preparing the construction drawings and permit submittals for the Project.

3. In either instance, the applicant is, in good faith, continuing to diligently pursue implementation of the development to the degree authorized by the City and the applicant shall be current on all City fees, including wastewater billing charges, and has no code violations or environmental, health and safety issues existing on the property.

As noted above, the applicant submitted the permit application for review on March 5, 2026 and April 9, 2026 as Plan Check numbers B-08154, B-08155, and B-08222 and received first review comments on June 8, 2026. The applicant has been in communication with staff since receipt of the first review comments and the development team has initiated the process of reviewing the comments and revising the plan set for resubmittal. The applicant is current on all fees related to the Property and the Project, the Property is not subject to any code violations, nor are there any environmental, health, or safety issues existing on the Property.

We look forward to working with you to complete the review process and bring this exciting project to the City of Sedona. Please let me know if you have any questions or need any additional information.

Sincerely yours,

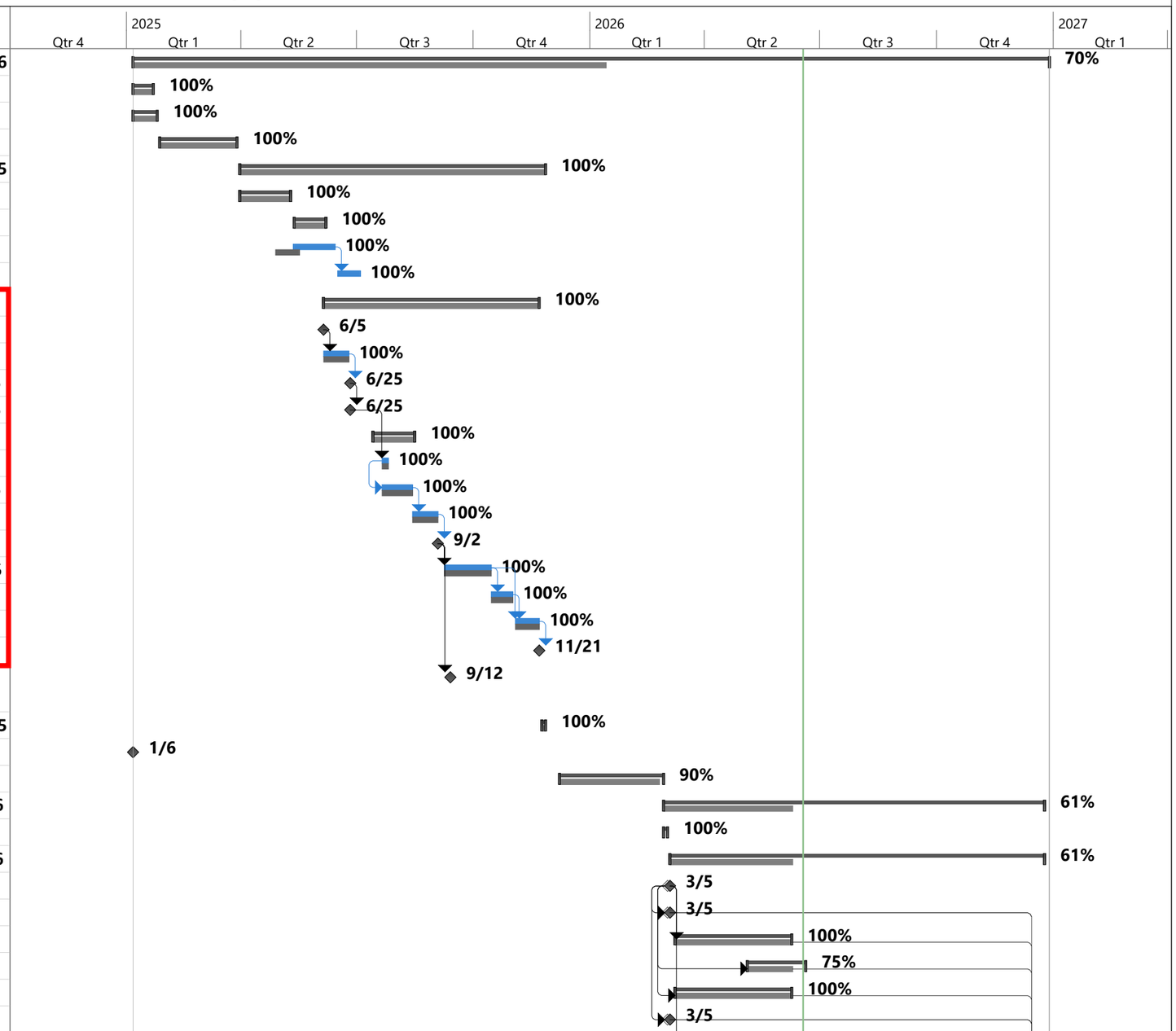
WITHEY MORRIS BAUGH, PLC



Benjamin L. Tate

23156 VSC - Lodging

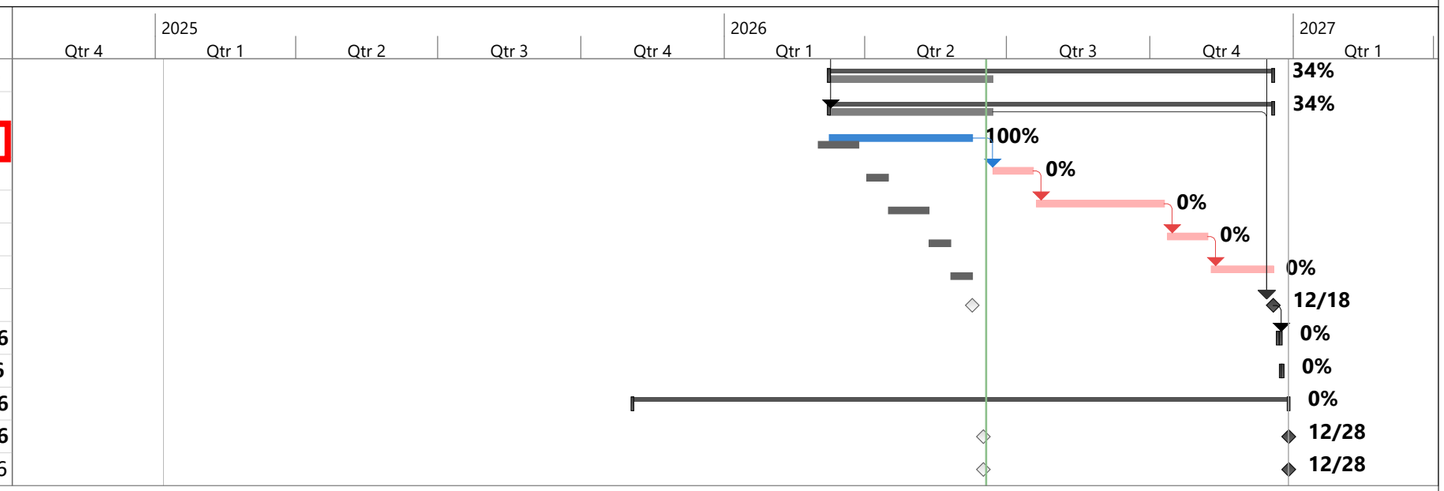
ID	Task Name	Duration	Start	Finish
1	**Project Management**	**501 d**	**Mon 1/6/25**	**Mon 12/28/26**
49	**Pre-Development**	**11 d**	**Mon 1/6/25**	**Tue 1/21/25**
78	**Site Investigation and Document Review**	**14 d**	**Mon 1/6/25**	**Fri 1/24/25**
155	**Schematic Design**	**45 d**	**Mon 1/27/25**	**Fri 3/28/25**
168	**Design Development**	**170 d**	**Mon 3/31/25**	**Wed 11/26/25**
169	**DD Documents to 60%**	**30 d**	**Mon 3/31/25**	**Fri 5/9/25**
172	**Owner Review**	**18 d**	**Mon 5/12/25**	**Fri 6/6/25**
177	DD Documents to 90%	24 d	Mon 5/12/25	Fri 6/13/25
178	Owner Review	14 d	Mon 6/16/25	Thu 7/3/25
179	**Community Development Design Revisions**	**120 d**	**Thu 6/5/25**	**Fri 11/21/25**
180	Community Development Meeting	0 d	Thu 6/5/25	Thu 6/5/25
181	Design Revisions (Owner)	14 d	Thu 6/5/25	Tue 6/24/25
182	Owner/Team Review Meeting	0 d	Wed 6/25/25	Wed 6/25/25
183	Owner Internal Approval	0 d	Wed 6/25/25	Wed 6/25/25
184	**Site Tree Survey / Salvage Plan Update**	**25 d**	**Mon 7/14/25**	**Fri 8/15/25**
190	Initial Architectural Updates	5 d	Mon 7/21/25	Fri 7/25/25
191	Change List Update	18 d	Mon 7/21/25	Wed 8/13/25
192	Owner / Legal Approval	13 d	Thu 8/14/25	Tue 9/2/25
193	Planning Submittal	0 d	Tue 9/2/25	Tue 9/2/25
194	Planning Review	27 d	Mon 9/8/25	Tue 10/14/25
195	Planning Response and Resolution	13 d	Wed 10/15/25	Fri 10/31/25
196	Architectural DD Review / Markup	15 d	Mon 11/3/25	Fri 11/21/25
197	Issue DD Markups to Owner	0 d	Fri 11/21/25	Fri 11/21/25
198	**Final Signage Package (By Owner-Not Provided)**	**0 d**	**Fri 9/12/25**	**Fri 9/12/25**
202	**Owner Approval**	**3 d**	**Mon 11/24/25**	**Wed 11/26/25**
207	**Entitlements**	**0 d**	**Mon 1/6/25**	**Mon 1/6/25**
345	**Construction Documents**	**51 d**	**Mon 12/8/25**	**Fri 2/27/26**
353	**Permitting**	**214 d**	**Fri 2/27/26**	**Thu 12/24/26**
354	**Project Management**	**1 d**	**Fri 2/27/26**	**Mon 3/2/26**
365	**Permit Processing**	**211 d**	**Thu 3/5/26**	**Thu 12/24/26**
366	Permit application submittal - Admin	0 d	Thu 3/5/26	Thu 3/5/26
367	Public Works	0 d	Thu 3/5/26	Thu 3/5/26
368	**Engineering Department**	**66 d**	**Mon 3/9/26**	**Mon 6/8/26**
370	**Fire Department**	**34 d**	**Tue 5/5/26**	**Fri 6/19/26**
372	**Planning Department**	**66 d**	**Mon 3/9/26**	**Mon 6/8/26**
374	Health Department	0 d	Thu 3/5/26	Thu 3/5/26



Critical
Critical Split
Critical Progress
Task
Split
Task Progress
Manual Task
Start-only
Finish-only
Duration-only
Baseline
Baseline Split
Baseline Milestone
Milestone
Summary Progress
Summary
Manual Summary
Project Summary
External Tasks
External Milestone
Inactive Task
Inactive Milestone
Inactive Summary
Deadline

23156 VSC - Lodging

ID	Task Name	Duration	Start	Finish
375	**Building Department**	**205 d**	**Mon 3/9/26**	**Fri 12/18/26**
376	**Structural / Life Safety**	**205 d**	**Mon 3/9/26**	**Fri 12/18/26**
377	Initial Plan Review	66 d	Mon 3/9/26	Mon 6/8/26
378	Plan Revisions 1	20 d	Mon 6/22/26	Fri 7/17/26
379	Plan Review 2	60 d	Mon 7/20/26	Fri 10/9/26
380	Plan Revisions 2	20 d	Mon 10/12/26	Fri 11/6/26
381	Plan Review 3	30 d	Mon 11/9/26	Fri 12/18/26
382	Plan review complete	0 d	Fri 12/18/26	Fri 12/18/26
383	**Final Processing**	**2 d**	**Tue 12/22/26**	**Wed 12/23/26**
387	**Obtain Permit**	**1 d**	**Wed 12/23/26**	**Thu 12/24/26**
393	**Costing / Construction Contract (By Owner)**	**290 d**	**Mon 11/3/25**	**Mon 12/28/26**
409	**Construction**	**0 d**	**Mon 12/28/26**	**Mon 12/28/26**
410	Const Period	0 d	Mon 12/28/26	Mon 12/28/26



Critical	Split	Finish-only	Baseline Milestone	Manual Summary	Inactive Task
Critical Split	Task Progress	Duration-only	Milestone	Project Summary	Inactive Milestone
Critical Progress	Manual Task	Baseline	Summary Progress	External Tasks	Inactive Summary
Task	Start-only	Baseline Split	Summary	External Milestone	Deadline

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Thursday, January 16, 2025 6:03 PM
To: Anthony Fiorentino
Cc: Mike Krentz
Subject: Re: VILLAGE AT SADDLEROCK CROSSING

Hi Tony (and Mike),

Thanks for the introduction! Tony, as promised, here are some links that you may find helpful:

Project page on City's website: The Village at Saddlerock Crossing (Oxford Hotel) | City of Sedona

Latest Staff Report on the project: Item 6b. Village at Saddlerock Crossing. The latest Land Development Code checklist for the project starts on Page 18 of this document. It goes through all the LDC requirements and includes an evaluation of whether the plans comply or not. The sections marked with orange (partial compliance) or red (non-compliance) are the areas where the plans will need to be updated (and hopefully these changes don't cause another area to be out of compliance).

Let me know if you have any questions or want to run any ideas/potential changes by me.

Thanks and have a good weekend,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Thursday, January 16, 2025 4:52 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Mike Krentz <MKrentz@thedavisexperience.com>
Subject: RE: VILLAGE AT SADDLEROCK CROSSING

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Cari,

Good afternoon. I look forward to working with you as we move forward on this project! I left you a voicemail message a little earlier and just wanted to let you know that I am available until 6pm today if you have a minute to chat. If that is inconvenient, perhaps we can touch base next Tuesday.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Mike Krentz <MKrentz@thedavisexperience.com>
Sent: Thursday, January 16, 2025 4:07 PM
To: Cari Meyer (cmeyer@sedonaaz.gov) <cmeyer@sedonaaz.gov>; Anthony Fiorentino <afiorentino@thedavisexperience.com>
Subject: VILLAGE AT SADDLEROCK CROSSING

Good afternoon Cari and I hope you are doing well and had a great holiday. I still owe you some sour punch straws but haven't been in your area for a while to pay up! Soon hopefully.

To update you on the Saddlerock project, we have come to a final contract agreement and will be starting work soon. I have copied our project Architect Tony Fiorentino who I would like to formally introduce you to some day soon. He will be coordinating the construction document set through permit and construction.

This email will be an informal introduction so you know who is calling to confirm items with you as he comes up to speed.

We are looking forward to getting this project built with you and your team and let me know if you have any questions for us as we get started.

Best,
Mike

Michael W. Krentz AIA, LEED® AP
President

o 480 638 1148
m 512 963 4778

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Monday, January 27, 2025 8:32 AM
To: Anthony Fiorentino
Cc: Mike Krentz
Subject: Re: VILLAGE AT SADDLEROCK CROSSING

Hi Tony,

Thanks for your email. I'm available from 10am-noon or after 2:30pm today (January 27) or 8:30am-10:30am tomorrow (January 28). Otherwise, my week is fairly full. Let me know if one of those days/times work for you.

Thanks,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Thursday, January 23, 2025 5:42 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Mike Krentz <MKrentz@thedavisexperience.com>
Subject: RE: VILLAGE AT SADDLEROCK CROSSING

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Cari,

Hope your week went well. It was a short one, so I just wanted to get back to you to let you know that I have gone through the Staff Report and listened to the recordings of the Planning Commission meetings. I have a better feel for the project and your concerns now. If you have a little time early next week, I was hoping we could set up a Teams meeting to go through your comments and conditions of approval so that we can address them in our schematic design package. If you could let me know when it is convenient for you to meet, I will send an invite.

Thank you!

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

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Subject: VILLAGE AT SADDLEROCK CROSSING

Good afternoon Cari and I hope you are doing well and had a great holiday. I still owe you some sour punch straws but haven't been in your area for a while to pay up! Soon hopefully.

To update you on the Saddlerock project, we have come to a final contract agreement and will be starting work soon. I have copied our project Architect Tony Fiorentino who I would like to formally introduce you to some day soon. He will be coordinating the construction document set through permit and construction.

This email will be an informal introduction so you know who is calling to confirm items with you as he comes up to speed.

We are looking forward to getting this project built with you and your team and let me know if you have any questions for us as we get started.

Best,
Mike

Michael W. Krentz AIA, LEED® AP
President

o 480 638 1148
m 512 963 4778

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

Overview
The VSC Planning Department Coordination meeting focused on project overview, compliance, and design considerations for an upcoming development. Anthony led a review of planning commission and city council meetings, highlighting the goal of integrating unresolved issues into the schematic design within a three-week timeframe. The team discussed the importance of collaboration, particularly with Cari, who emphasized that the development agreement mandates resolving all outstanding issues. Compliance challenges were identified, including discrepancies with the CFA checklist and significant height and massing requirements that necessitate further detail, particularly in the signage plan. Key action items included Anthony verifying compliance with building regulations and coordinating with the civil team on grading plans, while Cari committed to reviewing updates on design changes. The meeting underscored a timeline of two years to secure all necessary permits and the need for distinct architects for various building components, setting the stage for meticulous compliance efforts and ongoing collaboration within the team.

Notes
Project Overview and Compliance (02:36 - 13:31)

- Anthony reviewing planning commission and city council meetings
- Goal: Incorporate unresolved issues into schematic design
- Mike emphasizes importance of collaboration with Cari
- Cari confirms development agreement requires fixing all issues
- Team to work on schematic design package over next 3 weeks

Land Development Code Compliance (13:32 - 25:56)

- Discussion on CFA checklist and land development code checklist
- Cari explains project doesn't fully comply with CFA guidelines
- Height and massing issues need to be addressed
- Signage plan requires more detailed information
- Team to review land development code checklist starting from page 18

Building Height and Massing Requirements (25:56 - 34:27)

- Height limit: 22ft with additional 5ft possible if design requirements met
- Massing requires 3ft vertical difference in building design
- Windows and doors must be recessed by at least 12 inches
- Team to verify compliance with height and massing requirements

Building Elevations and Contours (34:27 - 41:56)

- Team to use recreated 'natural' contours for height measurements
- Height to be measured from original grade, not finished floor
- Each building to be reviewed separately due to grade differences
- Anthony to coordinate with civil team on grading plan

Project Timeline and Permitting (41:57 - 54:47)

- Two years from approval date to obtain all permits
- Housing CFOs must be final before lodging CFOs
- Separate architects for lodging, housing, and garage
- Discussion on potential need for separate permit applications

Housing Design and Egress (54:49 - 01:01:37)

- Discussion on egress requirements for housing buildings
- Proposal to add internal staircase to meet code requirements
- Cari agrees to review changes as they are developed
- Anthony to verify latest design changes and massing requirements

Action items
Anthony Fiorentino

- Review land development code and CFA checklist in detail (13:32)
- Verify compliance with height and massing requirements (25:56)
- Coordinate with civil team on grading plan (34:27)
- Check latest housing design changes and massing requirements (54:49)
- Send periodic updates to Cari for review (59:19)

Mike Krentz

- Schedule meeting with Anthony to go through compliance points (25:33)

Cari Meyer

- Review updates sent by Anthony as they are developed (59:19)

From: Travis Hansen
To: Alex Hayes
Subject: Fw: The Village At Saddlerock Crossing (PZ19-00005)
Date: Monday, June 22, 2026 2:22:21 PM
Attachments: Outlook-zar2axz1
Outlook-pgw5lkr1
Outlook-3crpvefk

Travis Hansen
Project Manager
541.749.1046
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From: Travis Hansen
Sent: Tuesday, February 11, 2025 9:56 AM
To: smertes@sedonaaz.gov <smertes@sedonaaz.gov>
Subject: The Village At Saddlerock Crossing (PZ19-00005)

Hello Steve,

I wanted to reach out and introduce myself, I'm one of our Project Managers at Baney Corporation currently working on The Village At Saddlerock project. I was hoping to discuss the requirement of consolidating the 11 lots to 1. In our Development Agreement it refers to this being done upon completion of the construction. I'm hoping we can get started on the combining now as I think it would be easier for us in not having to generate multiple easements and any problems that might arise of trying to issue permits across property lines. If you can, please let me know your thoughts on starting the combining now.

Thanks.
My cell number is 541-848-9207.

Travis Hansen
Project Manager
541.749.1046
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VSC / Sedona Community Development Meeting

Meeting Date: February 18, 2025, 01:00 pm

Overview

The VSC / Sedona Community Development Meeting focused on key aspects of the project coordination, permit submission flexibility, egress compliance, and a proposed lot split. The meeting began with discussions on the engagement of various consultants, including civil engineers and architects, alongside the requirement for multimodal construction completion. Participants deliberated on whether project documents could be submitted collectively or individually, noting a timeframe for permits to be issued within two years of approval. Clarifications were made regarding egress and internal stairway requirements for multifamily units, ensuring compliance with existing building codes. Additionally, the necessity to split the property into two parcels was considered to facilitate financing, with plans for an administrative review process and possible city council approval. Action items were assigned to specific participants for follow-up on the lot split proposal and verification of construction dimensions.

Notes

Project Coordination (10:06 - 12:30) (10:06 - 12:30)

- Engagement of consultants: The Baneys have engaged four primary teams including a civil engineer, a multifamily architect, and a garage design-build company.
- Construction phase requirements: The development agreement mandates that construction must be completed in a single phase with multifamily units finished before lodging units.

Permit Submission Flexibility (12:31 - 19:59) (12:31 - 19:59)

- Permit submission options: Discussion on whether documents can be submitted as a single set or in individual sets for different components of the project.
- Timeline for permits: All permits must be issued within two years of approval, with multifamily CFOs required before lodging CFOs.

Egress and Compliance (20:00 - 35:57) (20:00 - 35:57)

- Egress requirements: Clarification on egress requirements for multifamily units and the need for internal stairways without triggering planning actions.
- Compliance with codes: The team is verifying compliance with building heights and construction tolerances as part of the project development.

Lot Split Proposal (35:58 - 40:32) (35:58 - 40:32)

- Proposal for lot split: Discussion on the need to split the property into two parcels for financing purposes, with a plan to submit a proposal for review.
- Administrative review process: Clarification on the review process for the proposal and the potential need for city council approval.

Action items

Travis Hansen

- Submit a proposal for splitting the property into two parcels for financing purposes (26:05)
- Reach out to Ben Tate and Mike regarding the conversation about the lot split (39:50)

Anthony Fiorentino

- Verify construction tolerances and dimensions for the project (21:50)

Unassigned

- Prepare a master civil plan covering grading and drainage for the project (16:14)

VSC Planning Touch Base

Meeting Date: April 03, 2025, 01:30 pm

Overview

The VSC Planning Touch Base meeting focused on reviewing the status and compliance details of the lodging project, confirming the meeting schedule, and discussing design modifications. Key updates included the presentation of revised architectural drawings by Melanie, ensuring they meet code compliance while noting zoning updates and a reduced guest room count to 91. The team addressed building massing requirements, building changes including layout adjustments, and transparency regulations for windows and balconies. Discussions also covered material selections, with an emphasis on ensuring color specifications align with Sherwin Williams standards. Action items were assigned, primarily to Melanie and Anthony, to revise site plans, manage landscaping requirements, and prepare for the upcoming design development phase, with a follow-up meeting scheduled for Tuesday afternoon including Steve Mertz.

Notes

Project Organization and Meeting Schedule (04:01 - 08:29)

- Meeting to confirm compliance details for the lodging project
- Davis is handling lodging work while a separate architect from Oregon is doing multifamily
- Meeting scheduled for Tuesday in Sedona moved to afternoon since Cari has a morning meeting
- Multifamily architect will also attend the meeting
- Team will submit separate packages for lodging and multifamily components

Design Compliance Review (08:29 - 18:07)

- Melanie presented drawings confirming code compliance from previous submittal
- Site plan review showed division between lodging and multifamily areas
- Zoning has been changed to lodging (needs updating on site plan)
- Guest room count decreased from original design to 91 rooms
- Lot combination application still pending - Ardura working on this
- Height calculations discussed - buildings hitting 35ft mark
- Cari advised contours need to continue through building footprints with heights for each roof component

Building Massing Requirements (18:07 - 27:05)

- Massing requirements review showed no major compliance issues

- Original calculations contained errors but new approach appears workable
- Unrelieved building plane requirement (max 400 sq ft) not met in one area (currently 500 sq ft)
- Window recessing discussed - 12-inch recess required to break up surfaces
- Cari clarified additional building plane requirements and exemptions
- The team must address unrelieved surfaces with architectural elements

Building Changes and Layout Updates (27:05 - 40:37)

- Changes to building design including removed basement with pool and fitness area
- North building layout differs from east/west buildings
- Elevator location changes - elevators being combined into a single core
- Clarification on height exemptions - elevator height exemption only applies to actual elevator areas
- Rooftop trees can be removed (neighbors were concerned about height violations)
- Transparency requirements discussed for screened areas - guardrails permitted but solid walls not allowed
- Fitness center added to north building, causing reduction in room count

Windows and Space Configuration (40:37 - 49:22)

- Discussed windows in stairwells - transparency requirements only apply to street-facing elevations
- Basement space reconfiguration reviewed - conference room and laundry areas reorganized
- Existing conference area moved and laundry area expanded
- Windows must not create glass curtain walls (continuous glass)
- Breakout space adjusted to eliminate need for basement in other building
- Balcony areas need guardrails instead of solid walls for transparency

Material Selection and Final Requirements (49:22 - 57:49)

- Colors shown in renderings don't match actual Sherwin Williams colors specified
- Color selection must comply with LRV values and maximum chroma requirements (chroma of 4)
- Dunn Edwards provides chroma values while Sherwin Williams does not
- Landscape requirements in garage area must be maintained
- Rainwater harvesting system details discussed - all tanks will be installed but may serve dual purposes

- Team will send revisions to Cari for review before moving to design development phase
- Follow-up meeting planned for Tuesday afternoon will include Steve Mertz

Action items

Melanie Lucas

- Update site plan to reflect correct zoning designation (lodging, not existing/proposed) (11:06)
- Add contour lines through building footprints and height markings for all roof elements (15:28)
- Address unrelieved building plane issue where surface exceeds 400 sq ft (24:15)
- Replace solid walls with guardrails on upper patios/balconies for transparency requirements (47:10)
- Update massing calculations to include all relevant areas (19:14)
- Verify colors match Sherwin Williams specifications and provide LRV/chroma values (48:54)

Anthony Fiorentino

- Reschedule Tuesday meeting to afternoon instead of 10am (06:23)
- Coordinate with lot combination application process with Joe Link from Ardura (11:54)
- Verify landscaping requirements in garage area can be fulfilled (53:02)
- Send revised compliance drawings to Cari for review before proceeding to design development (56:42)
- Confirm material colors with owner and resolve discrepancies between renderings and specifications (49:22)
- Follow up on rainwater harvesting system calculations and potential relocations (55:56)

Cari Meyer

- Review revised compliance drawings when submitted (56:42)
- Confirm availability for Tuesday afternoon meeting with Steve Mertz (57:28)

VSC / Community Development - Site Coordination Meeting

Meeting Date: June 05, 2025, 01:00 pm

Overview

The VSC/Community Development Site Coordination Meeting focused on key aspects of the multifamily development project, including the requirements for retaining walls, cross-sectional challenges, and the aesthetics of adjacent paths and buildings. The team addressed necessary modifications to buildings C and D, which must be lowered to ensure accessible routes and compliance with wall height regulations. Discussions highlighted concerns about the visual impact of masonry walls along the Go Sedona path and explored alternative materials. The impact of existing utilities and trees was also considered, with an emphasis on preservation. Action items were assigned to team members, including creating a comprehensive list of project changes for city review, coordinating grading and retaining wall adjustments, and finalizing the design elements for the Go Sedona path. Timelines for construction document submissions were established, along with a focus on securing necessary permits within prescribed deadlines.

Notes

Retaining Wall Requirements**(00:02 - 12:47)**

- Team discussed issues with retaining walls adjacent to streets on the multifamily side
- Buildings C and D need to be lowered 3.5 feet to create accessible routes to the street
- Retaining walls in southeast corner need modification due to building height changes
- Walls over 8 feet require a 5-foot gap between wall sections
- A 6-foot solid fence/wall required between property and single-family residential areas

Cross Section Review and Challenges**(12:49 - 28:41)**

- Cross section 1 is a "pinch point" where road is close to property line
- Wall height limitations: 6-foot masonry wall needed at property line with 5-foot setback from retaining wall
- Road may need to shift 3 feet closer to treehouse building to accommodate setback requirements

- Cross section 2 shows tight area where building C approaches Go Sedona path
- Building foundation will need to serve as retaining wall with gabion fascia for aesthetic appeal
- Second floor balcony will overhang Go Sedona path (minimum 15-17 feet clearance)

Go Sedona Path Discussion**(28:42 - 45:56)**

- Concerns about aesthetics of large wall face along Go Sedona path
- Path needs visual breakup or fascia treatments where close to building
- Kris Floor asked about possibility of reducing path width from 10 feet to 8 feet
- Team inquired about using alternative materials (stabilized granite vs. concrete)
- City explained 10-foot path on one side replaces standard requirement of two 5-foot sidewalks
- Alternative surface materials might be considered but need to be evaluated

Road Easement and Retaining Issues**(45:57 - 01:01:11)**

- Cross section 4 shows tight area between building D and Elk Road
- Walls need to move closer to building to accommodate guardrail at easement line
- No 6-foot wall required along roadway, only safety guardrail needed
- Storm drainage system discussed - runoff from Elk Road will be directed under parking garage to detention system
- Cross section shows two levels of underground parking garage in relation to Elk Road
- Grading changes as you move north - Elk Road and garage levels eventually match

Utilities and Existing Trees**(01:01:11 - 01:09:39)**

- Team discussed challenge of placing retaining wall, water line, and sewer line while preserving trees

- Existing Afghan pines already topped due to overhead electrical lines
- Electrical lines will be undergrounded as part of project
- Retaining wall may need to move further west, potentially impacting existing trees
- Grading around building C needed for drainage to catch basin
- Wall Materials and Construction Methods **(01:09:40 - 01:18:12)**
- Gabion baskets discussed as wall treatment that would fit with Sedona aesthetics
- City recommended thick wire (9 gauge) for gabion structures to prevent sagging
- Hillfiker mesh with black wire that oxidizes to red color suggested as good option
- Discussion about rock excavation methods - blasting vs. jackhammering
- Natural rock faces (if encountered) do not require terracing like constructed walls
- Landscaping will need to be incorporated with retaining walls

Project Changes and Approval Process**(01:18:13 - 01:28:46)**

- Team must compile comprehensive list of all project changes for city review
- Changes categorized as: required fixes, grading plan developments, or desired modifications
- Questions about existing tree preservation vs. proposed new plantings
- City more concerned about preservation of existing trees than changes to proposed plantings
- Trees along 89A on north side are community priority to preserve
- "Treehouse Suites" name tied to pine tree in middle of site - should be preserved

Timeline and Permits**(01:28:47 - 01:34:08)**

- Construction document submittal targeted for mid-late August

- Grading permit likely to be pulled before building permits
- Earliest permit date estimated around January if process goes smoothly
- Project must obtain permits within 2-year window from approval
- Building permits easier to extend than development review approvals
- Current site user (Oak Creek water contractor) on month-to-month arrangement

Action items

Anthony Fiorentino

- Shift the road 3 feet closer to treehouse building in cross section 1 area and determine impact on site plan (57:20)
- Create a comprehensive list of all project changes and submit to the city (01:09:11)
- Provide detailed comparison of approved vs. new floor plans showing room size impacts (01:12:46)
- Add note about natural rock face treatment vs. constructed retaining walls (01:25:41)
- Submit construction documents by mid-late August (01:28:12)

Joe Link

- Resolve grading and retaining wall issues based on meeting guidance (01:09:51)
- Determine where retaining wall height drops below 2 feet along southern property line (01:05:20)

Nathan Miller

- Finalize list of changes related to multifamily buildings (01:09:28)
- Ensure 15-17 foot clearance from Go Sedona path to overhanging balcony (01:28:06)

Kris Floor

- Assess existing trees in relation to new grading plans (01:15:36)
- Coordinate internally about any trees that may need to be removed (01:20:01)

- Develop wall treatments with architectural interest for areas along Go Sedona path (01:28:59)

Hanako Ueda

- Consider request for DG vs. concrete on Go Sedona path (01:33:18)
- Evaluate request for 8-foot vs. 10-foot path width (01:33:18)
- Consult with director regarding changes to hotel room size configuration (01:27:13)

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Monday, July 14, 2025 3:27 PM
To: Anthony Fiorentino
Cc: Hanako Ueda; Will Craig; Melanie Lucas; Curt Baney; Hayden Baney; Robin Baney; Travis Hansen
Subject: Re: The Village at Saddlerock Crossing - Design Changes

Hi Tony,

Thanks for your email. However, the document you provided does not contain enough information for us to make a determination about whether the revised plans are a substantial change or not. We will need revised plans to go along with this list, as well as a further explanation of why the changes are being made - a change will be looked at differently if it's being done to meet a condition of approval vs. it's being done to make it easier to build. Design changes, especially when being done to meet a recommendation in an adopted City plan, such as removal of GO! Sedona pathways and changing the shared use path along 89A to a straight path (rather than a meandering path as recommended by the CFA plan), will likely not be approved.

Once you have the updated list/explanation and revised plans, I will review and let you know if I have any additional questions. Please note that my schedule for the rest of July/beginning of August is booked fairly solid, so I will have little time for anything not currently on my calendar/to-do list.

Thank you,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Friday, July 11, 2025 10:49 AM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Will Craig <wcraig@thedavisexperience.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: FW: The Village at Saddlerock Crossing - Design Changes

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Cari,

Good morning. Hope you had a great 4th of July holiday. I am just following up to see if you have had a chance to review the list of project updates we sent and what our next steps are in confirming that the development of the project design is in substantial conformance with the approved entitlements documents. We look forward to hearing from you.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Anthony Fiorentino
Sent: Tuesday, July 1, 2025 2:05 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Joe Link <jlink@ardurra.com>; Nathan Miller <nmiller@c2k.com>; Juliana Seymour <jseymour@c2k.com>; kris@floorassociates.com; Shawn Byron <shawn@floorassociates.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: The Village at Saddlerock Crossing - Design Changes

Cari,

Attached please find the list of design updates to The Village at Saddlerock Crossing documents. After reviewing them, please let us know your availability for a follow up meeting, as we discussed on June 5th. Should you have any questions please contact me at your convenience.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Thursday, January 16, 2025 6:03 PM
To: Anthony Fiorentino
Cc: Mike Krentz
Subject: Re: VILLAGE AT SADDLEROCK CROSSING

Hi Tony (and Mike),

Thanks for the introduction! Tony, as promised, here are some links that you may find helpful:

Project page on City's website: The Village at Saddlerock Crossing (Oxford Hotel) | City of Sedona

Latest Staff Report on the project: Item 6b. Village at Saddlerock Crossing. The latest Land Development Code checklist for the project starts on Page 18 of this document. It goes through all the LDC requirements and includes an evaluation of whether the plans comply or not. The sections marked with orange (partial compliance) or red (non-compliance) are the areas where the plans will need to be updated (and hopefully these changes don't cause another area to be out of compliance).

Let me know if you have any questions or want to run any ideas/potential changes by me.

Thanks and have a good weekend,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Thursday, January 16, 2025 4:52 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Mike Krentz <MKrentz@thedavisexperience.com>
Subject: RE: VILLAGE AT SADDLEROCK CROSSING

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Cari,

Good afternoon. I look forward to working with you as we move forward on this project! I left you a voicemail message a little earlier and just wanted to let you know that I am available until 6pm today if you have a minute to chat. If that is inconvenient, perhaps we can touch base next Tuesday.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Mike Krentz <MKrentz@thedavisexperience.com>
Sent: Thursday, January 16, 2025 4:07 PM
To: Cari Meyer (cmeyer@sedonaaz.gov) <cmeyer@sedonaaz.gov>; Anthony Fiorentino <afiorentino@thedavisexperience.com>
Subject: VILLAGE AT SADDLEROCK CROSSING

Good afternoon Cari and I hope you are doing well and had a great holiday. I still owe you some sour punch straws but haven't been in your area for a while to pay up! Soon hopefully.

To update you on the Saddlerock project, we have come to a final contract agreement and will be starting work soon. I have copied our project Architect Tony Fiorentino who I would like to formally introduce you to some day soon. He will be coordinating the construction document set through permit and construction.

This email will be an informal introduction so you know who is calling to confirm items with you as he comes up to speed.

We are looking forward to getting this project built with you and your team and let me know if you have any questions for us as we get started.

Best,
Mike

Michael W. Krentz AIA, LEED® AP
President

o 480 638 1148
m 512 963 4778

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Tuesday, September 2, 2025 3:30 PM
To: Anthony Fiorentino
Subject: Automatic reply: The Village at Saddlerock Crossing - Design Changes

Thanks for your email. I am currently out of the office and will return on Monday, September 8. If you need immediate assistance, please contact Alex Ortega, Assistant Planner, at aortega@sedonaaz.gov or 928-203-5107.

Thank you,
Cari Meyer, Planning Manager
City of Sedona Community Development Department

Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Wednesday, September 17, 2025 9:30 AM
To: Travis Hansen; Cari Meyer; Hanako Ueda
Cc: Will Craig; Melanie Lucas; Anthony Fiorentino; Curt Baney; Hayden Baney; Robin Baney; John Wright; Juliana Seymour; Nathan Miller; emetz@ardurra.com; Joe Link
Subject: Re: The Village at Saddlerock Crossing - Design Changes

Thanks for thinking of me Travis. Staff will take a look at your proposed changes and get back to you shortly.

Have a great day!

Steve Mertes
Director of Community Development

Community Development
102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5108

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Public safety 24/7

From: Travis Hansen <travish@oxfordcollection.com>
Sent: Tuesday, September 16, 2025 3:48 PM
To: Steve Mertes <SMertes@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>; Hanako Ueda <HUeda@sedonaaz.gov>
Cc: Will Craig <wcraig@thedavisexperience.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Anthony Fiorentino <afiorentino@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; John Wright <jwright@c2k.com>; Juliana Seymour <jseymour@c2k.com>; Nathan Miller <nmiller@c2k.com>; emetz@ardurra.com <emetz@ardurra.com>; Joe Link <jlink@ardurra.com>
Subject: Fw: The Village at Saddlerock Crossing - Design Changes

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Hi Steve,

My apologies, we just noticed that you weren't copied so I wanted to start a new chain. We look forward to hearing back.

Thanks.

Travis Hansen

Project Manager

541.749.1046

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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Tuesday, September 2, 2025 3:29 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Will Craig <wcraig@thedavisexperience.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>; John Wright <jwright@c2k.com>; Juliana Seymour <jseymour@c2k.com>; Nathan Miller <nmiller@c2k.com>; Eric G. Metz <EMetz@ardurra.com>; Joe Link <jlink@ardurra.com>
Subject: RE: The Village at Saddlerock Crossing - Design Changes

Cari,

Good afternoon. I hope you had a pleasant holiday weekend. Per your request, a comprehensive summary of design updates/revisions to the Comprehensive Design Submital for The Village at Saddlerock Crossing, may be downloaded from the following link:

25-0902 VSC Design Changes

We understand that your time is valuable and limited. We would ask that you make a cursory review of the documents to assure that they are acceptable for your formal review. If the information is acceptable, can you please give us an estimated time frame for your full review?

Thank you,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Anthony Fiorentino
Sent: Monday, July 14, 2025 3:31 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Will Craig <wcraig@thedavisexperience.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: RE: The Village at Saddlerock Crossing - Design Changes

Cari,

Thank you for the response. I will go over this with the Owner and get back to you with the additional information you requested.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Monday, July 14, 2025 3:27 PM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Will Craig <wcraig@thedavisexperience.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: Re: The Village at Saddlerock Crossing - Design Changes

Hi Tony,

Thanks for your email. However, the document you provided does not contain enough information for us to make a determination about whether the revised plans are a substantial change or not. We will need revised plans to go along with this list, as well as a further explanation of why the changes are being made - a change will be looked at differently if it's being done to meet a condition of approval vs. it's being done to make it easier to build. Design changes, especially when being done to meet a recommendation in an adopted City plan, such as removal of GO! Sedona pathways and changing the shared use path along 89A to a straight path (rather than a meandering path as recommended by the CFA plan), will likely not be approved.

Once you have the updated list/explanation and revised plans, I will review and let you know if I have any additional questions. Please note that my schedule for the rest of July/beginning of August is booked fairly solid, so I will have little time for anything not currently on my calendar/to-do list.

Thank you,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Friday, July 11, 2025 10:49 AM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Will Craig <wcraig@thedavisexperience.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: FW: The Village at Saddlerock Crossing - Design Changes

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Cari,

Good morning. Hope you had a great 4th of July holiday. I am just following up to see if you have had a chance to review the list of project updates we sent and what our next steps are in confirming that the development of the project design is in substantial conformance with the approved entitlements documents. We look forward to hearing from you.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Anthony Fiorentino
Sent: Tuesday, July 1, 2025 2:05 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Hanako Ueda <HUeda@sedonaaz.gov>; Joe Link <jlink@ardurra.com>; Nathan Miller <nmiller@c2k.com>; Juliana Seymour <jseymour@c2k.com>; kris@floorassociates.com; Shawn Byron <shawn@floorassociates.com>; Melanie Lucas <mlucas@thedavisexperience.com>; Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: The Village at Saddlerock Crossing - Design Changes

Cari,

Attached please find the list of design updates to The Village at Saddlerock Crossing documents. After reviewing them, please let us know your availability for a follow up meeting, as we discussed on June 5th. Should you have any questions please contact me at your convenience.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Tuesday, September 30, 2025 6:18 PM
To: Anthony Fiorentino
Subject: Village at Saddlerock

Hi Tony,

Sorry for the delay in getting back to you. I know that I owe you a response (I was holding off responding until I had a response, but it's taking a bit longer than I expected). I'll let you know if I have any questions, but should have a response to you by the end of next week.

Thanks,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Tuesday, October 14, 2025 6:58 PM
To: Anthony Fiorentino
Subject: Re: Village at Saddlerock

Hi Tony,

Thanks for your patience on that. Ultimately, I will not be able to give a definite yes or no answer until I get a full permit set, as many of the proposed changes may have unintended consequences when they're looked at as a whole or when the entire LDC is considered - "correcting" something for one code section may lead to the building coming out of compliance in another area. With that said, I have the following initial comments based on what you have submitted:

1. S1: You will need to recalculate all landscaping requirements based on the reduced size of the landscape area. A minimum of 10% of the parking area is required to be landscaped and you're proposing to reduce the approved area.
2. S2: You will need to provide elevations showing the removal of the planters. My recollection was that they were contributing to massing and unrelieved building planes, so we will need to review this change in the context of the entire building.
3. S5: What City standard for transit stops are you referring to?
4. S7: Did the overall heights of the buildings change when the finish floor were lowered?
5. S9: Provide a detail and section view of the revised retaining walls.
6. S10: Will need to see this in the context of the full site plan. It appears that massing of the building may be impacted.
7. H1: What impact does this have on the size of the restaurant?
8. H2: Roofline variation, a required design element, decreased in this change.
9. H4: We will need a summary of where the hotels rooms are, the count for each building, where the "premium suites" promised to Council are.
10. H6: Insufficient information is provided for review and we will need to review heights comprehensively and contours need to be added to height plans.
11. The design shown on page 15 does not appear to comply with the design presented to P&Z and Council.
12. M2: Will need to re-review plans based on increased enclosed space and increased unrelieved building planes.
13. M6: The proposed roof changes do not appear to meet massing requirements.
14. G3: Multifamily uses require covered parking; you cannot remove their access.
15. G4: Garage planters were used to meet landscaping requirements in parking areas. They have been removed and it does not appear that they were replaced - this is not acceptable.

To reiterate what is stated above, these are initial questions/clarifications that will be needed. However, after reviewing these plans, I don't believe we'll be able to make a final determination until a full permit set is submitted/fees paid, and we have an opportunity to look at the entire submittal. If you desire confirmation prior to that, you would need to submit for a Director's Interpretation (Director's Interpretation Request), provide a full set of architectural plans with the same level of detail that would be expected for a Development Review, and allow us to do a review.

Thank you,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Tuesday, October 14, 2025 11:42 AM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Subject: RE: Village at Saddlerock

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Hi Cari,

Just touching base. Hope you are doing well. I'm sure you've been busy. I have a meeting coming up with the team tomorrow and am hoping to give them an update on when we might receive your review response.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646

3033 N. Central Ave., Suite 800
Phoenix, Arizona 85012

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Tuesday, September 30, 2025 6:18 PM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Subject: Village at Saddlerock

Hi Tony,

Sorry for the delay in getting back to you. I know that I owe you a response (I was holding off responding until I had a response, but it's taking a bit longer than I expected). I'll let you know if I have any questions, but should have a response to you by the end of next week.

Thanks,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

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Public safety 24/7

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Thursday, January 15, 2026 12:35 PM
To: Anthony Fiorentino; Curt Baney
Cc: Vern Dumbeck; Victor Estrada
Subject: Fw: ADOT Bus Stop Permit Information _Prop. Saddle Rock Dev, SR89A NB MM372.9
Attachments: FLAG BUS STOP CHECKLIST May 3 2013.pdf; C-05_50 bus pad.pdf; ADOT BusStopApplication 11132007.pdf; Bus Stop Application Instructions 2007 (1).pdf; MPD ENG-2 01 Bus Stop Encroachment Permit.pdf

Hi Anthony and Curt,

I don't know who is working on your ADOT ROW permits, but if you could forward the attached information to them, I would appreciate it.

Currently, the bus stop at this property is located east of the light and the plans call for it to be moved west of the light into the deceleration lane. Moving the location of the bus stop needs to be included in the ROW permits you submit to ADOT, along with any required work in the ROW. ADOT requirements and standards are attached. Please make sure this is all addressed when ADOT permits are submitted.

If you have any questions about the process from the City's side, please contact Vern Dumbeck or Victor Estrada - both are copied on this email.

Thank you,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

From: Vern Dumbeck <VDumbeck@sedonaaz.gov>
Sent: Thursday, January 15, 2026 11:16 AM
To: Cari Meyer <CMeyer@sedonaaz.gov>; Victor Estrada <VEstrada@sedonaaz.gov>
Subject: Fw: ADOT Bus Stop Permit Information _Prop. Saddle Rock Dev, SR89A NB MM372.9

Project Manager
Public Works
102 Roadrunner Dr.
Sedona, AZ 86336

vdumbeck@sedonaaz.gov



City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Yvonnie Giltner <ygiltner@azdot.gov>
Sent: Thursday, January 15, 2026 7:27 AM
To: Vern Dumbeck <VDumbeck@sedonaaz.gov>
Cc: rwolff@azdot.gov <rwolff@azdot.gov>
Subject: Re: Prop. Saddle Rock Dev, SR89A NB MM372.9

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Vern,

Good morning. After looking into this, we do not have any applications as of yet. Attached are the ADOT bus stop guidelines:



Yvonnie Giltner
NC DISTRICT TRANSPORTATION ENGINEERING PERMIT SUPERVISOR
ARIZONA DEPARTMENT OF TRANSPORTATION
1959 S. Woodlands Village Blvd. Suite B
Flagstaff, AZ 86001

928.779.7529
Send applications to:
Northcentralpermit@azdot.gov

On Wed, Jan 14, 2026 at 10:55 AM Vern Dumbeck <VDumbeck@sedonaaz.gov> wrote:

> Ryan & Yvonnie
>
> The Saddle Rock Development was not discussed at the most recent COS/ADOT Quarterly Meeting. I received information that the project is moving forward. It was first proposed quite some time ago through the City's development review process and you may have a current application in progress.

The City's is requiring improvements to the Bus Stop that is currently upstream of the SR89A/Soldiers Pass intersection. That existing location is compliant with previous ADOT Bus Stop Policy. As that policy is dated, I wanted to see if a update to the policy had occurred. If so, could you provide me that information it would be greatly appreciated.

In this case the proposed location downstream within the RTL makes the most sense to remove the existing traffic obstruction. Just need conformation that the proposed downstream location is acceptable to ADOT. This may have been addressed in the initial traffic study furnished previously for this project.

Let me know. Thanks.

Vern Dumbeck
Project Manager
Public Works
102 Roadrunner Dr.
Sedona, AZ 86336

928.025-7855

vdumbeck@sedonaaz.gov



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Caution: This message appears to be from someone inside our organization, but that does not guarantee its safety. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Tuesday, January 20, 2026 6:21 PM
To: Anthony Fiorentino
Cc: Melanie Lucas
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

There is not a presubmittal meeting requriement for building permits, but I will make myself available if you'd like to have one.

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Tuesday, January 20, 2026 5:48 PM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: RE: The Village at Saddlerock Crossing - Permitting

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Steve,

I am revisiting the Commercial and Multi-Family Residential Building Permit Package Instructions and will likely have a few questions for you in the next week or so. Our intent is to submit our package on or about March 2. Is there any Pre-Application Meeting required prior to Building Permit submittal?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 12, 2026 10:29 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Rebecca Oium <ROium@sedonaaz.gov>; Andrew Vaughn <AVaughn@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

Yes and yes. The effective date will be one month after Council approval, and unless there is an opening on the agenda in the next week, it looks like submitting in March, especially early March, will require compliance with the 2018 I-codes.

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

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Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Monday, January 12, 2026 10:06 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Rebecca Oium <ROium@sedonaaz.gov>; Andrew Vaughn <AVaughn@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>
Subject: RE: The Village at Saddlerock Crossing - Permitting

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Steve,

Thanks for getting back to me. I am assuming that the Effective Date will be set somewhat later than the Adoption Date, correct? With that said if we are submitting in March, then we should still be on the 2018 I-Codes, correct?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 12, 2026 8:50 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Rebecca Oium <ROium@sedonaaz.gov>; Andrew Vaughn <AVaughn@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

I am ready to go to Council for the first work session, but I cannot get on the agenda due to the budget process and other large items that have taken up all of the special meetings until April or May. I am on a wait list in case someone cancels, but if not, I will go to council late April or early May and then, hopefully go back for approval the following month.

I cannot release any proposed amendments as I have not received any feedback from Council. One thing that I am proposing that, if approved, will be of benefit to you, is to allow 8000 series aluminum conductors for service entrance and feeders. However, I don't know how Council will rule on that at this point.

Regards,

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Thursday, January 8, 2026 10:22 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: The Village at Saddlerock Crossing - Permitting

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Steve,

Per my voice mail message yesterday, we are anticipating submitting our construction documents for permitting with you the week of March 2nd. Can you give us an update on the status of the ICC 2024 codes adoption by the city? Also, will any proposed amendments be published prior to adoption? Thanks for your assistance with this matter.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800

Phoenix, Arizona 85012
Website | LinkedIn | Instagram

Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Wednesday, January 21, 2026 9:15 AM
To: Anthony Fiorentino
Cc: Melanie Lucas
Subject: Re: Village at Saddlerock Crossing

Hi Tony.

Here is Cari's response to your email.

"The art contribution must be installed prior to issuance of Certificate of Occupancy. However, the artwork must be approved by the Community Development Director as meeting the requirements prior to installation and it is highly encouraged that they get the artwork approved prior to signing a contract/beginning fabrication. Without this approval, there is no guarantee that what they do will be accepted."

Regards,

Steve Mertes
Deputy Director of Community Development

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Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Wednesday, January 21, 2026 7:49 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: Village at Saddlerock Crossing

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Steve,

The Owner is currently evaluating artists to design the public artwork described in the Comprehensive Design Submittal. Can this artwork be a deferred submittal since it is primarily decorative in nature?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram



Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 26, 2026 8:54 AM
To: Anthony Fiorentino
Cc: Melanie Lucas; Travis Hansen
Subject: Re: Village at Saddlerock Crossing

* I never hit the "send" button when I wrote this, so this is coming a bit late.

Thanks Tony.

I also wanted to let you know that I stepped down as the Director of Community Development. The new Director is Tony Allender tallender@sedonaaz.gov. He and Cari would be the contacts for any Land Development Code or zoning questions, although Cari would be the lead on the Planning side for the project. I will oversee the Building Safety/Building Code aspects along with my Plans Examiner, Becky and my Building Inspector, Andrew.

Regards,

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Wednesday, January 21, 2026 9:21 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: RE: Village at Saddlerock Crossing

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Steve

Thanks! This falls in line with what we are thinking. Now that we have the documents far enough along for an artist to work from, we want to make sure that the artist has time to obtain Community Development's approval. It is understood that the artwork must be approved and installed prior to Certificate of Occupancy.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

DAVIS

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Wednesday, January 21, 2026 9:15 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: Re: Village at Saddlerock Crossing

Hi Tony.

Here is Cari's response to your email.

"The art contribution must be installed prior to issuance of Certificate of Occupancy. However, the artwork must be approved by the Community Development Director as meeting the requirements prior to installation and it is highly encouraged that they get the artwork approved prior to signing a contract/beginning fabrication. Without this approval, there is no guarantee that what they do will be accepted."

Regards,

CITY OF SEDONA

Steve Mertes
Deputy Director of Community Development

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Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

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To: Steve Mertes <SMertes@sedonaaz.gov>
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Regards,

Tony

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Architect / Project Director
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m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 26, 2026 4:14 PM
To: Anthony Fiorentino
Cc: Melanie Lucas; Travis Hansen
Subject: Re: Village at Saddlerock Crossing

Hi Tony.

Thanks for contacting my boss, Tony. He'll be a good resource for you in the future, and yes, your building permit plans will be reviewed by the Building Dept., the Planning Dept. (both within Community Development), and our Engineering and Wastewater/Sewer Depts. (both within Public Works) Of course, the Sedona Fire District will also get their crack at it as well.

Best regards,

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

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From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Monday, January 26, 2026 8:59 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: RE: Village at Saddlerock Crossing

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Steve,

Thanks! You mentioned that last year and when I called your old number, I reached Tony Allender, so I introduced myself. We are focusing on the Building Department submittal at present. We understand that the submittal will also be reviewed by Community Development.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 26, 2026 8:54 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: Re: Village at Saddlerock Crossing

* I never hit the "send" button when I wrote this, so this is coming a bit late.

Thanks Tony.

I also wanted to let you know that I stepped down as the Director of Community Development. The new Director is Tony Allender tallender@sedonaaz.gov. He and Cari would be the contacts for any Land Development Code or zoning questions, although Cari would be the lead on the Planning side for the project. I will oversee the Building Safety/Building Code aspects along with my Plans Examiner, Becky and my Building Inspector, Andrew.

Regards,

Steve Mertes
Deputy Director of Community Development

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Sent: Wednesday, January 21, 2026 9:21 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: RE: Village at Saddlerock Crossing

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Steve

Thanks! This falls in line with what we are thinking. Now that we have the documents far enough along for an artist to work from, we want to make sure that the artist has time to obtain Community Development's approval. It is understood that the artwork must be approved and installed prior to Certificate of Occupancy.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Wednesday, January 21, 2026 9:15 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: Re: Village at Saddlerock Crossing

Hi Tony.

Here is Cari's response to your email.

"The art contribution must be installed prior to issuance of Certificate of Occupancy. However, the artwork must be approved by the Community Development Director as meeting the requirements prior to installation and it is highly encouraged that they get the artwork approved prior to signing a contract/beginning fabrication. Without this approval, there is no guarantee that what they do will be accepted."

Regards,

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Wednesday, January 21, 2026 7:49 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: Village at Saddlerock Crossing

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Steve,

The Owner is currently evaluating artists to design the public artwork described in the Comprehensive Design Submittal. Can this artwork be a deferred submittal since it is primarily decorative in nature?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director

o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram



Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Wednesday, February 11, 2026 1:54 PM
To: Joe Link
Cc: Curt Baney; Anthony Fiorentino; Robin Baney; Hayden Baney
Subject: Re: Land Combination Permit

Thanks, I'll be around the office for the rest of the afternoon.

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

From: Joe Link <jlink@ardurra.com>
Sent: Wednesday, February 11, 2026 12:58 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Curt Baney <curtb@oxfordsuites.com>; Anthony Fiorentino <afiorentino@thedavisexperience.com>; Robin Baney <robinb@oxfordcollection.com>; Hayden Baney <haydenb@oxfordcollection.com>
Subject: RE: Land Combination Permit

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Hi Cari,

I can be there as soon as 2pm today. Let me know if there is a certain time that is better for you.

Thank you,

Joseph T. Link, P.E.
Senior Project Manager
(928) 639-2712
1250 East State Route 89A
Cottonwood, Arizona, 86326
jlink@ardurra.com | www.ardurra.com

From: Curt Baney <curtb@oxfordsuites.com>
Sent: Wednesday, February 11, 2026 12:46 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>; Joe Link <jlink@ardurra.com>; Anthony Fiorentino <afiorentino@thedavisexperience.com>; Robin Baney <robinb@oxfordcollection.com>; Hayden Baney <haydenb@oxfordcollection.com>
Subject: Re: Land Combination Permit

Cari

Joe has the original and he will bring it by

I copied him on this e-mail

Curt
Sent from my iPhone

> On Feb 11, 2026, at 11:04 AM, Cari Meyer <CMeyer@sedonaaz.gov> wrote:
>
> Hi Curt,
>
> Hope you're doing well! Your land combination permit has been approved, but we need the original of the County form (only a copy was provided in the application). After we sign the original, you will be able to take that to the County to be recorded. You can either mail in the original (address below) and we can let you know when it's ready to be picked up or you (or your representative) can bring in the original for us to sign. Let me know how you would prefer to proceed.
>
> Let me know if you have further questions. Thank you,
>
> Cari Meyer
> Planning Manager
>
> Community Development Department
> 102 Roadrunner Drive, Building 104
> Sedona, AZ 86336
> cmeyer@sedonaaz.gov

Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Wednesday, February 18, 2026 6:07 PM
To: Anthony Fiorentino
Cc: Sean Sime
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

Thanks for making time for me today. I think it was a good and needed discussion. I have some tentative appointments in the afternoon, and much of the morning is already scheduled. However, I do have 9:45 am open for a ½ hour discussion before I have to get to my next meeting. Hope that works. I'll put it on my calendar just in case.

Regards,

Steve Mertes
Assistant Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Wednesday, February 18, 2026 5:09 PM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Sean Sime <ssime@thedavisexperience.com>
Subject: RE: The Village at Saddlerock Crossing - Permitting

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Steve,

Thanks for getting back to me earlier this afternoon, and for the initial response to my questions below. I would like to follow up with you tomorrow on a couple of items. Can you let me know when is a good time for me to call you? I will work around your schedule. A Teams meeting would also work well. Please let me know.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Anthony Fiorentino
Sent: Tuesday, February 17, 2026 6:16 PM
To: 'Steve Mertes' <SMertes@sedonaaz.gov>
Cc: Sean Sime <ssime@thedavisexperience.com>
Subject: RE: The Village at Saddlerock Crossing - Permitting

Steve,

Happy February!!!

We are closing in on completion of our Construction Documents and are still planning to submit the week of March 2. I would like to set up a meeting with you and the rest of our consultant team to go over the submittal requirements.

We have combined the various parcels into one and have a new parcel number. I believe we discussed submitting the project as a combined submittal and we are anticipating breaking into three Volumes. Volume I will be the Overall Architectural Site Plan, Civil Engineering and Landscape Documents. Volume II will be the Hotel and Volume III will be the Multifamily Housing and the Parking Garage.

In looking through the Commercial Permit Packet, I have a few initial questions.

1. Is a Commercial Building Permit Application required for each building or for the entire project. We are the architects for the hotel and there is another firm that is the architect for the multifamily and garage. The form does not seem to allow for that.
2. Is there a different form for the Civil documents?
3. ICC has a Building Valuation Data Table. Have you adopted one? Are there any Sedona amendments to it?
4. There is a section on the application for Color and Material Samples. Since all the colors and materials have been approved per the Comprehensive Design Submittal is this necessary and is it necessary at the time of initial submittal?

5. Similarly with the Exterior Lighting Application. Is this required at initial submittal or is it a separate permit application that can be deferred?
6. Is there a way to determine what fees will be required at the time of submittal?

Lastly, what is your availability the remainder of this week or early next week for a Teams meeting with the Owner and prime consultants?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Wednesday, January 21, 2026 8:57 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: Re: The Village at Saddlerock Crossing - Permitting

Ok. I'll wait to hear back from you.

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Wednesday, January 21, 2026 7:17 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: RE: The Village at Saddlerock Crossing - Permitting

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Steve

Let me review the submittal package and get back to you. It might not be a bad idea to have a virtual one since we are combining the Hotel and Multi-Family Sets and will have an overall site Civil and Landscape documents. Thanks for your assistance!

Regards

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Tuesday, January 20, 2026 6:21 PM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

There is not a presubmittal meeting requriement for building permits, but I will make myself available if you'd like to have one.

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

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Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Tuesday, January 20, 2026 5:48 PM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: RE: The Village at Saddlerock Crossing - Permitting

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Steve,

I am revisiting the Commercial and Multi-Family Residential Building Permit Package Instructions and will likely have a few questions for you in the next week or so. Our intent is to submit our package on or about March 2. Is there any Pre-Application Meeting required prior to Building Permit submittal?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 12, 2026 10:29 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Rebecca Oium <ROium@sedonaaz.gov>; Andrew Vaughn <AVaughn@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

Yes and yes. The effective date will be one month after Council approval, and unless there is an opening on the agenda in the next week, it looks like submitting in March, especially early March, will require compliance with the 2018 I-codes.

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Monday, January 12, 2026 10:06 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Rebecca Oium <ROium@sedonaaz.gov>; Andrew Vaughn <AVaughn@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>
Subject: RE: The Village at Saddlerock Crossing - Permitting

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Steve,

Thanks for getting back to me. I am assuming that the Effective Date will be set somewhat later than the Adoption Date, correct? With that said if we are submitting in March, then we should still be on the 2018 I-Codes, correct?

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Monday, January 12, 2026 8:50 AM
To: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>; Rebecca Oium <ROium@sedonaaz.gov>; Andrew Vaughn <AVaughn@sedonaaz.gov>; Cari Meyer <CMeyer@sedonaaz.gov>
Subject: Re: The Village at Saddlerock Crossing - Permitting

Hi Tony.

I am ready to go to Council for the first work session, but I cannot get on the agenda due to the budget process and other large items that have taken up all of the special meetings until April or May. I am on a wait list in case someone cancels, but if not, I will go to council late April or early May and then, hopefully go back for approval the following month.

I cannot release any proposed amendments as I have not received any feedback from Council. One thing that I am proposing that, if approved, will be of benefit to you, is to allow 8000 series aluminum conductors for service entrance and feeders. However, I don't know how Council will rule on that at this point.

Regards,

Steve Mertes
Deputy Director of Community Development

102 Roadrunner Drive
Sedona, AZ 86336
smertes@sedonaaz.gov
(928) 203-5097

City business hours are Mon-Thur 7 a.m.- 6 p.m.
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Thursday, January 8, 2026 10:22 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Melanie Lucas <mlucas@thedavisexperience.com>
Subject: The Village at Saddlerock Crossing - Permitting

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Steve,

Per my voice mail message yesterday, we are anticipating submitting our construction documents for permitting with you the week of March 2nd. Can you give us an update on the status of the ICC 2024 codes adoption by the city? Also, will any proposed amendments be published prior to adoption? Thanks for your assistance with this matter.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

VSC Permitting Discussion

Meeting Date: February 19, 2026, 02:00 pm

General Summary

- **Permit Submission Strategy:** Four separate applications will speed up the permit process: civil/landscape, hotel, multifamily, and parking garage.
- **Permit Fees:** Fees based on construction valuations must be finalized before issuing permits, with an **8-week** review timeframe anticipated.
- **Lighting Requirements:** Lighting applications must include approved photometric data; any fixture changes require similar lumen levels to avoid delays.
- **Material Samples:** Physical samples for roofing, brick, paint, and aluminum must be submitted; critical item to finalize next week.
- **Stormwater Documentation:** SWPPP needs to be completed and submitted with permits; signatures from the property owner or contractor required.
- **Next Steps:** Follow-up meetings scheduled to ensure timely permit submission; coordination on material samples and lighting details in progress.

Notes

Permit Submission Strategy

- The team decided to divide the permit submissions into four separate applications to speed up the multifamily permit process and better organize the review (04:31).
- **Four Application Packages** were agreed upon: one each for civil and landscape, hotel, multifamily, and parking garage.
- The parking garage permit is separated to avoid delaying the multifamily permits, a key project priority as explained by Anthony Fiorentino.
- Overlaps exist between these areas, especially utilities and sidewalks, but splitting is manageable with addenda to clarify cross-boundary elements.
- Final document packages will be labeled as volumes one to four for clarity and organized printing and delivery in Phoenix is planned.

Permit Fee and Valuation Process

- The permit fees will be based on agreed construction valuations which must be finalized prior to permit issuance (13:59).
- Initial permit submittals will use estimated construction cost ranges per ICC guidelines; exact costs will be provided once bids are in.

- Owner acting as contractor must meet Arizona state requirements and accelerate pricing preparations to meet an estimated **8-week** review timeline.
- Anthony will coordinate with the owners (the Bainys) to confirm construction valuation and contractor entity status.
- Multiple permit fees will be charged corresponding to the four separate applications.

Exterior Lighting and Photometrics

- The lighting application must be submitted with the initial permit package using the previously approved comprehensive design photometric data (08:53).
- The existing lighting design from East Sail (Volta) includes photometrics and lumens information, which will be reviewed without major changes.
- Shawn Byron offered to verify total lumen calculations to ensure safety and security lighting requirements are met.
- Any fixture changes must maintain similar lumen levels to avoid delays.
- A call will be scheduled with East Sail and Sean Sime to review lighting details before submission.

Material Sample Submission Requirements

- Physical material samples boards for roofing, brick, paint, and aluminum must be submitted with permit applications, a step not yet completed (14:50).
- Kerry confirmed physical samples were never submitted despite paperwork approval, so this is a critical outstanding item.
- Teams are gathering paint samples and need to finalize roofing and brick materials soon.
- Anthony recommended a separate call to organize sample formats and coordination between project sections.
- The team aims to prepare and submit these boards next week to avoid delaying permit processing.

Stormwater Pollution Prevention Documentation

- The stormwater pollution prevention plan (SWPPP) and related forms must be completed and submitted with the permit applications (10:50).
- Joe and Eric will assist with filling out the necessary forms using existing erosion control plans.
- SWPPP is tied to the ADEQ permit held by the contractor, who is responsible for site erosion control compliance.
- The submission form must be signed by the property owner or contractor, clarifying responsibility.
- Proper coordination is needed to ensure this environmental compliance aspect is addressed on time.

Next Steps and Coordination

- Follow-up meetings and communications will ensure alignment and timely permit submission (20:28).
- Anthony will send the meeting notes and marked-up forms to the team and owners.
- A meeting with Kerry and Steve is scheduled for next Wednesday at **2 pm Arizona time** to review material samples and permit progress.
- Anthony will coordinate with the Bainys about contractor status and valuation.
- Sean, Shawn, and East Sail will arrange a call to finalize lighting details and photometric verification.

Action items

Anthony Fiorentino

- Send comprehensive call summary and marked-up forms with comments to all team members (20:50)
- Follow up with Baineys to discuss contractor entity formation and construction valuation specifics for permitting (18:53)
- Coordinate distribution of lighting photometric data to Sean and schedule a call with East Sail and Shawn Byron for review (08:53)
- Contact Kerry about format and submission timing for physical color and material samples; plan a separate call to organize (14:50)
- Arrange for final document printing and packaging centrally in Phoenix, including courier logistics (20:20)
- Schedule and organize the next group meeting with Kerry and Steve for Wednesday 2 pm Arizona time (21:30)

Sean Sime

- Review existing photometric lighting package and assist with verifying lumens and fixture specifications with Tony and Shawn (09:00)

Shawn Byron

- Provide calculations and verification of lumens and lighting fixture approvals per the comprehensive design package (09:00)

Stormwater/Erosion Control Team (Joe and Eric)

- Assist with filling out stormwater pollution prevention forms and ensure erosion control notes align with permit requirements (10:20)

All Participants

- Participate in upcoming calls to discuss permit packaging, material submissions, and contractor details (21:24)

VSC Pre-Submittal Meeting

Meeting Date: February 25, 2026, 02:00 pm

General Summary

- **Permit Packaging Strategy:** Submit in three volumes: site, hotel, multifamily housing with parking to avoid delays in approvals.
- **Address Coordination:** Use existing parcel address; no separate building addresses. Coordinate with fire district for numbering.
- **Permit Fees Overview:** Fees tied to each permit volume; building fees based on valuation. Impact and sewer fees due later.
- **Plan Review Details:** Submit three hard copies plus a digital version; expect a **1.5-year wait** for a fully electronic system.
- **Submission Timing:** Suggested **two-week stagger** between submissions to manage review workload without significantly shortening timelines.
- **Material Samples Status:** About **90%** of samples completed; changes to approved materials need resubmission for approval.

Action items

Travis Hansen

- Provide construction cost valuations for the three permits (site, hotel, multifamily/parking) to Steve for plan review fee calculation (17:10)
- Consider internal plan for possible staggered permit submittal timing and communicate decision (26:02)

Anthony Fiorentino

- Coordinate submission of valuations from Travis to Steve and copy Nathan to ensure unified plan for fee calculations (18:20)
- Compile all digital plot sets and coordinate packaging for printing and courier delivery to city (20:50)

Steve Mertes

- Provide guidance on permit fee calculation once valuations are received
- Alert third-party plan reviewer TPI about upcoming large submissions (24:45)

Nathan Miller / C2K Team

- Confirm readiness and review any further multifamily site engineering questions internally, prepare for next steps (32:45)

All Participants

- Make a final decision on whether to combine or separate multifamily and parking garage permits before the submittal deadline next month

Notes

Permit Packaging Strategy

- The team decided to submit the project in multiple permit volumes to manage timelines and approvals effectively (01:38).
- The initial plan is to submit **three volumes**: one for the overall site (civil engineering and landscape), one for the hotel, and one for the multifamily housing plus parking garage combined.
- **Steve Mertes** highlighted the benefit of splitting the parking garage from multifamily housing permits to allow quicker reviews and to avoid delaying certificates of occupancy (COs) for one building because of the other's incomplete status.
- **Cari Meyer** emphasized the importance of making the permit split decision now, as the department will not allow splitting later if submitted as combined, preventing future delays caused by construction or supply chain issues.
- **Travis Hansen** noted that the parking garage build time is about **three months**, while multifamily housing will take about **a year**, which supports separate permit consideration but with caution on coordination.

Permit Submission and Addressing Details

- A clear process for submitting permits and handling addresses was outlined to ensure smooth project management (09:22).
- The project will use the **existing parcel address** initially; the city issues one address per parcel, so separate building addresses will not be assigned.
- **Cari Meyer** advised coordinating with the fire district for building numbering, and mail delivery will be managed through local postal service arrangements like centralized mailboxes.
- The owner will be the **primary contact** for the permits, with the owner's newly formed entity acting as the **general contractor**, currently in the process of becoming licensed in Arizona as explained by **Travis Hansen** (12:39).
- Permit fees will be linked to each permit volume and due at submission; **building permit fees** are based on valuation while **impact and sewer fees** come later, as clarified by **Steve Mertes** (17:27).

Plan Review Process and Timeline Expectations

- The plan review process involves third-party review with realistic timelines given the project scale (14:44).

- The city currently requires **three hard copies plus a digital copy** of all plans; no fully electronic submission or review portal exists yet, with a new system expected in about **a year and a half**.
- Plans will be sent electronically to **TPI Building Code Consultants** in Chicago for third-party review; consolidated comments will be returned by the city, merging planning, engineering, building safety, and wastewater feedback.
- **Steve Mertes** warned that submitting all three building permits simultaneously will likely exceed the usual **10-11 working day** review turnaround due to the department's small size and workload.
- A **two-week stagger** between submissions was suggested to help manage workload, though it may not shorten overall timelines substantially.

Material Samples and Lighting Application

- Addressing material sample submissions and the lighting application to comply with review requirements (29:52).
- A **lighting application** will cover all exterior lighting for the entire site, confirmed by **Cari Meyer**.
- The team is compiling required **material samples**, with about **90% completed** and a few items like metal ribbing still to be submitted.
- **Cari Meyer** clarified that submitted materials must be installed as approved, and any changes later will require resubmission and approval.
- Material reviews are integrated into the overall plan review process, so comments will come through the consolidated review letter.

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Thursday, February 26, 2026 10:58 AM
To: Anthony Fiorentino
Cc: Juliana Seymour; Paul Short; Travis Hansen
Subject: Re: Village at Saddlerock Crossing - Colors and Materials Submittal

Hi Tony,

Thanks for asking, but we don't have a size requirement. Though, it would be nice if individual sheets are more than 8.5x11 so that they can fit in our project folder.

Thanks,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Thursday, February 26, 2026 9:53 AM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Juliana Seymour <jseymour@c2k.com>; Paul Short <pshort@thedavisexperience.com>; Travis Hansen <travish@oxfordcollection.com>
Subject: Village at Saddlerock Crossing - Colors and Materials Submittal

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Cari,

Good morning. Per my voicemail message, we would like to know if there is a specific size you require for the materials submittals. For instance, the City of Scottsdale requires them to be on 1/8" – 8 ½"x 14" (Legal) Gator Board. Please see the attached images. If you can let us know if you have specific requirements we will be happy to accommodate you.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram



Anthony Fiorentino

From: Steve Mertes <SMertes@sedonaaz.gov>
Sent: Tuesday, March 3, 2026 9:31 AM
To: Anthony Fiorentino
Cc: Curt Baney; Hayden Baney; Robin Baney; Travis Hansen; Will Craig; Nathan Miller; Juliana Seymour; Joe Hall; Eric G. Metz; Sean Sime; Patty Lewis; Nikki Allen
Subject: Re: Village at Saddlerock Crossing - Permit Application Forms

Hi Tony.

I am adding our Permit Technicians, Patty and Nikki to this response. They are the ones that Travis can work with to set up payment.

Patty/Nikki: Please review the applications attached above and calculate the plan review fee (and any other fee required up front) so that the applicant can give us payment for the permit submittals.

Thank you!

Steve Mertes
Assistant Director of Community Development

102 Roadrunner Drive
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smertes@sedonaaz.gov
(928) 203-5097

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Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Tuesday, March 3, 2026 6:06 AM
To: Steve Mertes <SMertes@sedonaaz.gov>
Cc: Curt Baney <curtb@oxfordsuites.com>; Hayden Baney <haydenb@oxfordcollection.com>; Robin Baney <robinb@oxfordcollection.com>; Travis Hansen <travish@oxfordcollection.com>; Will Craig <wcraig@thedavisexperience.com>; Nathan Miller <nmiller@c2k.com>; Juliana Seymour <jseymour@c2k.com>; Joe Hall <joe@mechdesigns.com>; Eric G. Metz <emetz@ardurra.com>; Sean Sime <ssime@thedavisexperience.com>
Subject: Village at Saddlerock Crossing - Permit Application Forms

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Steve,

Attached please find our draft permit application forms for Volume I – Civil/Landscape Sitework, Volume II – Hotel and Volume III – Multifamily and Garage. The Owner has provided the project valuations. Can you please inform us of the plan review fees necessary at time of submittal and confirm if there is a method of electronic payment that may be used to complete the submittal. Travis Hansen, of the Baney Corporation, will be your Primary Contact.

Travis,

Upon confirmation of the plan review fees, please coordinate with Steve, or his designees, to arrange for payment. Also, please sign and return the attachments to us so that we will have them for the formal submittal.

Regards,

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram

Anthony Fiorentino

From: Cari Meyer <CMeyer@sedonaaz.gov>
Sent: Wednesday, March 11, 2026 4:09 PM
To: Anthony Fiorentino
Cc: Erin Forstner; kris@floorassociates.com; Shawn Byron
Subject: Re: VSC Landscape and Lighting Submittals

Hi Tony,

I'm available from 1:30 - 2:00 on Monday afternoon.

Thanks,

Cari Meyer
Planning Manager

Community Development Department
102 Roadrunner Drive, Building 104
Sedona, AZ 86336
cmeyer@sedonaaz.gov
(928) 203-5049

Business Hours: Mon-Thur 7 am - 6 pm
Walk-in Hours: Mon-Thur 7:30 am - 5 pm
Public safety 24/7

From: Anthony Fiorentino <afiorentino@thedavisexperience.com>
Sent: Wednesday, March 11, 2026 2:19 PM
To: Cari Meyer <CMeyer@sedonaaz.gov>
Cc: Erin Forstner <erin@floorassociates.com>; kris@floorassociates.com <kris@floorassociates.com>; Shawn Byron <shawn@floorassociates.com>
Subject: VSC Landscape and Lighting Submittals

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Cari,

Good afternoon. Following our call yesterday I reached out to Shawn at Floor+Associates regarding separating the Landscape and Lighting Submittals as you requested. We would like to follow up with you to make sure we get everything submitted to your satisfaction. Do you have time on Monday for a brief Teams meeting to confirm everything and answer a couple of questions Shawn has? Please let us know your availability and I will send an Invite.

Thanks!

Tony

Anthony Fiorentino
Architect / Project Director
o 480 638 1114
m 949 300 6646
3033 N Central Ave, Ste 800
Phoenix, Arizona 85012
Website | LinkedIn | Instagram



VSC Landscape and Lighting Submittals

Meeting Date: March 16, 2026, 01:30 pm

General Summary

- **Permit Scopes Defined:** Three distinct permits for landscape and hardscape streamline review: multifamily, hotel, and ADOT areas.
- **Early Priority for Site Drawings:** Site prep and civil drawings prioritized for quicker review; landscaping added last to building plans.
- **Lighting Compliance Checked:** Total lumens capped across properties; each building to submit separate lighting plans for overall compliance.
- **Plan Set Submission Streamlined:** New sheet lists added to hotel permit package; civil and landscaping drawings formatted clearly to aid submission.
- **Clarifications on Usage:** Drop-off zones designated for ride share; no parking allowed on streets to comply with city plans.
- **Ongoing Communication:** Open channels established for updates; follow-up on timing promised for continued project momentum.

Action items

Anthony Fiorentino

- Follow up with Sean Byron to discuss timing and next steps for submitting the separated landscape and lighting sets (14:30)
- Coordinate with Sean on including the new sheet list into the hotel architectural plans for C2K's first round of revisions (12:45)

Sean Byron

- Prepare landscape and lighting drawings split into three sets: multifamily, hotel, and ADOT right-of-way, following architecture permit boundaries (06:45)
- Provide lighting calculations with distribution for multifamily and hotel portions, including an overall lumen calculation note (11:15)
- Remove landscape details from civil sheets and ensure planting is reflected on building plans consistent with permit requirements (13:05)

Cari Meyer

- Review submitted landscape, lighting, and permit sets to verify compliance with city and ADOT requirements

Kris Floor

- Support coordination on formatting and submitting plans as required; no additional questions currently (14:15)

Notes

Permit and Scope Coordination

- The team agreed on a clear division of permit scopes to streamline review and inspection processes.
- **Three distinct permit sets defined for landscape and hardscape work** to match project areas and ease review (04:52)
    - Multifamily side, including street and fire access, aligns with architecture from C2K
    - Hotel side includes landscaping, hardscape, and lighting linked to its own architecture permit
    - ADOT scope covers landscaping within right of way, submitted separately to ADOT with reference in hotel documents
- **Site prep and civil drawings prioritized for early review** due to faster processing, per Cari Meyer's explanation (05:41)
    - Building permits require separated scopes once construction starts on individual building sides
    - Landscaping typically last to be added on building plans when breaking up sets
- **Landscape elements follow physical boundaries** such as face of curb to split multifamily and hotel landscaping (08:17)
    - Fire access street included fully in multifamily permit to ensure safety compliance
    - Existing trees along right of way preserved and referenced in ADOT submission for landscaping requirements
- **Landscape scope tied to permit compliance for inspections and sign-offs** ensuring all work matches permit areas (04:52)
    - This avoids overlap and confusion in reviews and construction phases

Lighting Plan and Lumen Allocation

- Lighting plans must be included in building permits with overall property lumen compliance verified.
- **Lighting distributed across the property with total lumens capped** requiring overall calculation beyond individual building sides (10:32)
    - Each building side submits separate lighting plans for review

    - Overall lighting calculation ensures property does not exceed allowed lumens
- **Project's lighting calculations confirmed to be under allowed limits**, simplifying approval process (11:18)
    - Team will provide tables showing lumens allocated per permit set with summary notes for clarity
- **Lighting coordination tied to permit scope for accurate review and compliance checks** (10:32)
    - Carrie Meyer emphasized the need for combined verification despite separated building submissions
- **Clear communication on lighting deliverables avoids delays** in permit issuance and inspection scheduling

Plan Set Formatting and Submission Process

- The group clarified steps to prepare and submit plan sets aligned with agreed permit scopes.
- **New sheet lists will be created and integrated into hotel side's permit package** for submission to the architecture firm C2K (12:28)
    - C2K will incorporate the updates during their first round of revisions
- **Civil drawings cover entire property, but landscaping is pulled out or noted separately** for clarity (13:07)
    - Landscaping details belong primarily on building plans once sets are broken up
- **Clear division of responsibilities to avoid confusion from past project struggles** acknowledged by Anthony Fiorentino (13:32)
    - The team aims to improve coordination and avoid previous misinterpretations
- **Quick call efficiency appreciated for aligning on formatting and submission approach** with no outstanding questions from team members (14:07)

Project-Specific Clarifications

- Critical clarifications were made on plan details to match city council expectations and permit compliance.
- **Drop-off zones clarified as non-parking areas for ride share and pickups only** to align with city council-approved plans (09:38)
    - No cars should be shown parking along the street; all pick-up/drop-off occurs under the porte cochere
- **Landscape and lighting scopes must precisely follow municipality and ADOT requirements** to prevent rejections or delays (06:50)
    - Landscaping within ADOT right of way only affects city permit if used to meet site landscaping requirements

- **The team agreed on a flexible but clear boundary line for scope division** reflecting real property and permit needs (08:19)
    - This helps maintain compliance with multiple agencies and different review cycles
- **Open communication channels set for follow-up on timing and next steps** to maintain momentum (14:30)
    - Anthony Fiorentino planned to call Sean for detailed timing discussion after the meeting

Daily Digest

Landscape & Lighting Permit Coordination (Goal: Streamline permit submissions & approvals)

- Anthony Fiorentino to ensure full drive lane inclusion in multifamily set for fire access (Anthony Fiorentino, no deadline) **[VSC Landscape and Lighting Submittals, Mar 16, 2026][^1]**
- Anthony to follow up with Sean on timing and coordination of sheet list updates and permit submissions, deliver updated sheet list aligned with C2K revisions (Anthony Fiorentino, no deadline) **[VSC Landscape and Lighting Submittals, Mar 16, 2026][^1]**
- Anthony to send multifamily drawings PDF to Kris Floor/team for review (Anthony Fiorentino, no deadline) **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**
- Anthony to confirm multifamily drawings link distribution to all stakeholders (Anthony Fiorentino, no deadline) **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**
- Anthony to arrange meeting with Shawn as presenter for set review and alignment (Anthony Fiorentino, no deadline) **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**

Permit Scope & Inspection Clarity (Goal: Define scope boundaries and inspection responsibilities)

- Blocker: Misinterpretation of site as single parcel delaying correct permit/plan division; Anthony Fiorentino and team responsible to correct site layout understanding to avoid timeline impact **[VSC Landscape and Lighting Submittals, Mar 16, 2026][^1]**
- Blocker: Unclear scope allocation among multifamily, hotel, and civil permits risking inspection errors; Shawn Byron and Chris Floor assigned to clarify and align scope responsibilities **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**
- Open: Should planting and irrigation follow civil drawings or be split by architecture type for permit submission? **[VSC Landscape and Lighting Submittals, Mar 16, 2026][^1]**

- Open: How should lighting plans and lumen calculations be distributed with building permits? **[VSC Landscape and Lighting Submittals, Mar 16, 2026][^1]**
- Open: Which permit covers internal roadway and masonry walls—multifamily or civil? **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**
- Open: Clarify inspection responsibilities and split for landscape and irrigation between civil and architecture permits **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**
- Open: Confirm Carrie's requirements for permit scope and align sets accordingly **[VSC Landscape and Lighting - Pre Meet, Mar 16, 2026][^2]**

Lighting Plan Compliance (Goal: Ensure permit approval readiness)

- Lighting calculations remain under allowed lumen allocation for property, favorable for permit approval **[VSC Landscape and Lighting Submittals, Mar 16, 2026][^1]**

[^1]: VSC Landscape and Lighting Submittals, Mar 16, 2026

[^2]: VSC Landscape and Lighting - Pre Meet, Mar 16, 2026

Attachment 3

Public Comments

Outlook

Village at Saddlerock Crossing

From Paul Slevin <ipaul@npgcable.com>
Date Thu 7/23/2026 1:32 PM
To Planning <Planning@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

My wife and I fully support the Request for a Time Extension to extend the expiration date for the construction of the Village at Saddlerock Crossing.

We also support the current lodging proposal set forth by the Baney Corporation.

Paul and Doreen Slevin
70 Saddlerock Lane
Sedona, AZ. 86336

Sent from my iPhone

Outlook

Village at Saddlerock Crossing Case #PZ26-00004

From rizz@npgcable.com <rizz@npgcable.com>
Date Fri 7/24/2026 9:11 AM
To Planning <Planning@sedonaaz.gov>
Cc Cari Meyer <CMeyer@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Hello,

We're writing to express our support to grant a Time Extension to extend the expiration date for the construction of the Village of Saddlerock Crossing.

The Baney Corporation won a long-fought approval for their development after extensive work with both the City Council and the adjacent Saddlerock Community. We believe they deserve to be granted the extension. Thank you.

Carol and John Rizzi

DRAFT
Action Minutes
City of Sedona
Planning & Zoning Commission Meeting
City Council Chambers, 102 Roadrunner Drive, Sedona, AZ
Tuesday, August 4, 2026 - 4:30 p.m.

1. CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL

Chair Wiehl called the meeting to order at 4:30 p.m., led the Pledge of Allegiance and requested roll call.

Planning & Zoning Commission Participants: Chair Sarah Wiehl, Vice Chair Jo Martin and Commissioners Kali Gajewski, Will Hirst, Rob Smith, Harmony Walker and Dan Wiencek.

Staff Member(s) Present: Tony Allender, Monique Coady, Dae Marie Foti, Roxanne Holland**,** Eric Metz and Cari Meyer.

2. ANNOUNCEMENTS & SUMMARY OF CURRENT EVENTS BY COMMISSIONERS & STAFF

New Commissioner Dan Wiencek was introduced.

Kurt Christianson's final day as City Attorney will be August 13. Monique Coady will serve as Interim City Attorney until the position is filled.

Roxanne Holland was selected as the new Public Works Director/City Engineer, succeeding Kurt Harris upon his retirement.

Eric Metz, a Professional Engineer, has succeeded Hanako Ueda as Assistant Engineer in the Public Works Department.

Commissioners Martin and Gajewski's terms will expire in October. A press release announcing the vacancies will be issued next week. Interested applicants should contact Marcy in the City Clerk's Office to obtain an application.

Commissioner Smith reported that his email account had been hacked and advised recipients not to open any party invitation emails sent from his account.

Commissioner Smith also addressed an email sent to the City Council regarding his integrity and social media posts, stating that his only intent was to ask questions.

3. APPROVAL OF THE FOLLOWING MINUTES:

a. May 5, 2026 (R)

Chair Wiehl referenced the minutes for May 5, 2026, and hearing no corrections, stated that the minutes will stand as approved.

4. PUBLIC FORUM: (This is the time for the public to comment on matters not listed on the agenda. The Commission may not discuss items that are not specifically identified on the agenda. Pursuant to A.R.S. § 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to criticism, or scheduling the matter for further consideration and decision at a later date.)

Chair Wiehl opened the public forum at 4:35 p.m. and, having no requests to speak, closed the public forum at 4:35 p.m.

5. CONSIDERATION OF THE FOLLOWING ITEM(S) THROUGH PUBLIC HEARING PROCEDURES:

a. Public Hearing/discussion/possible action regarding a request for a Time Extension to extend the expiration date for construction of the Village at Saddlerock Crossing (100-unit

hotel and 46 housing units). The property is located at 1259 W State Route 89A. APN: 408-26-004D. Case Number: PZ26-00004 (TE); Original Application: PZ19-00005 (ZC, DEV). Owner/Applicant: Baney Corporation (Curt Baney, Travis Hansen)

Chair Wiehl introduced the agenda item.

Cari Meyer introduced and explained the need for the Time Extension. Commission requested clarification regarding the purpose of the expiration date.

Presentation by Alex Hayes from Withey Morris Baugh, PLC

Commission presented questions for staff and applicants.

Additional information was provided by applicant Hayden Baney of the Baney Corporation, with assistance from Chair Wiehl.

Commission presented further questions for staff and applicants, including concerns over the inadequate upkeep of the property.

Chair Wiehl opened to the public at 5:02 p.m.

Michael Vitek of Sedona, AZ, spoke with question regarding whether the original items of concern identified by staff had been addressed to staff's satisfaction and he also expressed concerns about the inadequate upkeep of the property.

Tim Perry of Sedona, AZ, spoke regarding the process required for the project to move forward.

Chair Wiehl closed the public hearing at 5:05 p.m., with no additional requests to speak.

Commission provided comments.

MOTION: Vice Chair Martin recommends approval of case number PZ26-00004 (TE), Village at Saddlerock Crossing Time Extension, consistent with the approval criteria in LDC Section 8.3.H(3)d. and subject to the conditions of approval listed at the end of the staff report. Commissioner Smith seconded the motion.

VOTE: 7-0 Motion Passed with seven (7) in favor (Gajewski, Hirst, Martin, Smith, Walker, Wiehl and Wiencek) and zero (0) opposed.

Cari announced the project's Time Extension is scheduled for City Council consideration on September 8, 2026.

6. Discussion / possible direction regarding potential changes to the Land Development Code.

Chair Wiehl introduced the agenda item.

Overview provided by Tony Allender.

Commission discussed the item with staff and requested that supporting documentation be included in the packet in advance.

No action was taken.

7. FUTURE MEETING DATES AND AGENDA ITEMS

a. Tuesday, September 1, 2026

8. EXECUTIVE SESSION

Upon a public majority vote of the members constituting a quorum, the Planning and Zoning Commission may hold an Executive Session that is not open to the public for the following purposes:

a. To consult with legal counsel for advice on matters listed on this agenda per A.R.S. § 38-431.03(A)(3).

b. Return to open session. Discussion/possible action on executive session items.

No Executive Session was held.

9. ADJOURNMENT

Chair Wiehl adjourned the meeting at 5:38 p.m., without objection.

I certify that the above is a true and correct summary of the actions of the Planning & Zoning Commission in the meeting held on August 4, 2026.

_____ _____

Dae Marie Foti, *Development Services Assistant* Date

DRAFT

Conditions of Approval
PZ26-00004 (TE)
Village at Saddlerock Crossing Time Extension

City of Sedona
Community Development Department
102 Roadrunner Drive Sedona, AZ 86336
(928) 282-1154 · www.sedonaaz.gov/cd

As Recommended by Planning and Zoning Commission, August 4, 2026

1. The Zone Change and Development Review approvals for PZ19-00005, Village at Saddlerock Crossing, shall expire on September 24, 2028, unless all building permits have been issued and construction of the project has commenced and is being diligently pursued toward completion or an additional request for extension has been filed in compliance with LDC Section 8.3.H(3). If the property owner fails to meet this deadline, the City may initiate proceedings to revoke the zoning, subject to the provisions of Sedona Land Development Code Section 8.6.A(3)g.2 and applicable State statutes.
2. All other conditions of PZ19-00005 (ZC, DEV), Village at Saddlerock Crossing, shall remain in effect.

https://sedonaaz.sharepoint.com/sites/City/Documents/2. CITY COUNCIL/MEETINGS/AGENDA BILLS & EXHIBITS/3. Final/2026-09-08 (R)/AB 3372 CD Exh C Recommended Conditions of Approval.docx

Outlook

Case # PZ26-00004 (TE)

From Del Weston <del@englishspin.com>
Date Thu 7/30/2026 8:54 AM
To Cari Meyer <CMeyer@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Hi Cari,

I received the notice of public hearing related to extending the expiry date of the previously approved development.

My comment / input on this as a local homeowner……..it sure would be nice to see that site improved from what it has been in recent years and especially how it looks today based on current usage as a contractor staging site.

Given there appears to be a reputable business willing to invest in the site, with a plan that is agreement to the City I support extending the expiry date.

Hopefully, the transition of that space can happen sooner rather than later to make it a great place for residents and visitors alike.

Appreciate the ability to comment!
Respectfully,

Del Weston

Outlook

Oppose Time Extension PZ26-00004 (TE)

From Gayle Baingo <gmbaingo@gmail.com>
Date Tue 8/4/2026 8:26 AM
To Planning <Planning@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Greetings Planning and Zoning,

Regarding Case Number: PZ26-00004 (TE)

I am a resident of Saddlerock Homes. I oppose the request for Time Extension for the Village at Saddlerock Crossing.

Thank you,

Gayle Baingo

https://www.whatdidmyancestorseat.com/

Outlook

PZ26-00004 Village at Saddlerock Crosing

From MICHAEL VITEK <MVITEK2@msn.com>
Date Tue 8/4/2026 2:37 PM
To Planning <Planning@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Hi
When the council approved this project staff objected saying that this company had not met all of the requirements that the city required. I would ask the staff if all of their objections have been resolved. IF not, this request should be denied.

Mike Vitek
550 Saddlerock Cir.
Sedona, AZ 86336
[redacted]

Outlook

Comment on Development Proposal

From donotreply@sedonaaz.gov <donotreply@sedonaaz.gov>
Date Tue 8/4/2026 1:27 PM
To Cari Meyer <CMeyer@sedonaaz.gov>; Megan Yates <MYates@sedonaaz.gov>; Alex Ortega <AOrtega@sedonaaz.gov>; Dae Marie Foti <DFoti@sedonaaz.gov>; Christian Santa <CSanta@sedonaaz.gov>; Tony Allender <TAllender@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

A new entry to a form/survey has been submitted.

Form Name:	Comments on Development Proposals
Date & Time:	08/04/2026 1:27 p.m.
Response #:	805
Submitter ID:	9390
IP address:	47.215.236.29
Time to complete:	52 min. , 37 sec.

Survey Details

Page 1

We want to hear what you think. Please share your thoughts below. If you have questions about the project, please enter your contact information so that we can respond. Please note that all information submitted (including name, addresses, and email) will become part of the public record and will be available for public inspection.

1. **Project Name:**
   The Village at Saddlerock Crossing (Oxford Hotels) - PZ26-00004 (TE), PZ19-00005 (ZC, DEV)

2. **What are your comments, concerns, ideas, and suggestions about this project?**

As full-time residents and homeowners in the Saddlerock subdivision, we oppose the requested 2-year extension for The Village at Saddlerock Crossing project. We respectfully ask the Commission to recommend denial -- or limit any extension to a period "not to exceed 6-months" if the Commission finds that some additional time is warranted. Our concern is whether the applicant has actually met the requirements for an extension and, particularly, whether the record justifies granting the maximum two additional years, which appears excessive since the applicant's own schedule supports a much shorter period.

The issue, as we understand it, is whether the applicant has provided sufficient evidence to satisfy the time-extension criteria and whether the maximum 2-year extension is justified. Sedona's LDC requires substantial and verifiable evidence of either: circumstances beyond the applicant's control despite good-faith efforts; or qualifying substantial improvements, expenditures or commitments. In either case, the applicant must also demonstrate that it is continuing in good faith to diligently pursue the development. Two years is the maximum permitted first extension, not an automatic extension period.

The current record raises material questions under these standards. Staff acknowledges that this was not a typical Development Review approval. Staff originally recommended denial because of numerous areas of noncompliance. Yet, the project was approved with conditions that the deficiencies and areas of noncompliance would be corrected during the permitting process. This was a concession granted to the applicant that, Steve Mertes acknowledged (during September 24, 2024 city council meeting), had never been approved to his knowledge for any other project in the city's history.

The timeline also raises questions about continuous diligence. The approval became effective on September 24, 2024, but the applicant's architect did not notify the City until January 16, 2025 that a final contract agreement had been reached, that work would be starting soon, and only then introducing the architect coordinating the construction documents.

The correspondence further shows that some delay involved applicant-initiated design revisions and submissions, rather than changes only to satisfy the existing conditions of approval. These revisions initially lacked sufficient information for staff to evaluate substantial conformance - a similar issue that caused incomplete reviews and analysis (and was the basis for staff's first recommended project denial in its history) during the project approval process. In July 2025, staff advised that the applicant's submission did not contain enough information to evaluate the proposed changes and specifically distinguished between changes needed for compliance and changes intended to make the project easier to build. In October 2025, staff identified continuing questions and unresolved concerns about compliance (involving landscaping, building heights, retaining walls, massing, roofline variation, covered parking, garage planters, premium suites promised to Council etc), and whether portions of the revised design matched what had been presented to P&Z and City Council.

Permit applications were not submitted until March and April 2026, approximately 18-months after approval, and the City issued first-round permit comments on June 8, 2026. The meeting packet states that the applicant was reviewing those comments and preparing revisions. There is no subsequent documentation to establish that a complete corrected package has been submitted.

Before making its recommendation, we ask the Commission to have staff confirm on the record:
Has a complete response to the June 8, 2026 comments been submitted and accepted for review?;
What material deficiencies or significant issues remain unresolved?; and
Do the current permit plans substantially conform to the project that was ultimately presented and approved by the P&Z and City Council?

The application also relies on approximately $1.53 million in claimed nonrecoverable expenditures. Staff acknowledges that no specific breakdown was provided. Before treating that amount as an independent basis for an extension, the Commission should determine whether the record contains sufficient verifiable evidence of the nature, timing and nonrecoverable character of those expenditures.

Finally and most importantly, the applicant's own schedule projects permit issuance on December 24, 2026 and construction beginning on December 28, 2026. Staff nevertheless recommends extending the approvals through September 24, 2028. The record does not explain why a project scheduled to begin construction approximately 3-months after the current expiration date requires the maximum additional 24-months.

For these reasons, we respectfully ask the Commission to recommend denial of the requested 2-year extension. If the Commission recommends approval, we ask that it identify which extension criterion has been satisfied, the evidence establishing continuing diligent pursuit, and why the full 2-year period is necessary.

Alternatively, we ask that any extension be limited to March 24, 2027 and conditioned upon:
Submission of a complete response to all outstanding City comments within 30 days, unless such a response has already been accepted for review;
Issuance of all required permits and commencement and diligent pursuit of construction by March 24, 2027;

Preservation of all existing conditions, commitments and Development Agreement requirements; and
P&Z review of any substantial change from the approved project.

We do not believe the applicant has satisfied reasonable standards justifying an extension: 1) It has not demonstrated circumstances beyond its control. Known approval conditions, applicant-initiated revisions, and incomplete submissions are not necessarily beyond ts control. 2) The claimed expenditure has not been substantiated with enough information to determine whether it is substantial, nonrecoverable, and attributable to reliance on the approval. 3) Continuing good-faith diligence is mandatory under either extension alternative, and the timing and current re-submittal status leave that issue unresolved. 4) The record does not yet appear to establish that the permit plans substantially conform to the approved project. This leaves in question whether the applicant is diligently pursuing the development actually authorized by the City.
A 6-month extension would provide a reasonable margin beyond the applicant's own projected construction date without granting substantially more time than the evidence supports. The applicant already received unusual procedural latitude and approval with substantial compliance work deferred to the permitting process. This history should not now be treated as any circumstance beyond the applicant's control. The additional work was required because the project was approved with significant matters still unresolved. It should not now receive the maximum extension as a matter of course.

Thank you for your time, public service and consideration of the concerns of those who live full-time in the neighborhood most directly affected by this project.

Respectfully,

3. Your contact information (If you do not feel comfortable sharing or do not want this information to become a public record, a partial answer or "not applicable" is acceptable.)

Name: Mitch & Brigitte Laurich
Address (or Street Name): Saddlerock Lane
City of Residence Sedona 86336
E-mail: mitchlaurich@yahoo.com

4. Would you like to receive notices about this project, such as public meeting dates?

(o) Yes

Thank you,
City of Sedona

This is an automated message generated by Granicus. Please do not reply directly to this email.

CITY COUNCIL AGENDA BILL

AB 3380
September 8, 2026
Regular Business

Agenda Item: 9d
Proposed Action & Subject: Presentation/discussion/possible action related to the Balanced Housing Strategy.

Department	Community Development/Tony Allender, Director
Time to Present	30 minutes
Total Time for Item	1.5 hours
Other Council Meetings	NA
Exhibits	Exh A Phase 1 Document – Understanding and Analysis Exh B Phase 2 Document – Balanced Housing Strategy Exh C Best Practices Report Exh D Think Tank Summary Exh E Balanced Housing Strategy Comments

Finance Approval	BGW 8/24/26 JMC 8/26/26
City Attorney Approval	MKC 8/28/2026
City Manager's Recommendation	Recommend adoption ABS 8/31/26

Expenditure Required
$ N/A
Amount Budgeted
$ N/A
Account No. (Description)

SUMMARY STATEMENT

Background: Staff, in collaboration with the consulting firm Logan Simpson, have completed the full Balanced Housing Strategy including the Phase 1, Understanding & Analysis report completed in April 2026 (and amended through August as needed to respond to comments during the public engagement process) and the Phase 2, Recommendations and Actions report completed in July and amended following community feedback.

At the outset, the Balanced Housing Strategy was designed to understand the community's needs before determining the amount and types of housing necessary. Need was offset by the desire to respect community character and capacity. Equally important, the Balanced Housing Strategy was designed for action.

In addition to extensive data analysis, the Balanced Housing Strategy is the result of examination of best practices and a variety of public engagement activities including a series

of stakeholder interviews, three open houses, public presentations of initial findings (including before a joint meeting of the City Council and S-OCUSD Board of Directors), a 1.5 day Housing Think Tank, and an opportunity for digital reaction and input on the Phase 2 document (as well as boards from the third open house). Throughout the process the team took effort to ensure that a variety of opinions were heard. Adjustments have been made throughout the process to consider and accommodate ideas and concerns where appropriate.

Recommendations developed as Phase 2 of the Balanced Housing Strategy are designed to meet the Targets and Gaps established in the Phase 1 document. They include six Focus Areas including administrative practices, code amendments, new construction/redevelopment, preservation of existing units, funding, and quality of life enhancements. Each focus area includes a set of Strategies with its own actions and tasks. The Phase 2 document ends with an implementation program designed to assist with moving activities forward.

The Balanced Housing Strategy was completed in a coordinated effort between city staff and Logan Simpson, the consulting firm selected for this project.

Climate Action Plan/Sustainability Consistent: ☒**Yes -** ☐**No - Not Applicable**

Employee commutes have been identified as a source of greenhouse gas emissions to be addressed in the city's Climate Action Plan. Understanding housing needs of employees in Sedona is an important part of developing strategies to reduce GHG emissions.

Board/Commission Recommendation: ☐**Applicable -** ☒**Not Applicable**

Alternative(s): City Council may direct staff to amend the document and return for reconsideration.

MOTION

I move to: Adopt the Balanced Housing Strategy as discussed.



City of Sedona

Balanced Housing Strategy

Understanding & Analysis Report

JUNE 2026

ACKNOWLEDGMENTS

Mayor & City Council

Holli Ploog – Mayor
Brian Fultz – Vice Mayor
Melissa Dunn – Councilor
Pete Furman – Councilor
Kathy Kinsella – Councilor
Derek J. Pfaff – Councilor
Charlotte Hosseini – Councilor

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Laney Corey – Logan Simpson Design

A particular "thank you" to community members that participated in the process including developers, builders, lenders, realtors, non-profit leaders, business owners, education and health care leaders, Chamber of Commerce representatives, Lodging Council representatives, concerned and interested residents and many more.

It is your time, energy, input and ideas that brought "balance" to the opinions and concepts that will frame the Balanced Housing Strategy.

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INTRODUCTION

What is a "Balanced Housing" Strategy?

Balanced Housing, ironically, doesn't begin with housing - **it begins with understanding community and balancing that against need**. What type of community does Sedona want to be in 10 or 20 years? What mix of households needs to live here to foster that sense of community? Who is missing or disappearing that is a critical complement to existing residents and to the long term sustainability of Sedona as a community? What types of housing are needed to have the holistic community that Sedona both remembers and appreciates?

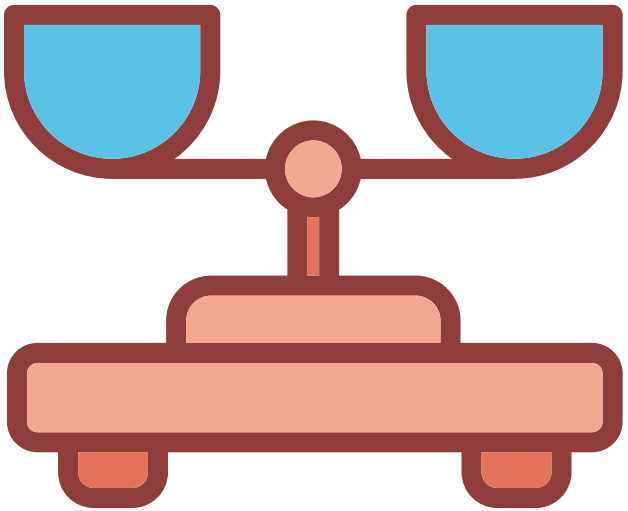
The Balanced Housing Strategy is intended to:

- Recognize the substantial housing need faced by the community
- Understand the composition of the community and changes that are happening over time.
- Discover the gaps that exist or are expected to emerge if the community continues on its current course.
- Recognize which gaps or changes impact desired community character and can be addressed.
- Establish a set of achievable targets that can reasonably address imbalances and help to meet needs.
- Design an implementation program to meet those targets over a period of time.

The Balancing Act of Balanced Housing

Meeting Community Housing Needs & Pressures

- Cost Burdened & Vulnerable Households
- Expanding & Existing Employment
- Critical Roles
- General Growth (limited)
- Commuters
- Replacement for Short Term Rentals & Other Affordable Housing



Preserving Character & Capacity

- Limited land
- Infrastructure
- Scale
- Scenic Preservation
- Environmental Constraints

Creating a "Complete Community"

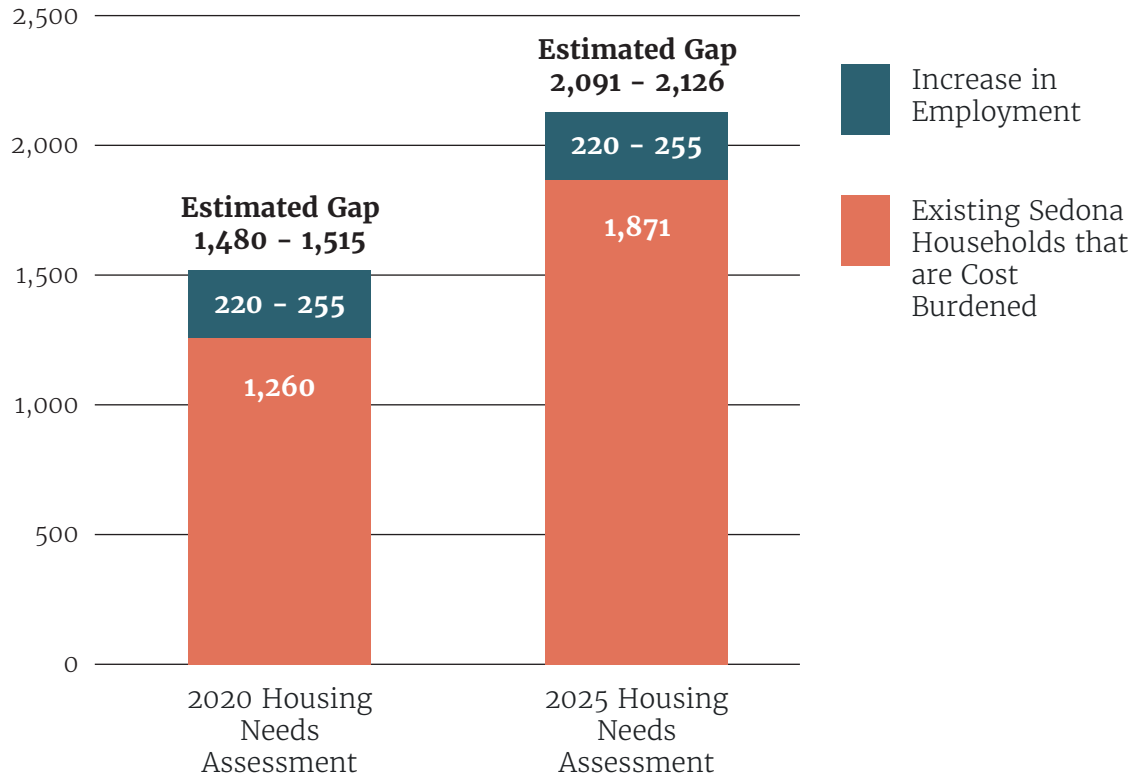
- Age
- Household Type
- Income
- Occupation
- Economic Diversification

Documented Housing Need

Housing is a long running issue for the City of Sedona. Understanding need is a critical step in understanding pressures facing many households that live in Sedona, employees that choose to commute into the community, and others that would like to call Sedona "home."

- The 1998 Community Plan noted that by 1990 figures "earnings of retail and service workers in Coconino and Yavapai Counties were much too low"…"to afford housing in Sedona." The plan noted that housing prices were increasing faster than salaries and stated that "to offset these costs, and without additional subsidies, densities of 30 to 40 units per acre" may be needed.
- In 2020, the City of Sedona completed a Housing Needs Assessment that indicated a need for approximately 1,500 units to address cost-burdened households and incoming employees.
- By 2025, the substantial increase in home prices caused by COVID and the sharp increase in short term rentals, that number for the same populations increased to 2,100 units.
- Both studies note the substantial commuter population but do not include commuters in their analysis of need.
- Neither study accounts for increased pressure created by additional conversion to short term rentals.

Housing Demand Estimates



Sources: City of Sedona, 2020 Housing Needs Assessment & Five Year Housing Action Plan and City of Sedona 2025 Housing Needs Assessment Update

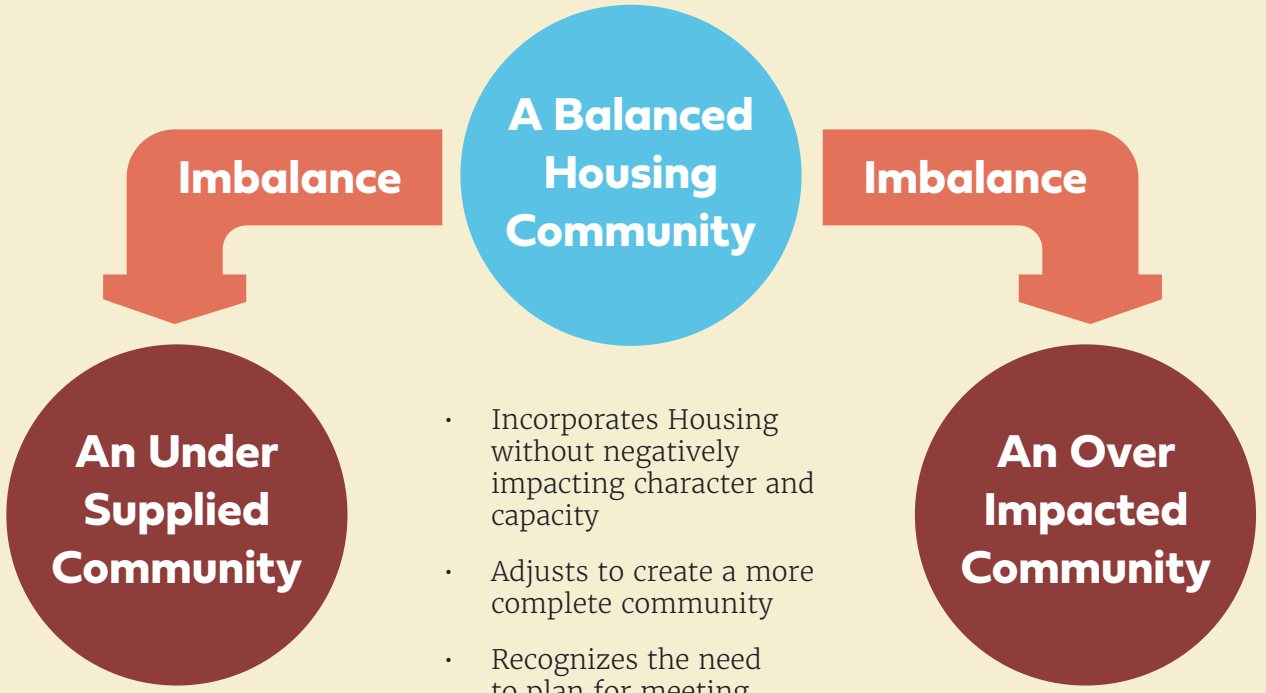
Recognizing Imbalance

The struggle to maintain balance is not unique to Sedona and many of the traits that the community faces are similar to those previously or currently faced by other small tourism driven communities. The City of Sedona has been moving toward imbalance as an "Under Supplied Community" – enough so that in 2024 City Council declared a housing crisis.

On the other hand, the total estimated housing need for Sedona is roughly equal to 33% of the community's total housing stock. In an area that appreciates small town character and seeks to preserve its natural surroundings there is very high risk that the addition of 2,100 housing units over a ten year period would result in an "Over Impacted Community."

A Balanced Housing approach recognizes that while need exists – and will likely continue to do so – it must be measured against the character, capacity and overall needs and functionality of the community.

The Consequences of Inaction or Over-Action



Critical Assumptions of this Strategy

- Sedona is a small, tourism based community that has been highly desired as a retirement and seasonal-living destination for decades.
- Sedona does not have the space to house all of the people that would *prefer* to live here without degrading community character and exceeding capacity.
- Sedona is part of the larger Verde Valley area, including a variety of communities that offer a unique character of their own and their own mix of housing options (and their own approach to housing).
- Not everyone *wants* to live in Sedona. Some may prefer the master planned history of Clarkdale, the space and (relative) affordability of Camp Verde or even the college community life of Flagstaff.
- As a major tourism destination Sedona relies on a substantial workforce in hospitality and services. Employment and business opportunities outside of hospitality and services are limited.
- Strategies aimed at assisting cost-burdened households to remain in place are as important as creating quality alternatives that require moving.
- Housing is a critical element for balance but it does not stand alone. It requires consideration of other important factors including amenities, employment and business opportunities, and strong education and health systems, among others.



Understanding and Analysis Report Methodology

The ultimate goal of the Understanding and Analysis phase of the Balanced Housing Strategy is to understand the type of community Sedona wants to be in the future, identify the gaps that must be filled to achieve that community, and establish household and housing targets aimed at addressing those gaps.

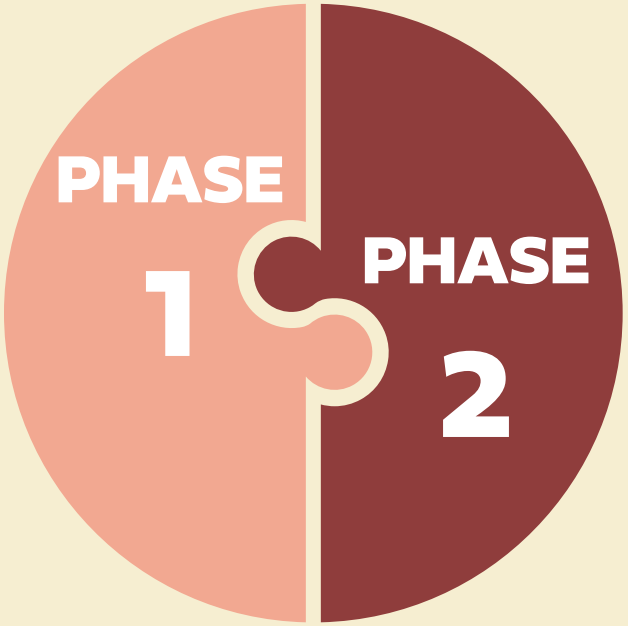
Building that understanding requires a four-fold analysis including:

- **What the Data Says.** A deep dive into the statistics of community and the local housing market from population and housing data to the cost of development in the area.
- **Plans & Studies.** An examination of various studies that impact both community composition and various elements of housing.
- **Codes, Incentives +.** An analysis of the various codes (particularly the building code and land development code), incentives and various programs in place to assist with housing affordability.
- **What We Hear.** Discussions with individuals and organizations that have an impact or stance on housing in Sedona, as well as efforts to engage the general public.

The Two Sections of the Balanced Housing Strategy

Understanding & Analysis

Provides the analysis that establishes the framework for housing solutions. Recognizes gaps and issues/barriers and results in realistic targets to meet community needs and measure success.



Recommendations & Solutions

Establishes a seamless system of policies, programs, code amendments, projects and more aimed at addressing issues and meeting targets designated in Phase 1.

Analysis in Brief





SEDONA'S STORY IN NUMBERS

KEY HIGHLIGHTS

- Sedona's population over the past 25 years has seen marginal growth and decline. However, while the population has not changed dramatically the composition of the community has seen a number of significant changes.
- Sedona is growing older at a rapid pace that is a reflection of both the age it takes to collect sufficient wealth to move to Sedona and the growing absence of children and working age individuals. The median age in Sedona today is 64.1 years, compared to 50.5 in 2000.
- Comparison with other Verde Valley communities show that families and households seeking affordability are being pushed increasingly to the perimeter of the Verde Valley.
- While population has barely changed the number of households has grown by over 6% while the number of persons per household has shrunk to 1.9.
- The continued decline in children in Sedona is reflected in student enrollment. Since 2001 the student population of Sedona-Oak Creek USD has decreased 49%.
- The percentage of households that earn more than $200,000 in Sedona is substantially higher than the state but it comes at the cost of a gap in households earning between $50,000 and $200,000. Sedona enjoys a very high Wealth Index in comparison to other area communities.
- Many Sedona residents rely heavily on revenue streams outside of wages or a salary. In fact, only 50% of residents receive a salary as income.
- Daytime population compared to traditional population show Sedona to be a significant employment center with roughly 80 percent of employees coming from elsewhere.
- Daytime population is substantially higher in Sedona as workers commute in from other areas.
- Over three quarters of Sedona *residents* are employed in either Retail Trade or Services. More than half of *employees* in the city are involved in Retail Trade, Accomodation and Food Services.
- Growth in housing has far outpaced both population and households due in large part to the rise of short term rentals and construction of second homes as proven by the 23.8% of homes in Sedona classified as "vacant".
- For the first time, the percentage of homes used as short term rentals is greater than long term rentals.
- Housing in Sedona is unaffordable to most people, including a number of its residents. The median home value is substantially higher than nearly all communities in the Verde Valley and the city has a Housing Affordability Index of 40.
- Less than half of Sedona homeowners have a mortgage. Of those that do, the average household pays over 64% of their income toward housing.
- Sedona has particularly noticeable gaps in families with children and working age households with an income between $50,000 and $200,000. It also faces gaps in addressing the needs of hospitality and services workers categorized as "cost-burdened" as well as economically or functionally vulnerable Sedona seniors.

GENERAL POPULATION

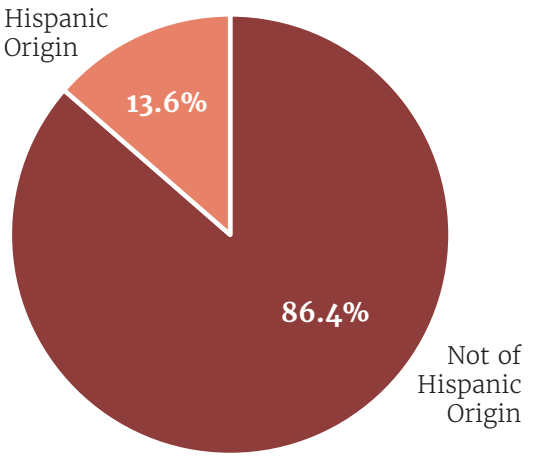
- After dipping slightly, the population of Sedona appears to have rebounded as a result of COVID market changes.
- Sedona is expected to see marginal population increases in the short term before commencing a gradual decline. The level of decrease could be impacted by development of limited remaining available space and as redevelopment occurs.
- Daytime population is substantially higher in Sedona as workers commute in from other areas.
- The community has the highest regional ratio of daytime population to total population. Communities with a ratio of 1.0 or higher are considered employment generators.
- Sedona is the only Verde Valley community where workers (10,131) exceed total regular population (10,048).
- Sedona is among the least dense communities in the Verde Valley. Subtracting recently annexed property including The Dells would place Sedona in the "middle of the pack".
- Sedona is not a highly diverse city, but it does have a notable Hispanic population.

Sedona Over Time

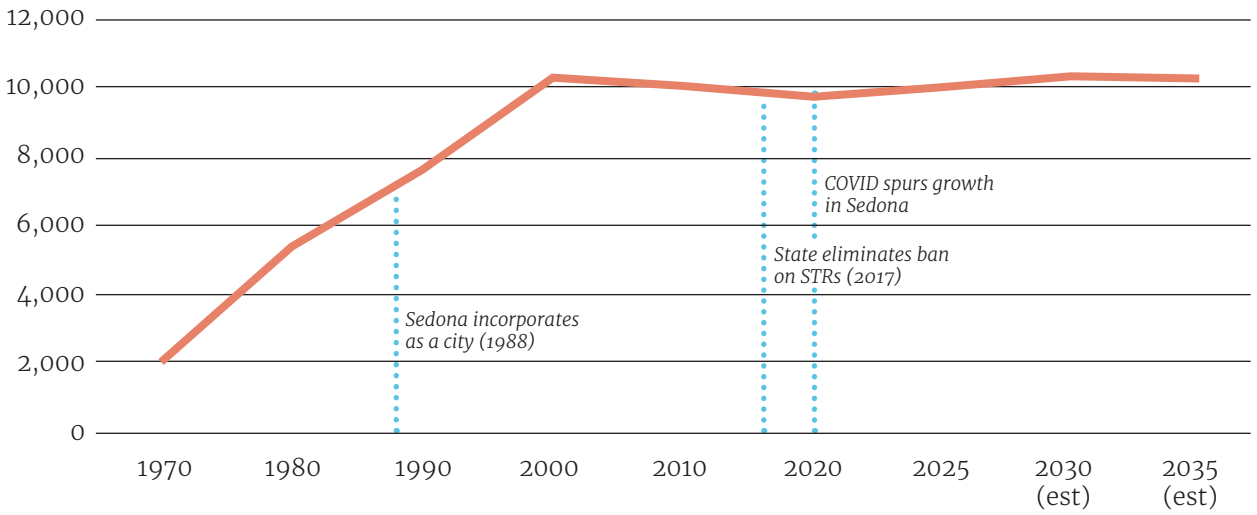
	Population	Percent Change
1970	2,022	
1980	5,368	165.5%
1990	7,645	42.4%
2000	10,192	33.3%
2010	10,036	-1.5%
2020	9,684	-3.5%
2025	**10,048**	**3.8%**
2030 (est)	10,210	1.6%
2035 (est)	10,089	-1.2%

Sources: U.S. Bureau of the Census, ESRI

Population by Hispanic Origin

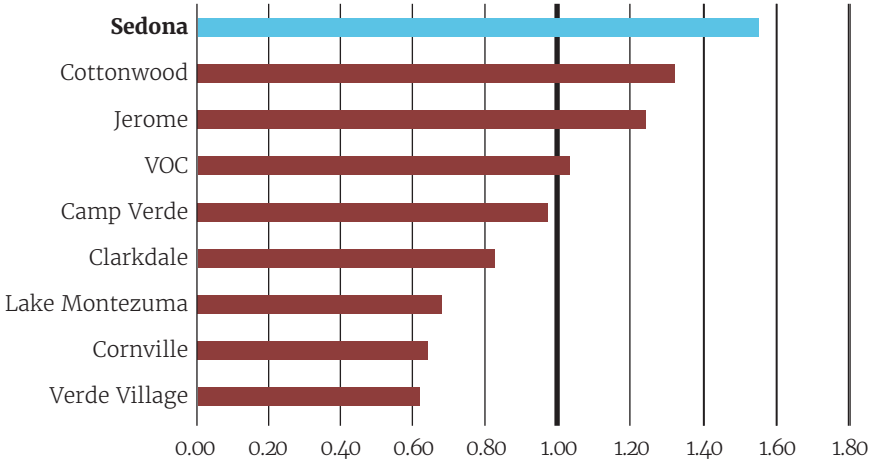


Sources: U.S. Bureau of the Census, ESRI



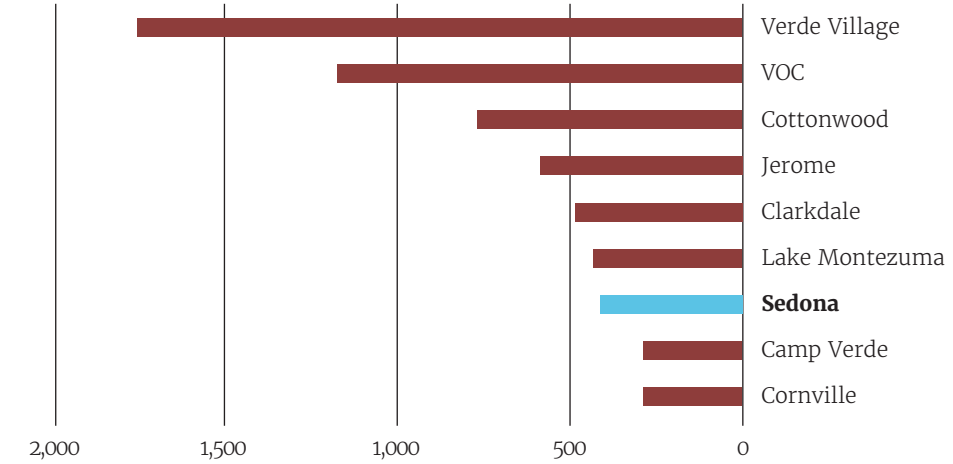
Sources: U.S. Bureau of the Census, ESRI

Daytime Population to Total Population



Sources: U.S. Bureau of the Census, ESRI

Population Density (Persons per Square Mile)



Sources: U.S. Bureau of the Census, ESRI

Population in Perspective

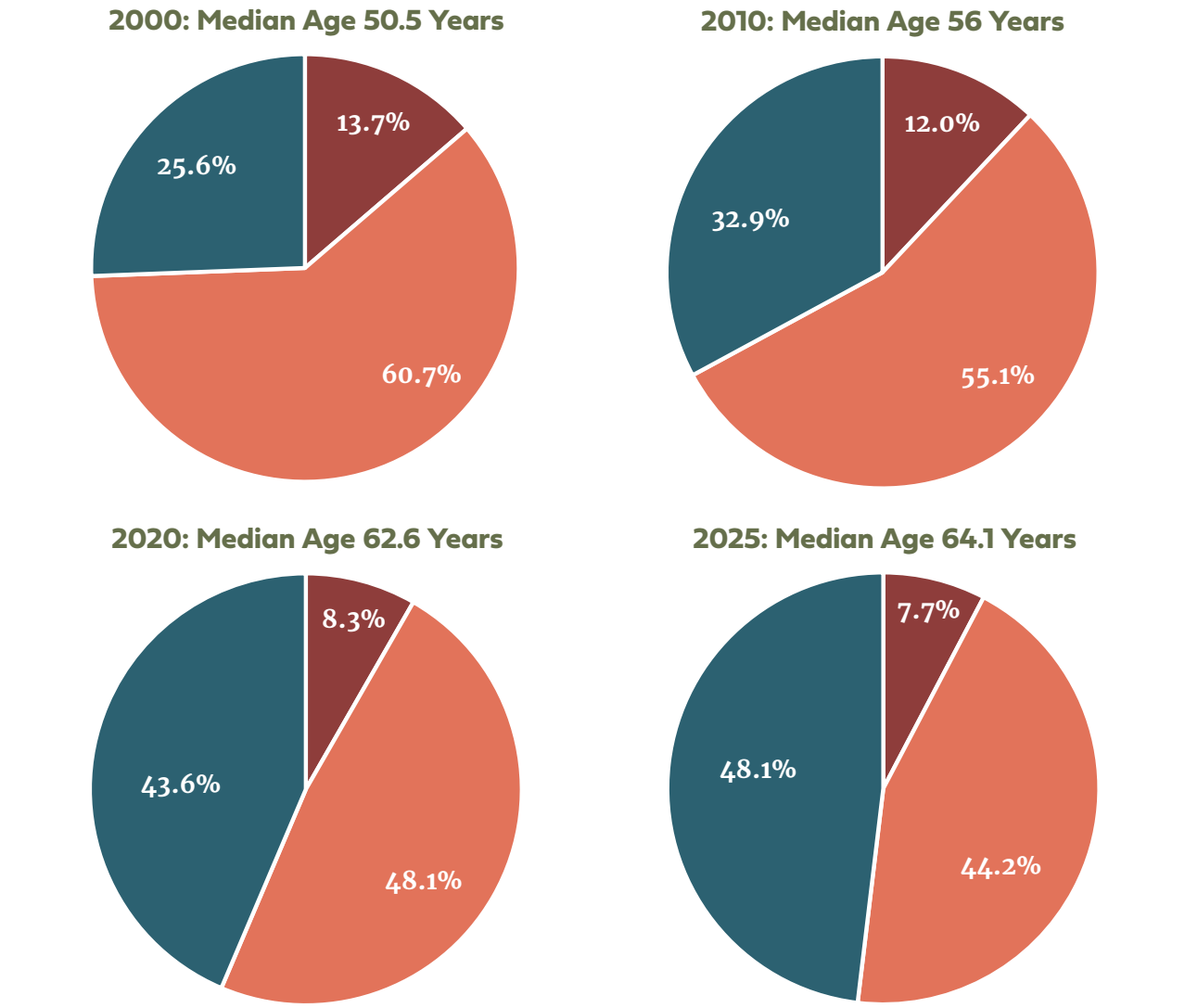
	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
2025 Total Population	10,048	12,491	4,990	3,811	12,861	528	5,199	12,124	6,213	252,178	7,598,046
Daytime Population	15,571	12,143	4,112	2,443	17,003	655	3,526	7,493	6,400	248,314	7,510,266
Workers	10,131	4,462	1,192	714	9,588	449	484	1,019	2,565	96,888	3,505,369
Residents	5,440	7,681	2,920	1,729	7,415	206	3,042	6,474	3,835	151,426	4,004,897
Ratio to Total Population	1.55	0.97	0.82	0.64	1.32	1.24	0.68	0.62	1.03	0.98	0.99
Land Area (sq mi)	24.3	43.1	10.3	13.2	16.7	0.9	12.0	6.9	5.3	8,122.9	113,655.4
Density (sq mi)	413.50	289.81	484.47	288.71	770.12	586.67	433.25	1,757.10	1,172.26	31.05	66.85

Sources: U.S. Bureau of the Census, ESRI

AGE AND AGING

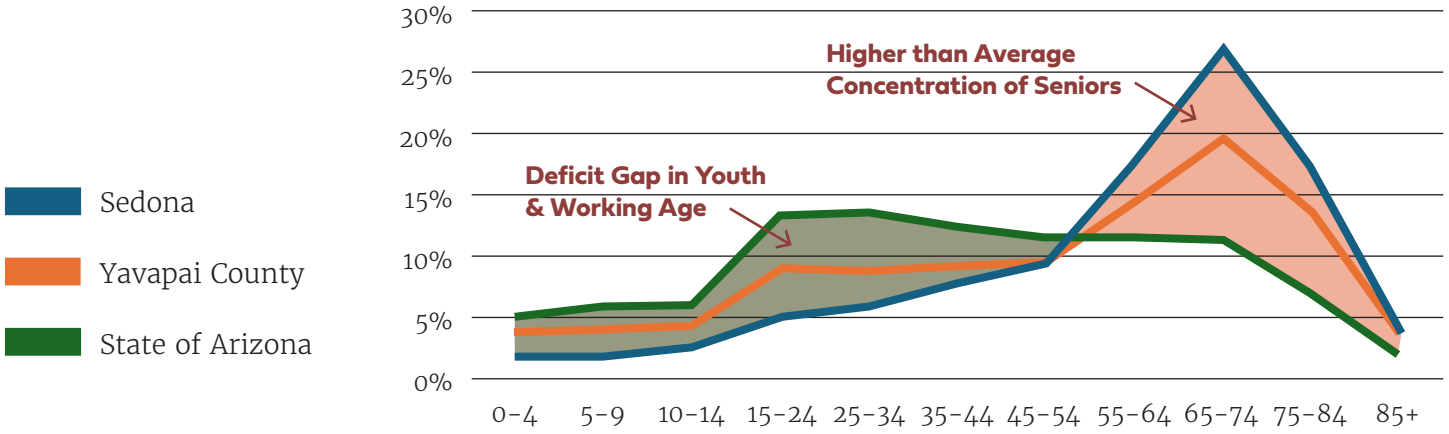
- Sedona is aging at a notable pace – substantially exceeding the State of Arizona and the other communities in the Verde Valley.
- With the exception of Camp Verde, all communities in the Verde Valley are aging at a rate that outpaces the state.
- The median age in Sedona is among the highest in the Verde Valley – second to the Village of Oak Creek (VOC) and followed closely by Jerome.
- As Sedona ages both Youth and Working Age populations are shrinking. In 2000, the Youth made up 13.7% of Sedona residents. In 2025, that number has fallen to 7.7%.
- In comparison to the State of Arizona and Yavapai County, Sedona has a visible deficit of younger residents, particularly younger working age residents. On the other hand, Sedona enjoys a notable higher than average concentration of population of early retirement age residents.
- Camp Verde, Cottonwood, Lake Montezuma, and Verde Village have the lowest median age and the highest percentages of Youth and Working Age populations. They were also the communities with the lowest change in median age between 2010 and 2025.

Sedona Age Over Time



Sources: U.S. Bureau of the Census, ESRI

Age Gaps



Sources: U.S. Bureau of the Census, ESRI

Age in Perspective

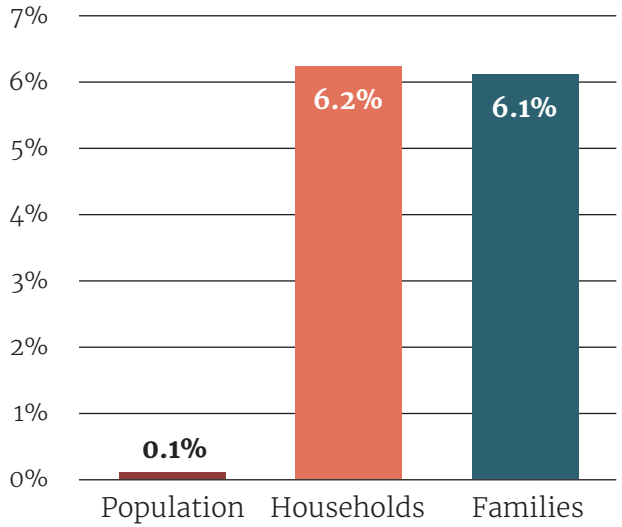
	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Median Age											
2010	50.5	43.9	49.9	50.0	46.4	54.8	44.8	42.4	59.3	49.2	35.9
2020	62.6	47.5	55.5	56.3	52.3	58.6	49.2	45.8	65.7	55.5	38.9
2025	64.1	47.6	55.7	57.8	50.9	62.3	49.5	47.9	66.8	55.9	39.7
Change in Years	13.6	3.7	5.8	7.8	4.5	7.5	4.7	5.5	7.5	6.7	3.8
Age by Category											
Youth Below 18 Years	7.7%	19.2%	15.8%	13.4%	17.1%	11.2%	18.8%	19.2%	6.5%	14.9%	20.9%
Working Age 18 to 64 Years	44.2%	52.2%	46.6%	49.6%	50.2%	43.9%	52.3%	51.7%	39.0%	48.3%	58.6%
Retirement Age 65 Years & Up	48.1%	28.6%	37.6%	37.0%	32.7%	44.9%	28.9%	29.1%	54.5%	36.8%	20.5%

Sources: U.S. Bureau of the Census, ESRI

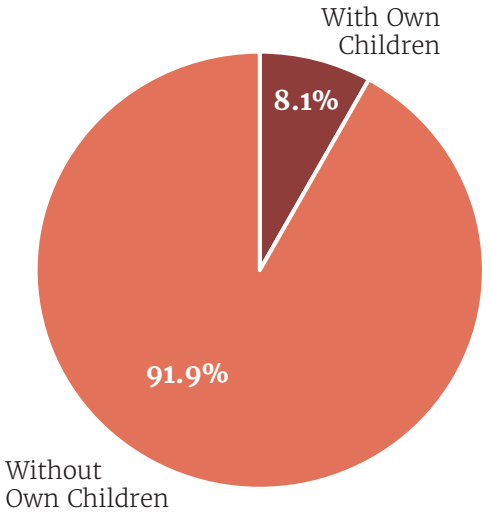
HOUSEHOLDS

- Sedona Households (and Families) are growing at a rate that is much faster than overall population. As a result, the average number of persons per household is falling.
- Sedona (1.9) is one of only three communities in the Verde Valley with an average household size below 2.0. In perspective, the average household size is Arizona is 2.54.
- Over one third of Sedona households consist of 1 person households. An additional 48.6% are two person households. Nearly all other communities in the Verde Valley have a higher percentage of households with three persons or more, particularly Camp Verde, Verde Village and Clarkdale.
- Only 8.1% of households in Sedona include a householder and their children. While many other Verde Valley communities were higher no community met the state average.
- Approximately 19.3% of Sedona households consist of a single person over 65 years living alone. While high, Cottonwood, Jerome and the Village of Oak Creek were higher.

Growth Rates, 2010 to 2025



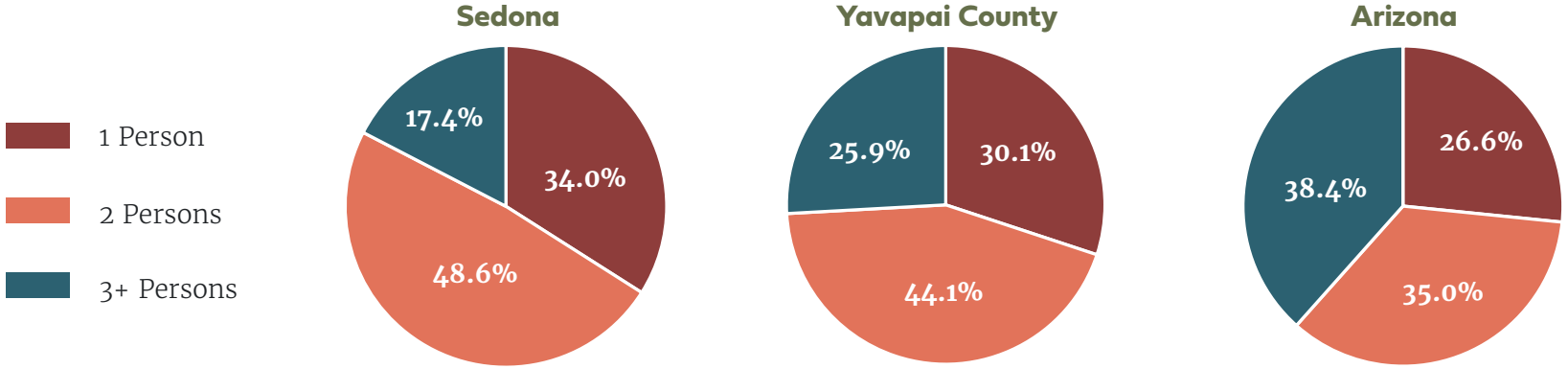
Households with Own Children



	Population		Household		Families	
	Number	Growth Rate	Number	Growth Rate	Number	Growth Rate
2010	10,036		4,976		2,727	
2020	9,684	-3.5%	4,997	0.4%		
2025	10,048	3.8%	5,286	5.8%	2,894	6.1%
Overall Growth Rate		0.1%		6.2%		6.1%

Sources: U.S. Bureau of the Census, ESRI

Household Size



Households in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Total Households	4,997	4,683	1,979	1,509	5,722	255	2,157	4,709	3,253	104,425	2,705,878
Average Size	1.90	2.45	2.22	2.27	2.10	1.85	2.33	2.49	1.80	2.19	2.54
Household Makeup											
With Own Children Below 18	8.1%	20.0%	16.4%	12.9%	15.8%	9.0%	18.4%	21.6%	6.8%	15.4%	25.6%
Without Own Children Below 18	91.9%	80.0%	83.6%	87.1%	84.2%	91.0%	81.6%	78.4%	93.2%	84.6%	74.4%
Living Alone	34.1%	27.4%	28.7%	29.0%	40.5%	41.6%	30.8%	25.9%	35.6%	30.1%	26.6%
Living Alone, Over 65	19.3%	15.2%	16.3%	16.3%	24.8%	23.9%	10.4%	14.8%	22.5%	17.8%	11.4%
Household Size											
1 Person	34.0%	27.4%	28.7%	29.0%	40.5%	41.6%	30.8%	25.9%	35.6%	30.1%	26.6%
2 Persons	48.6%	38.3%	41.9%	44.1%	36.1%	36.5%	40.2%	40.6%	51.6%	44.1%	35.0%
3+ Persons	17.4%	34.3%	29.3%	27.0%	23.3%	21.9%	29.0%	33.4%	12.9%	25.9%	38.4%
5+ Persons	3.8%	11.6%	8.5%	7.0%	7.1%	7.4%	9.0%	10.0%	2.1%	7.1%	12.1%

Sources: U.S. Bureau of the Census, ESRI

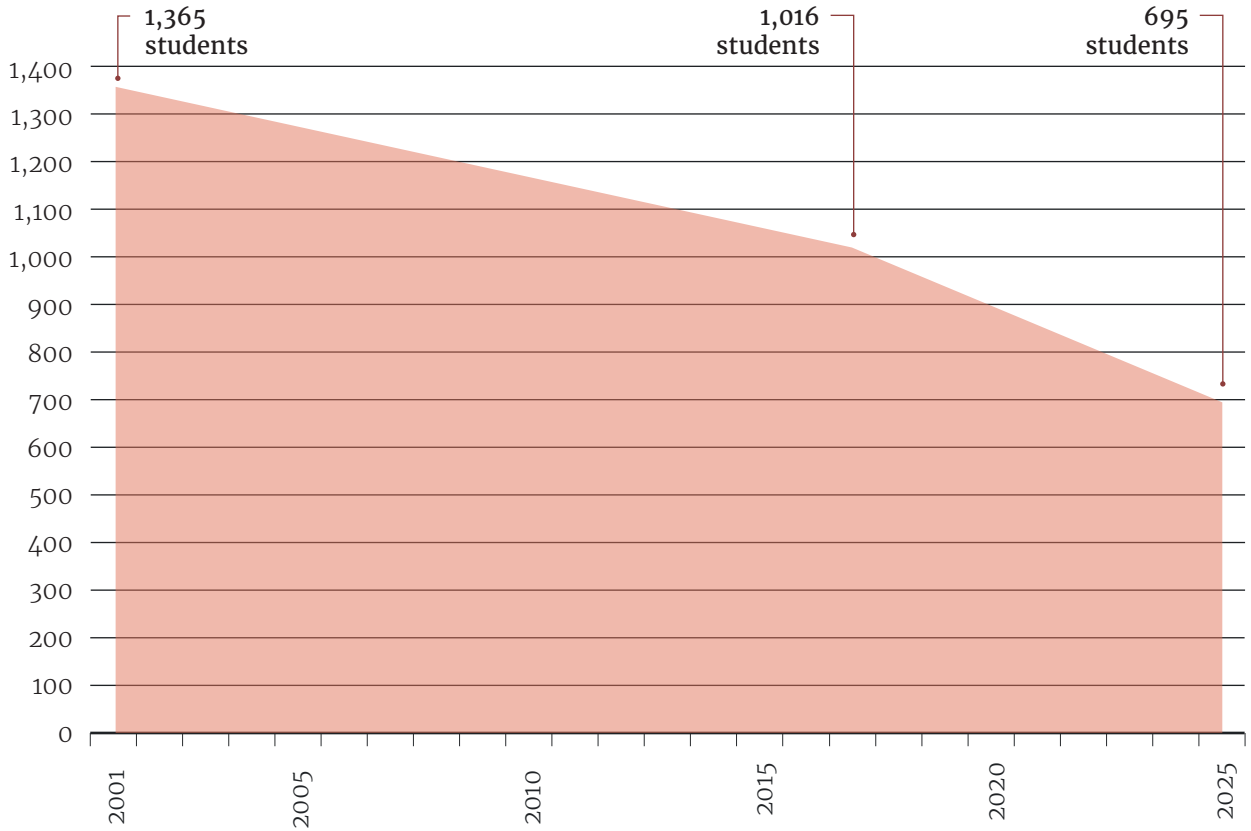
EDUCATION & ENROLLMENT

- Population and household changes have had a substantial impact on local school enrollment. Between 2001 and 2025 the Sedona-Oak Creek USD student population has declined by almost 50%.
- With limited numbers available, it appears that enrollment decline accelerated before or as a result of changes resulting from COVID.
- Almost 52% of Sedona residents aged 25 and older have a Bachelor's degree or higher followed closely by residents of the Village of Oak Creek.
- Educational attainment in Sedona has historically been high but has increased as the population ages and becomes wealthier.

Rate of Loss of Sedona-Oak Creek USD Student Population

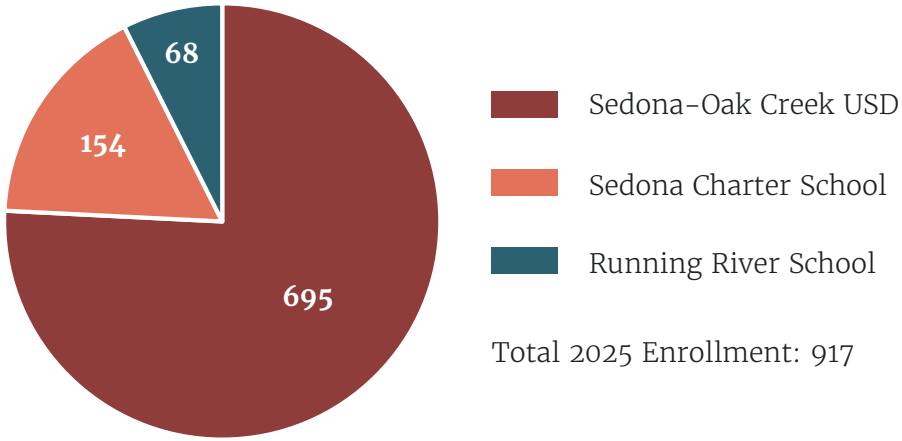
2001 to 2017	2017 to 2025	2001 to 2025
26%	32%	49%

Sedona-Oak Creek USD Enrollment Based on Available Data Points

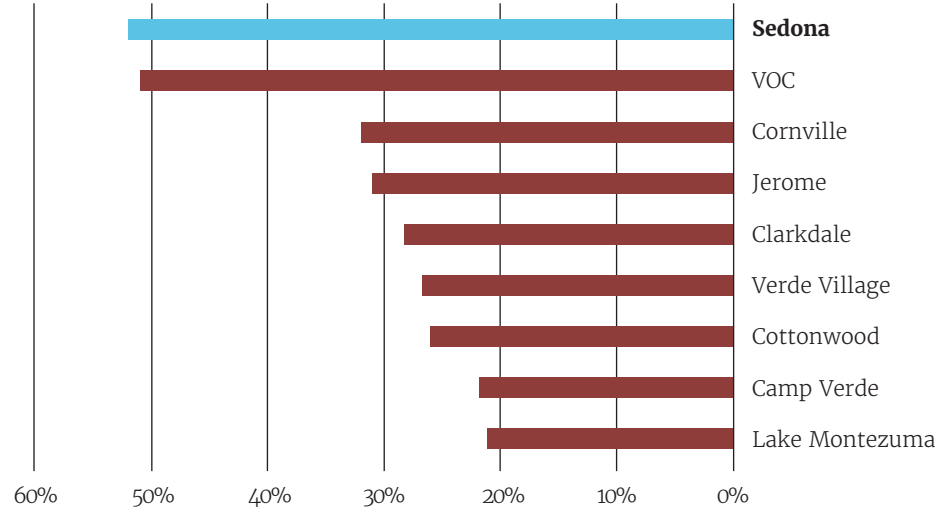


Sources: Sedona-Oak Creek USD, Arizona Auditor General

Total K-12 School Enrollment in Sedona



Residents with a Bachelor's or Graduate Degree



Sources: U.S. Bureau of the Census, ESRI

Educational Attainment in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Total Persons Age 25+	8,924	9,242	3,931	2,964	9,743	454	3,904	8,923	5,659	198,850	5,284,794
No Diploma	4.9%	13.5%	3.3%	5.9%	8.0%	0.7%	5.0%	6.9%	4.2%	6.7%	9.6%
High School Graduate or Equivalent	15.3%	28.5%	19.0%	32.1%	30.6%	19.0%	34.0%	27.9%	10.8%	25.3%	24.0%
Some Degree or an Associates Degree	28.1%	36.3%	49.5%	30.0%	35.3%	49.4%	39.8%	38.4%	34.0%	36.8%	32.0%
Bachelor's Degree	26.1%	10.8%	16.9%	17.5%	19.2%	16.7%	11.6%	13.9%	29.8%	18.2%	21.1%
Graduate or Professional Degree	25.7%	10.9%	11.2%	14.5%	6.9%	14.3%	9.6%	12.8%	21.2%	13.0%	13.3%

Sources: U.S. Bureau of the Census, ESRI

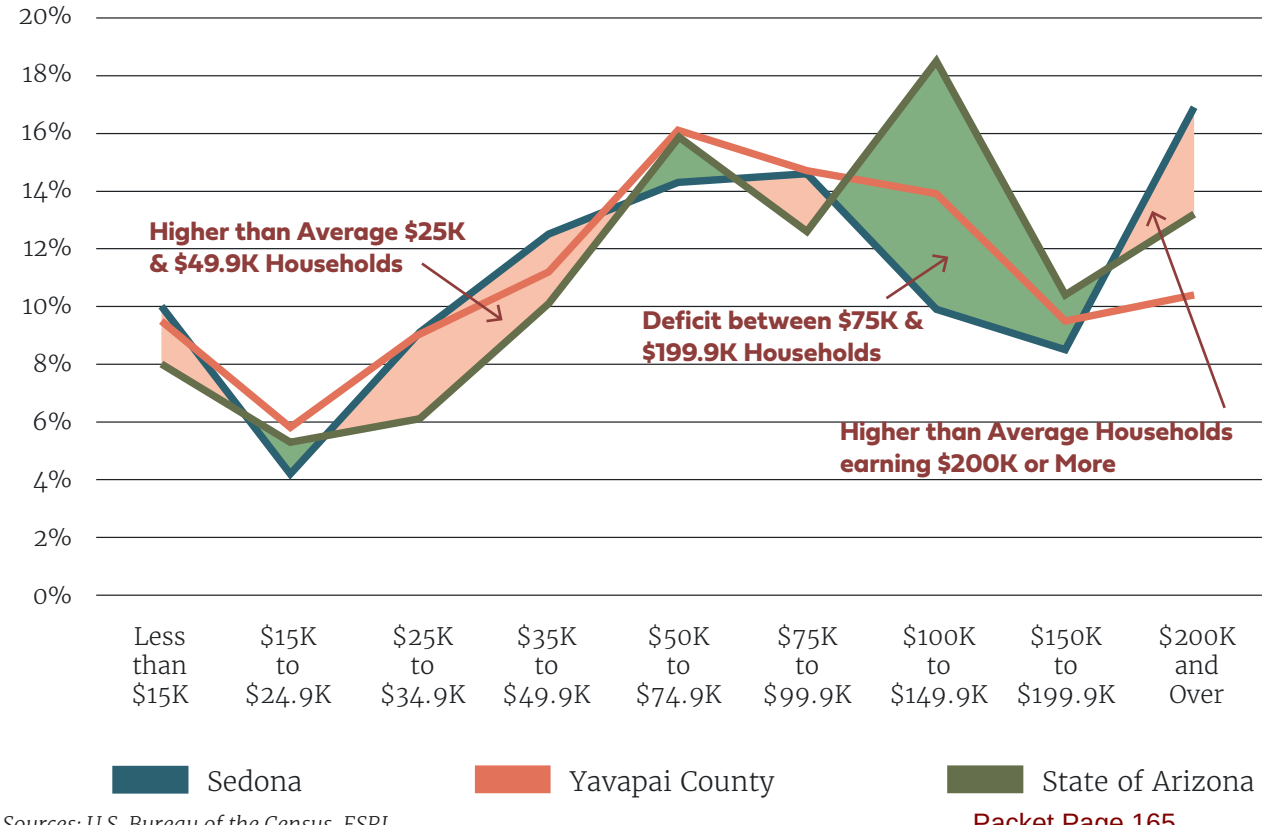
INCOME & WEALTH

- Sedona and the Village of Oak Creek stand apart as the communities with the highest income and the greatest amount of wealth in the Verde Valley. Wealth in Sedona is particularly high.
- Both Average Household Income and Median Household Income are impacted by the low average household size. Both are near (or below) the state average. However, Per Capita Income is substantially higher than the state or most other Verde Valley communities.
- In comparison to the State, Sedona has a deficit of households earning between $75,000 and $199,999 (workforce to upper middle income households).
- Sedona has a higher than average concentration of households earning between $25,000 and $49,999 in comparison to the state but not in comparison to other Verde Valley communities. This can be attributed to retirees as well as service workers. The city also has a high concentraion of households earning greater than $200,000.
- Sedona residents rely on a variety of revenue streams for income. Only half of households receive wages or a salary. Many enjoy income from interest, dividends, net rental, social security, or retirement funds. Roughly one-quarter enjoy revenues from self-employment.

Sources of Household Income in Sedona, 2023

Wages or Salary	Self Employment	Interest, Dividends or Net Rental	Social Security
50%	**27%**	**40%**	**49%**
(Arizona: 75%)	(Arizona: 11%)	(Arizona: 11%)	(Arizona: 34%)

Household Income by Category



Sources: U.S. Bureau of the Census, ESRI

Retirement Income

33%

(Arizona: 27%)

Public Assistance or Food Stamps

6%

(Arizona: 13%)

Average vs Median Household Income

Average Household Income is the total income in an area divided by the number of households. It can sometimes skew high if a few households have extremely high incomes.

Median Household Income is the middle point where half of households earn more and half earn less. It best represents the "typical" household.

About the Wealth Index

The Esri Wealth Index is a composite measure showing an area's financial well-being by combining various indicators like household income, net worth, and material possessions. A score of 100 is comparable to the national average. Scores above 100 mean above-average wealth and below 100 indicates lower-than-average wealth.

Household Income in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Household Income Base	5,286	4,959	2,389	1,596	6,031	285	2,233	4,833	3,372	113,129	2,927,218
<$15,000	10.0%	9.7%	15.4%	11.2%	17.6%	15.8%	10.3%	10.8%	9.5%	9.5%	8.0%
$15,000 - $24,999	4.2%	6.0%	11.6%	0.3%	7.3%	6.7%	8.9%	4.5%	3.4%	5.8%	5.3%
$25,000 - $34,999	9.1%	8.5%	14.3%	7.6%	14.3%	8.1%	6.9%	10.4%	9.4%	9.1%	6.1%
$35,000 - $49,999	12.5%	11.8%	8.7%	6.8%	11.4%	15.4%	12.0%	10.0%	9.2%	11.2%	10.1%
$50,000 - $74,999	14.3%	13.6%	9.4%	20.2%	16.3%	11.6%	16.7%	14.9%	15.6%	16.1%	15.9%
$75,000 - $99,999	14.6%	13.6%	9.1%	20.8%	10.8%	25.6%	17.7%	15.2%	11.9%	14.7%	12.6%
$100,000 - $149,999	9.9%	14.6%	16.9%	10.7%	11.4%	9.5%	11.6%	17.9%	12.3%	13.9%	18.5%
$150,000 - $199,999	8.5%	7.4%	7.3%	12.4%	4.7%	7.4%	3.2%	10.3%	11.4%	9.5%	10.4%
$200,000+	16.9%	14.7%	7.3%	10.0%	6.3%	0.0%	12.8%	5.9%	17.3%	10.4%	13.2%
Average Household Income	$120,123	$109,136	$79,640	$100,190	$70,310	$70,129	$94,155	$89,136	$122,196	$100,146	$115,326
Median Household Income	$74,697	$62,994	$44,371	$78,383	$49,014	$58,702	$67,128	$73,905	$80,145	$72,052	$82,768
Per Capita Income	$63,201	$37,589	$32,462	$44,153	$33,134	$37,854	$40,440	$35,557	$66,419	$44,982	$44,528
Wealth Index	155	102	70	120	63	47	103	88	176	105	115

Sources: U.S. Bureau of the Census, ESRI

INDUSTRY & OCCUPATION

- Over three quarters of all employed residents of Sedona age 16 or older work in either the Services Industry or in the Retail Trade Industry. The percentage of persons employed in the Services Industry is substantially higher than the state average. A more limited percentage of people work in the Finance, Insurance & Real Estate (FIRE) and Construction Industries.
- While the employed residents of Sedona may be deeply involved in the Services and Retail Trade industries, they are not necessarily performing low skill, low wage jobs. Roughly 68% are employed in White Collar jobs (only Clarkdale and Jerome are comparable). In fact, more than half of all employed residents of Sedona involved in Professional or Management, Business & Financial occupations.
- The percentage of employed residents engaged in Service *occupations* is higher in all of the Verde Valley communities with the exception of Clarkdale and Cornville.
- The percentage of employed residents of Sedona engaged in Blue Collar occupations is substantially lower than both Yavapai County and the State of Arizona.

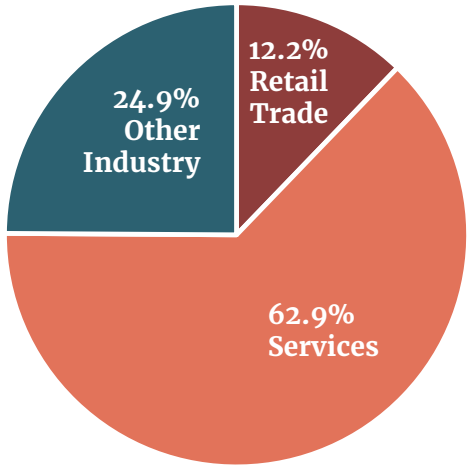
Employed Population Age 16 & Over by Industry

	Sedona
Total Households	4,660
Agriculture & Mining	0.3%
Construction	5.5%
Manufacturing	1.9%
Wholesale Trade	1.7%
Retail Trade	12.2%
Transportation & Utilities	3.6%
Information	0.9%
Finance, Insurance & Real Estate	6.8%
Services	62.9%
Public Administration	4.0%

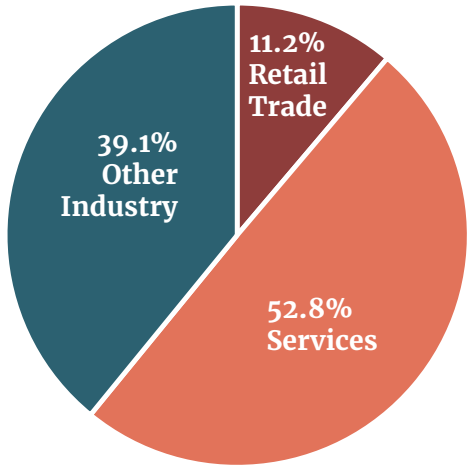
Sources: U.S. Bureau of the Census, ESRI

Employed Population Age 16 & Over by Industry by Area

City of Sedona



Arizona



About Industry & Occupation

The term "Industry" refers to the type of business or enterprise in which a specific resident of Sedona works.

The term "Occupation" defines the type of job or work performed by a resident of Sedona.

Both are measures of employed residents of Sedona 16 years or older regardless of location of employment.

Employed Population Age 16 & Over by Occupation in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Total Households	4,660	4,680	2,096	1,929	5,543	319	2,180	5,766	2,403	101,916	3,571,954
White Collar	68.0%	44.7%	65.4%	62.9%	50.2%	71.8%	45.4%	57.4%	55.2%	57.7%	63.2%
Management, Business & Financial	24.4%	13.0%	13.9%	25.4%	16.5%	22.9%	8.6%	15.5%	19.0%	15.0%	18.3%
Professional	27.4%	12.4%	28.9%	23.3%	15.0%	30.7%	23.5%	23.9%	18.4%	22.7%	24.6%
Sales	7.8%	9.1%	11.8%	3.6%	7.7%	16.9%	4.6%	9.4%	10.3%	9.5%	8.9%
Administrative Support	8.5%	10.3%	10.7%	10.7%	11.1%	1.3%	8.6%	8.6%	7.5%	10.5%	11.4%
Services	20.9%	33.8%	17.2%	16.1%	29.4%	23.8%	21.4%	21.9%	25.3%	20.5%	17.0%
Blue Collar	11.1%	21.5%	17.5%	20.9%	20.4%	4.4%	33.3%	20.6%	19.4%	21.8%	19.8%
Farming, Forestry & Fishing	0.0%	0.0%	0.0%	0.6%	0.1%	0.0%	0.5%	0.2%	1.1%	0.3%	0.4%
Construction/Extraction	5.0%	10.2%	3.0%	9.4%	5.4%	2.2%	15.7%	8.5%	9.1%	7.2%	5.1%
Installation, Maintenance & Repair	0.6%	0.9%	0.0%	0.7%	5.9%	0.0%	9.0%	2.9%	1.2%	3.5%	3.2%
Production	2.6%	3.5%	5.8%	5.4%	1.4%	2.2%	1.2%	3.4%	1.2%	3.8%	3.8%
Transportation & Material Moving	2.9%	6.9%	8.6%	4.9%	7.6%	0.0%	6.8%	5.6%	6.9%	6.9%	7.3%

Sources: U.S. Bureau of the Census, ESRI

WORKERS & COMMUTING

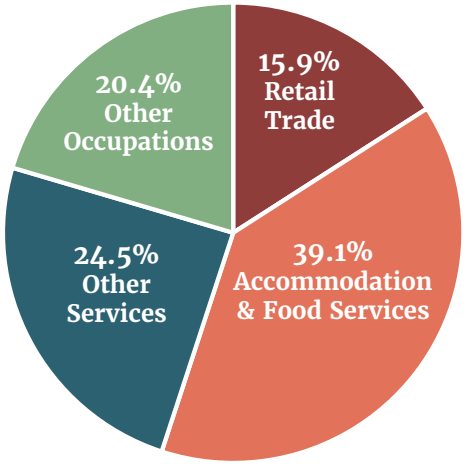
- More than half of all Sedona employees are involved in the Accommodation & Food Services or Retail Trade industries that are commonly associated with tourism. Only slightly more than 20% of employees are involved in industries other than Services and Retail Trade.
- Over one third of all employees in Sedona have only a high school diploma or less.
- Roughly 8 out of 10 employees in Sedona commute in from other communities and areas.
- Between 2004 and 2022 the percentage of employees commuting increased from 66.5% to 80.2%
- Nearly 40% of employees travel between 10 and 24 miles to reach their place of employment in Sedona.
- Nearly 20% of Sedona employees live in the community. An additional 40% lived in various other Verde Valley communities (with the possibility of others located outside of incorporated and unincorporated communities in the Verde Valley).
- In 2022, a substantial number of employees – perhaps as high as 24% – commuted in from as far as 50 miles away or greater.

Employment in Sedona by Industry

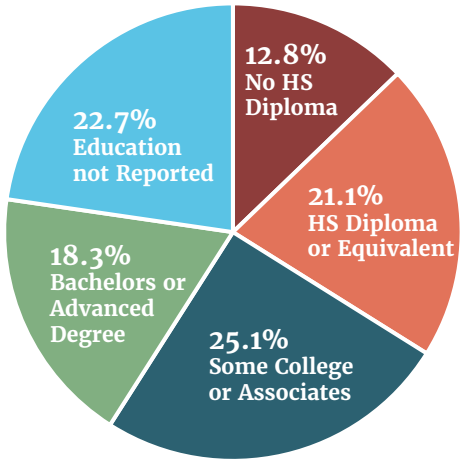
	Percent
Total Employees, 2022	4,660
Agriculture & Mining	0.0%
Construction	3.6%
Manufacturing	1.7%
Wholesale Trade	1.2%
Retail Trade	15.9%
Transportation & Utilities	3.6%
Information	1.5%
Finance, Insurance & Real Estate	4.6%
Services	63.6%
Professional, Scientific, and Technical Services	3.5%
Management of Companies and Enterprises	0.4%
Administration & Support, Waste Management and Remediation	5.9%
Educational Services	3.0%
Health Care and Social Assistance	5.1%
Arts, Entertainment, and Recreation	2.2%
Accommodation and Food Services	39.1%
Other Services (excluding Public Administration)	4.4%
Public Administration	4.3%

Sources: U.S. Bureau of the Census, On the Map

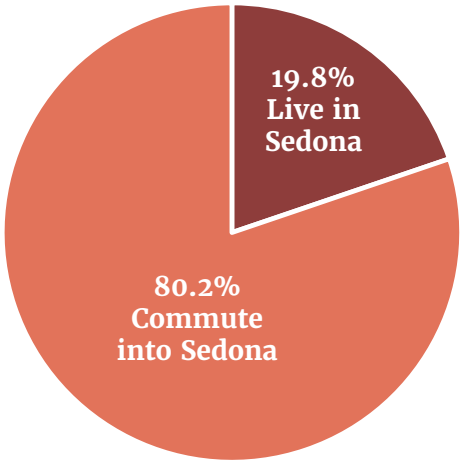
Employment by Largest Industries



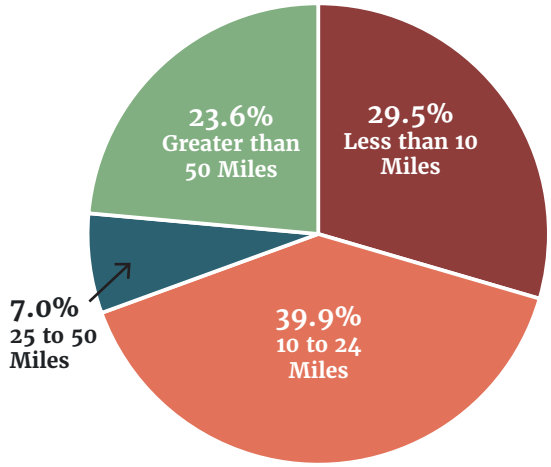
Employees by Educational Attainment



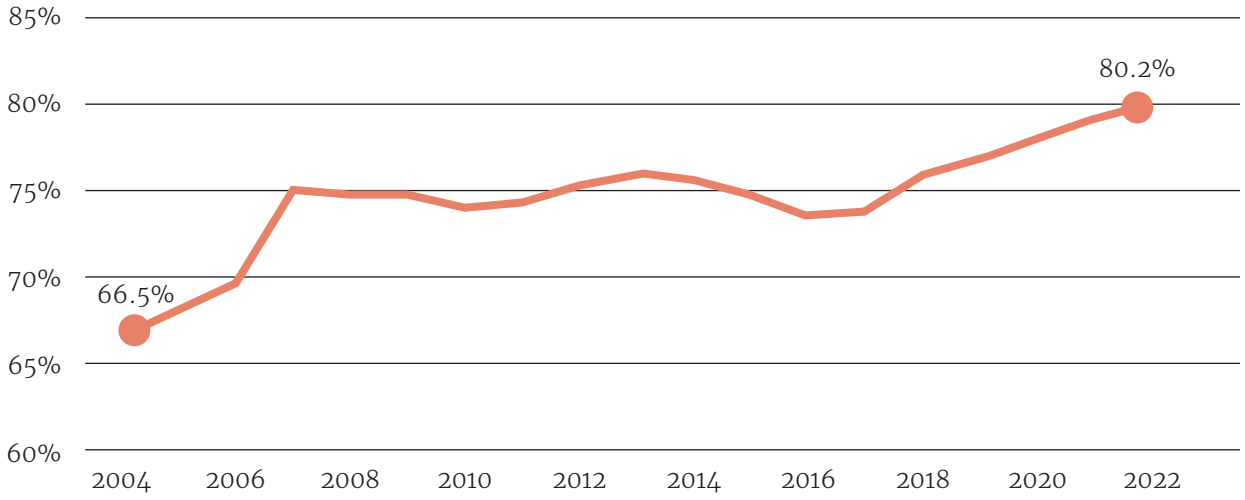
Employees by Commute, 2022



Employee Commute by Distance



Percent Commuters over Time, 2022



About Available Commute Data

Most data associated with this study is based on estimates for 2025. Unfortunately, the most recent available data on commuting available through the US Bureau of the Census was conducted in 2022. Commute patterns during that time were disrupted and altered by lingering impacts of COVID.

It is possible that data, such as the percentage of people traveling to Sedona from extensive distances such as Phoenix and beyond are somewhat different today as living patterns have stabilized.

Commute by Location

Place of Residence	Share
Sedona	19.8%
Cottonwood	11.6%
Verde Village	9.8%
Village of Oak Creek	6.2%
Phoenix	5.7%
Flagstaff	4.8%
Camp Verde	4.5%
Cornville	3.3%
Clarkdale	2.6%
Lake Montezuma	2.5%
Mesa	1.5%
Glendale	1.5%
Prescott Valley	1.4%
Prescott	1.1%
All Other Locations	23.6%

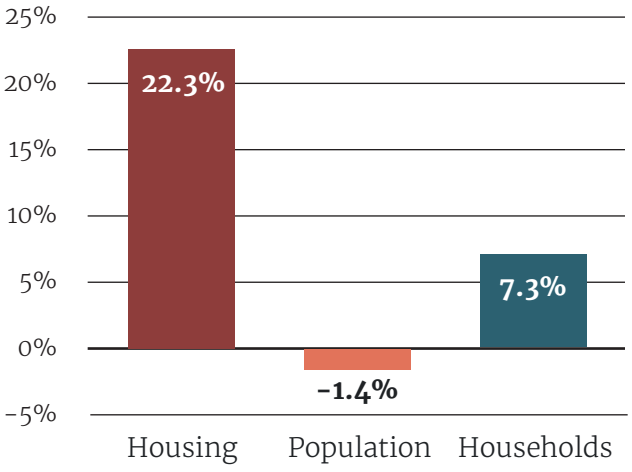
GENERAL HOUSING SUPPLY

- Housing, like population and households, grew dramatically between 1970 and 2000 spurred by retirees and families moving into the area or construction of a limited number of second homes.
- Between 2000 and 2025, housing growth substantially outpaced population and household growth – the first indication of growth in second homes and housing for short term rentals.
- While Sedona slid to fourth most populous city in the Verde Valley it continues to rank first in the number of housing units.
- Sedona ranks near the bottom among Verde Valley communities in housing growth rate. In most communities the housing growth rate closely mirrors population growth.
- The gap between housing and population or household growth is most significant in Sedona, followed by Village of Oak Creek, Clarkdale and Cornville.
- Today, nearly four in ten residential parcels in Sedona has a mailing address outside of the city – indicating a high level of housing in Sedona used as either a second home, an investment property for short term rental – or both.

Housing Growth Over Time in Sedona vs Population and Households

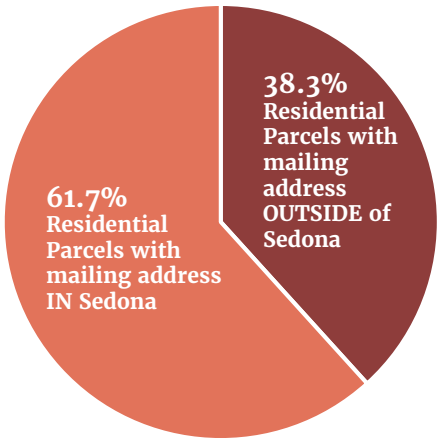
	Housing Units		Population		Households	
	Number	Growth Rate	Number	Growth Rate	Number	Growth Rate
1970	1,168		2,022		855	
1980	2,706	131.7%	5,368	165.5%	1,864	118.0%
1990	4,351	60.8%	7,645	42.4%	2,917	56.5%
2000	5,677	30.5%	10,192	33.3%	4,928	68.9%
2010	6,371	12.2%	10,036	-1.5%	4,976	1.0%
2020	6,671	4.7%	9,684	-3.5%	4,997	0.4%
2025	6,941	4.0%	10,048	3.8%	5,286	5.8%
Growth Rate: 1970 to 2000		386.0%		404.1%		476.4%
Growth Rate: 2000 to 2025		22.3%		-1.4%		7.3%

Growth Rates, 2000 to 2025



Sources: U.S. Bureau of the Census, ESRI

Residential Parcels by Ownership



Sources: City of Sedona

Ranking Sedona to Eight Other Verde Valley Communities by Housing and Housing Growth

2025 Housing Units	2025 Population	2025 Households	2000 To 2025 Housing Growth Rate	Largest Gap in Housing & Population Growth	Largest Gap in Housing and Household Growth
1ST	4TH	2ND	8TH	1ST	1ST

Housing Growth in Comparison by Area

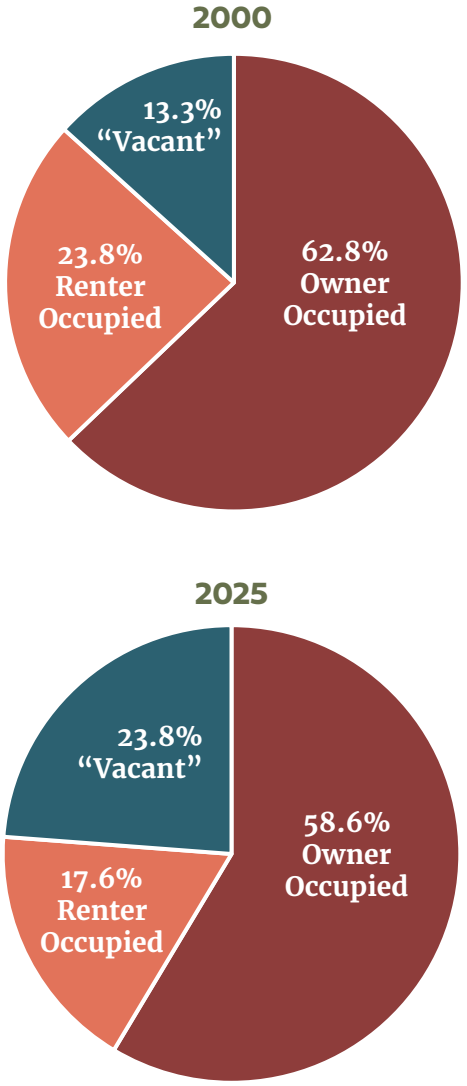
	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
2000 Housing Units	5,677	3,969	1,508	1,492	4,531	230	1,667	4,268	3,184	81,724	2,189,180
2025 Housing Units	6,941	5,337	2,453	1,838	6,508	335	2,475	5,094	4,453	129,939	3,306,578
2000 to 2025 Growth Rate	22.3%	34.5%	62.7%	23.2%	43.6%	45.7%	48.5%	19.4%	39.9%	59.0%	51.0%
Gap in Housing & Population Growth (by percentage point)	23.7%	2.3%	16.8%	14.6%	3.5%	-14.8%	-7.0%	5.1%	21.4%	8.5%	3.0%
Gap in Housing & Household Growth (by percentage point)	15.0%	-0.3%	5.9%	1.5%	-7.8%	-10.9%	-3.3%	0.6%	8.1%	-2.2%	-2.9%

Sources: U.S. Bureau of the Census, ESRI

HOUSING TENURE

- Between 2000 and 2025 the percent of housing units classified as "Vacant" in Sedona grew, largely at the cost of Renter Occupied Units.
- Today, almost 24% of the housing units in Sedona are classified as "Vacant". It is extremely likely that the very large majority of those units are comprised of second homes and short term rentals (a minimum of 18% is comprised of short term rentals).
- Most Verde Valley communities have a higher percentage of housing stock dedicated to renters than Sedona. In 2000, Sedona ranked 4th. In 2025, the community slid to 6th.
- Only the Village of Oak Creek has a greater percentage of housing units classified as "Vacant" than Sedona. Remaining Verde Valley communities are substantially lower.
- Sedona is not the only community seeing a rise in the number of units classifed as "Vacant". The Village of Oak Creek, Cornville and Clarkdale also saw increases.

Housing Tenure in Sedona Over Time



Defining "Vacant"Anyone in Sedona can agree that 23.8% of the total housing stock is not actually vacant.

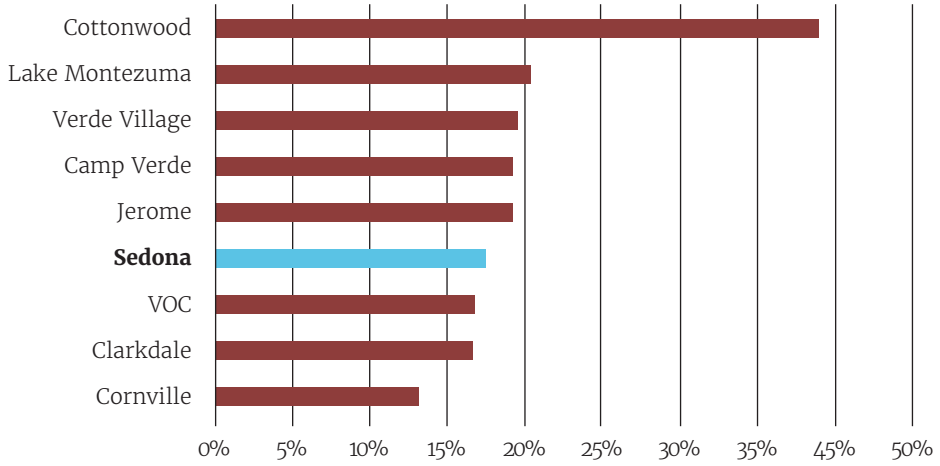
A home is defined by the Bureau of the Census as vacant "if no one is living in it at the time of the interview, unless its occupants are temporarily absent. In addition, a vacant unit may be one which is entirely occupied by persons who have a usual residence elsewhere."

In the American Community Survey, vacant units are subdivided into categories of vacant units for rent; for sale only; rented or sold but not occupied; for seasonal, recreational or occasional use; for migrant workers, or other.

Most important to Sedona are vacant units "for seasonal, recreational, or occasional use". Second homes and particularly short term rentals fall into this category.

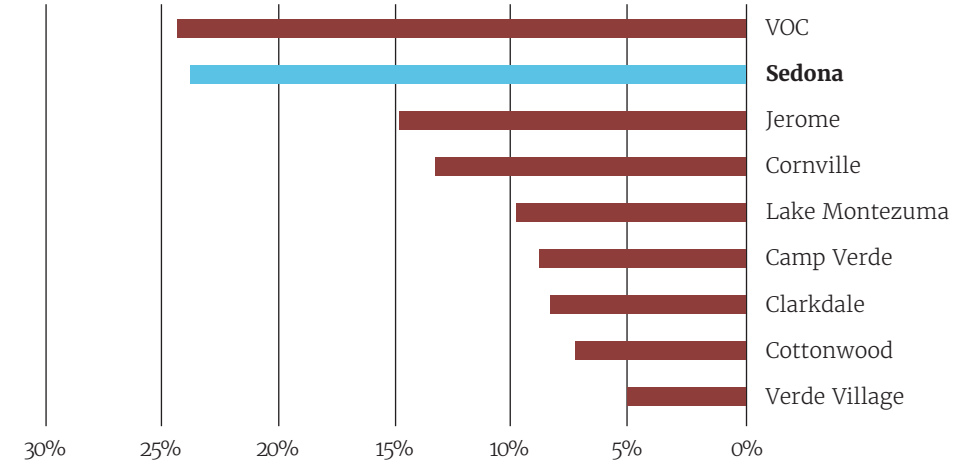
A breakdown of data beyond total vacant units was not included due to very high margins of error beyond the broader categories of Owner, Renter and Vacant.

Percent of Housing Classified as Renter Occupied



Sources: U.S. Bureau of the Census, ESRI

Percent of Housing Classified as "Vacant"



Sources: U.S. Bureau of the Census, ESRI

Housing Tenure in Perspective

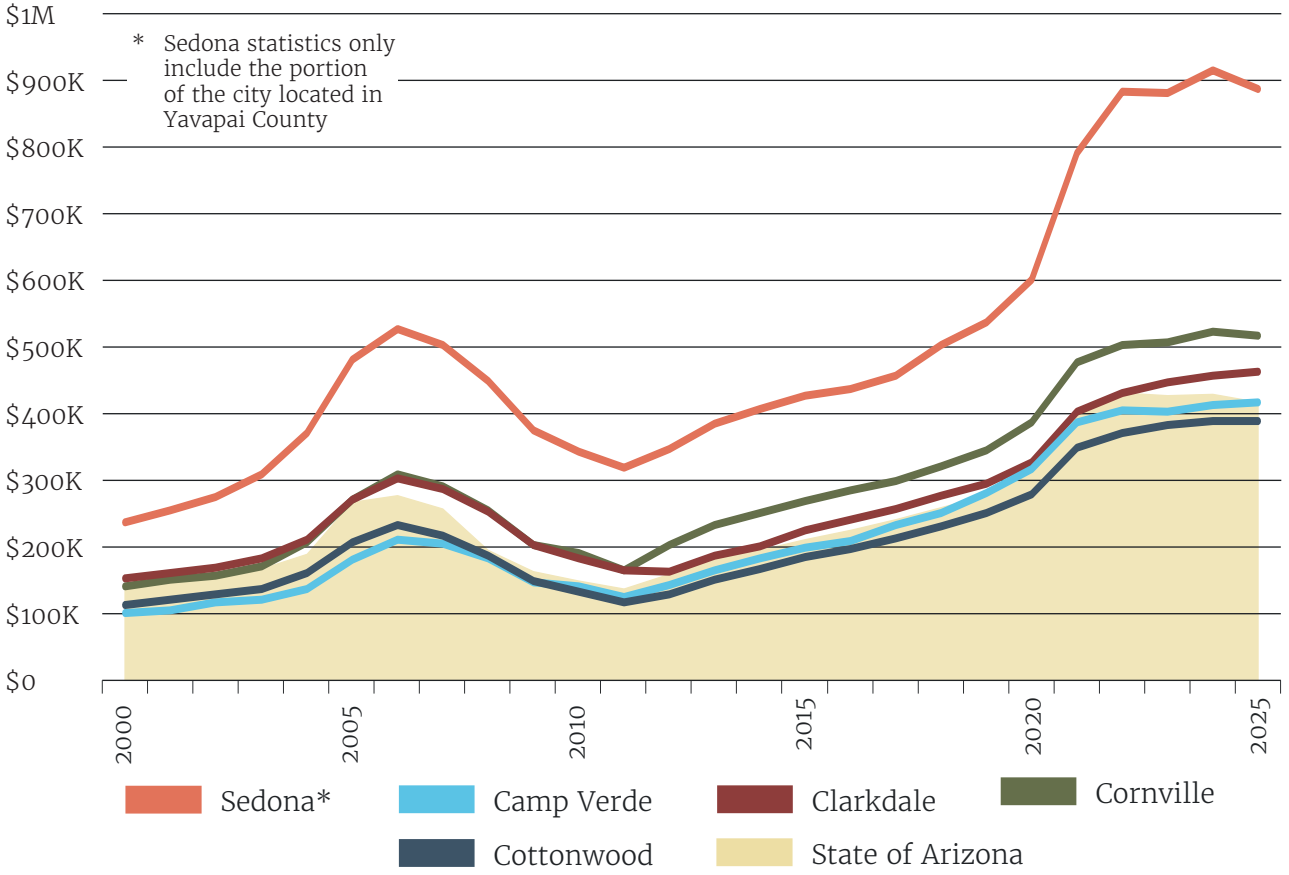
	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
2000 Housing Units	5,677	3,969	1,508	1,492	4,531	230	1,667	4,268	3,184	81,724	2,189,180
Owner Occupied	62.8%	72.5%	74.9%	68.6%	49.0%	49.1%	66.3%	77.5%	57.1%	63.0%	59.1%
Renter Occupied	23.8%	18.5%	17.6%	22.1%	41.0%	33.5%	22.0%	17.3%	24.8%	22.8%	27.8%
"Vacant"	13.3%	9.0%	7.4%	9.2%	10.0%	17.4%	11.7%	5.2%	18.1%	14.1%	13.1%
2025 Housing Units	6,941	5,337	2,453	1,838	6,508	335	2,475	5,094	4,453	129,939	3,306,578
Owner Occupied	58.6%	71.8%	74.8%	73.6%	53.7%	66.0%	69.7%	75.2%	58.8%	67.2%	60.7%
Renter Occupied	17.6%	19.4%	16.8%	13.3%	39.0%	19.1%	20.5%	19.7%	16.9%	19.8%	27.8%
"Vacant"	23.8%	8.8%	8.4%	13.2%	7.3%	14.9%	9.8%	5.1%	24.3%	12.9%	11.5%

Sources: U.S. Bureau of the Census, ESRI

VALUE & AFFORDABILITY

- Sedona has historically been more expensive than other Verde Valley communities and, over time, has become more so – particularly beginning with COVID.
- By Housing Affordability Index, Sedona is very unaffordable, particularly for persons making the median household income. However, none of the Verde Valley communities or the state as a whole are considered affordable for their population.
- The average Sedona household with a home and a mortgage pay 64.5% of their monthly income to the mortgage, (although this includes some seniors with sufficient wealth to afford housing outside of annual income).
- Over half of owners and 46% of renters in Sedona dedicate more than 30% of their income toward housing costs and are therefore considered "cost burdened". Nearly one of every four Sedona homeowners pay more than 50% to housing costs.
- Less than half of Sedona owner households have a mortgage – a substantially lower number than usual and a reflection of local wealth and age.
- Average Gross Rent in Sedona is actually roughly on par with the State of Arizona.

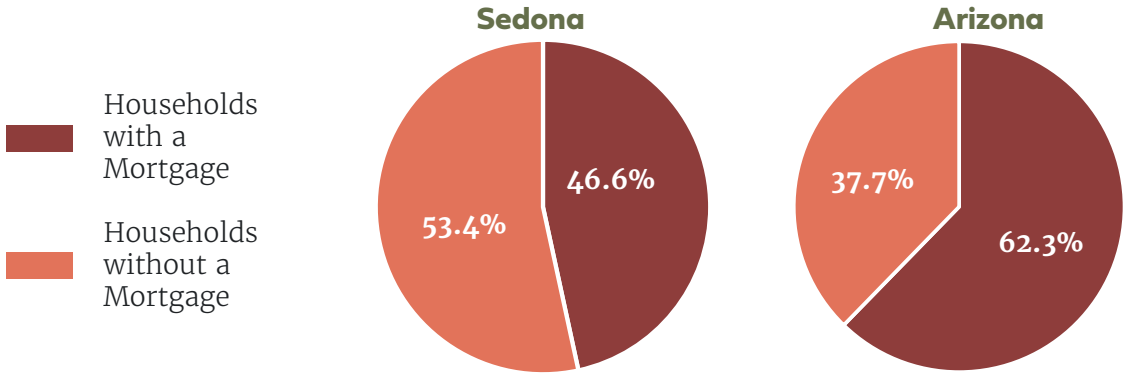
Average Sales Price for Certain Areas Over Time*



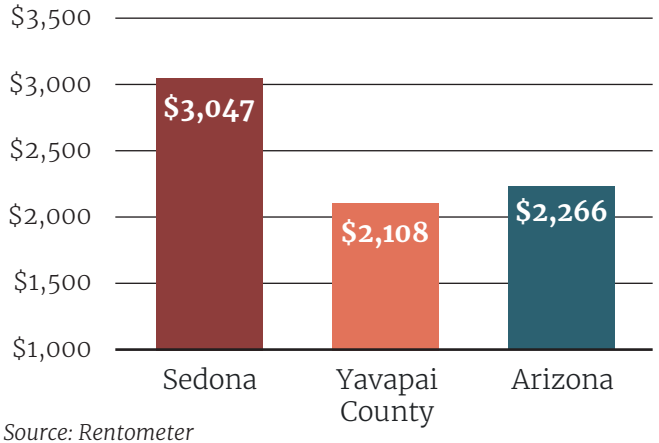
Sources: Yavapai County Assessor's Office

Housing Affordability Index (HAI). HAI measures the ability of a household earning the median income in an area to afford a median valued home. A score of 100 means the median value home is exactly affordable for a household earning the median household income. A score lower than 100 means less affordability (defined as sufficient income for a 30 year conventional mortgage with 20% down).

Owned Housing Units with a Mortgage



Average Gross Rent for a 2BR Home



Source: Rentometer

Housing Value and Affordability in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Average Home Value	$844,267	$399,075	$463,397	$599,170	$492,113	$551,414	$371,916	$420,737	$775,571	$551,883	$495,727
Median Home Value	$769,824	$355,951	$429,394	$520,423	$395,671	$573,148	$356,226	$374,721	$707,195	$477,949	$429,848
Housing Affordability Index (HAI)	40	70	41	61	50	41	75	79	46	76	61
Percent of Income Dedicated to a Mortgage	64.5%	35.4%	60.6%	41.6%	50.5%	61.1%	33.2%	31.7%	55.2%	32.5%	41.5%
Cost Burden											
Owners with a Mortgage											
Over 30% of Income	51%	30%	48%	26%	28%	75%	31%	35%	42%	34%	25%
Over 50% of Income	25%	5%	37%	11%	12%	47%	30%	15%	29%	17%	10%
Renters											
Over 30% of Income	46%	40%	53%	33%	36%	57%	34%	33%	43%	39%	45%
Over 50% of Income	16%	22%	34%	23%	18%	33%	27%	19%	24%	20%	22%

Sources: U.S. Bureau of the Census, ESRI

THE COST OF COMMUTING

- When travel and opportunity costs are considered, commuting becomes much less "affordable" and in some cases can actually become more expensive.
- As earnings increase the value of commuting decreases.
- Addition of travel and opportunity cost is also important in understanding critical decision making processes of commuters. Most particularly, this is helpful in understanding why and when a commuter decides it is more affordable to quit a job in Sedona and take a job (sometimes earning less money) closer to home.
- Village of Oak Creek is generally less affordable as a commute option – even without measuring at peak traffic times/season.
- Cottonwood becomes the most affordable commuting option for most income levels once travel and opportunity costs are considered.

Opportunity Cost. Opportunity cost – for purposes of this study – represents the missed opportunity to create added financial stability as a result of time spent commuting.

Typical costs considered include:

- Foregone earnings: money that could have been earned with a second job, overtime, extra shifts, or a less formal "side hustle"
- Income growth opportunities: ability to take on last minute work shifts, attend classes, or study/train for certifications, licenses or other avenues for career advancement
- Added life expenses: additional direct costs as a result of commuting that could include babysitting/child care, senior care, or lost wages by a second householder
- Other typical opportunity costs were excluded from this report, such as quality of life, health, and community engagement

Opportunity cost is measured by a percentage of the hourly rate an individual would typically earn – traditionally between 75 and 100 percent. Given that the opportunity cost is associated with shelter as a necessity and that quality of life costs are excluded opportunity cost is considered to be equal to 100% of an individual's hourly rate.

Example of Commuting Costs for a Household Earning $75,000 Per Year

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek
Monthly Housing Cost	**$5,119**	**$2,367**	**$2,855**	**$3,461**	**$2,631**	**$3,811**	**$2,369**	**$2,492**	**$4,703**
Median Home Value	$769,824	$355,951	$429,394	$520,423	$395,671	$573,148	$356,226	$374,721	$707,195
Travel Cost	**$0**	**$1,305**	**$1,001**	**$870**	**$827**	**$1,175**	**$1,001**	**$914**	**$305**
Distance	0	30	23	20	19	27	23	21	7
IRS Travel Rate	$0.725	$0.725	$0.725	$0.725	$0.725	$0.725	$0.725	$0.725	$0.725
Opportunity Cost	**$0**	**$1,623**	**$1,442**	**$1,262**	**$1,082**	**$1,659**	**$1,442**	**$1,298**	**$577**
Travel Time	0	45	40	35	30	46	40	36	16
Hourly Rate	$36.06	$36.06	$36.06	$36.06	$36.06	$36.06	$36.06	$36.06	$36.06
Total Added Cost (Monthly)	$0	$2,928	$2,443	$2,132	$1,908	$2,833	$2,443	$2,212	$881
Total Monthly Cost (Housing + Commuting Cost)	**$5,119**	**$5,295**	**$5,298**	**$5,593**	**$4,539**	**$6,645**	**$4,812**	**$4,703**	**$5,584**
Perceived Difference (Housing Cost Only)	$0	$2,752	$2,264	$1,659	$2,488	$1,308	$2,750	$2,627	$416
Actual Difference (Housing + Commuting Cost)	**$0**	**$(175)**	**$(179)**	**$(474)**	**$580**	**$(1,525)**	**$308**	**$416**	**$(465)**
Actual Monthly Budget Gap	$3,057	$3,232	$3,236	$3,530	$2,477	$4,582	$2,749	$2,641	$3,522

Sources: ESRI, City of Sedona

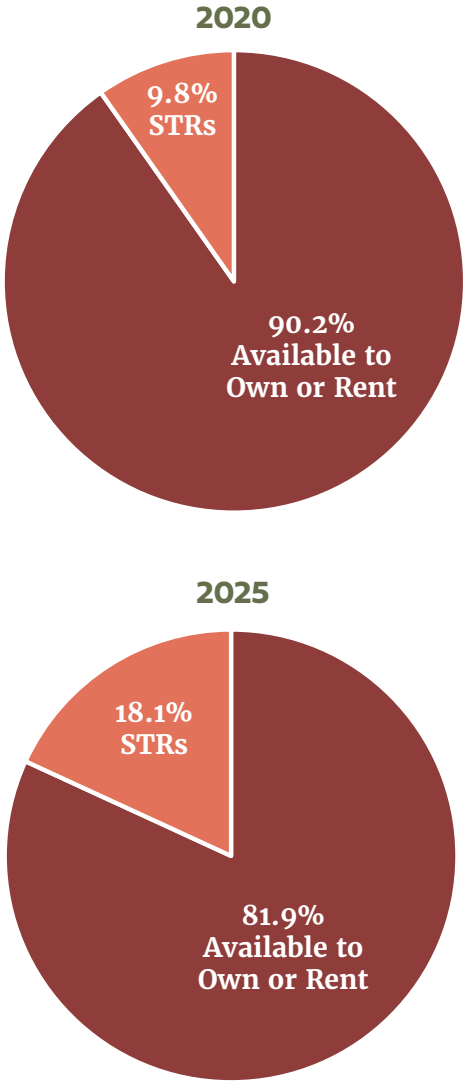
IMPORTANT NOTES:

- A Household earning $75,000 per year is expected to reasonably pay $2,063 per month toward housing expenses
- Median Home Value is used only as a constant for measurement. The analysis recognizes that more affordable housing of some degree is available in each community
- "Actual Monthly Gap" is a reflection of the gap between Total Monthly Cost of housing (based on the median home value) in each community compared to the reasonable amount the household can afford to pay
- Distances are measured from centerpoint to centerpoint of communities
- Travel time can vary considerably based upon peak/non-peak and seasonal traffic patterns

SHORT TERM RENTALS

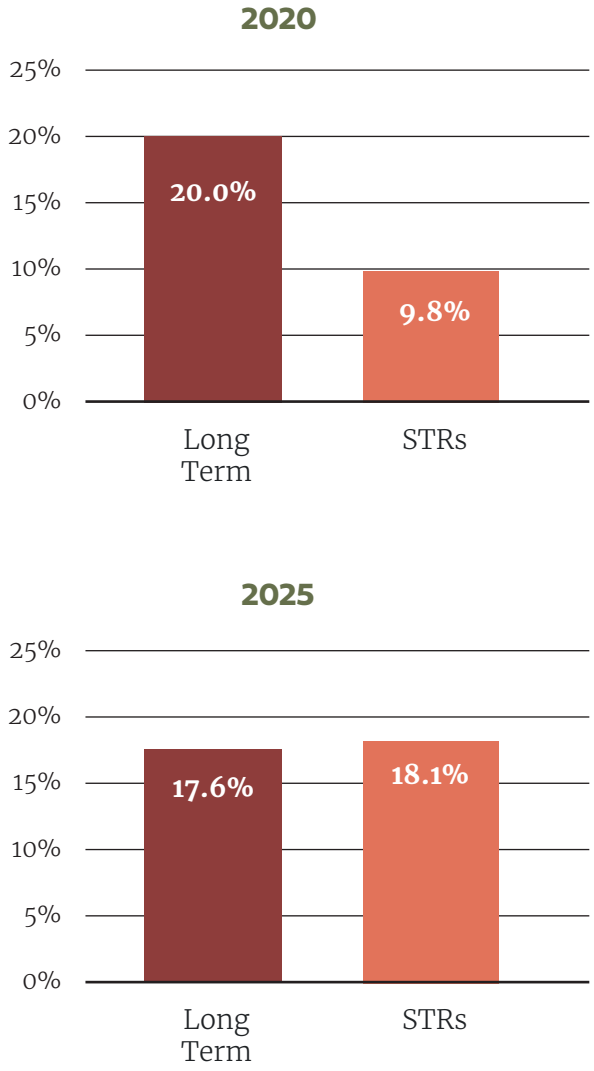
- The percentage of Sedona's housing stock consumed by short term rentals (STRs) nearly doubled between 2020 and 2025.
- The spike in STR growth during and after COVID is in direct correlation to the significant increase in home value as homes came to be viewed as a tourism investment opportunity.
- Lack of options for housing growth means that the increase in STRs comes as the cost of available housing for residents, particularly renters. In 2025 the percentage of housing devoted to STRs is greater than the amount available to renters.
- The STR market is evolving. The number of apartments, private units in homes, condos, townhomes, and private rooms used for short term rental are declining. On the other hand, the number of guest houses and single family homes is increasing. The increase in single family homes used as STRs is increasing at a notable rate.

STRs as Percent of Housing Stock



Sources: City of Sedona

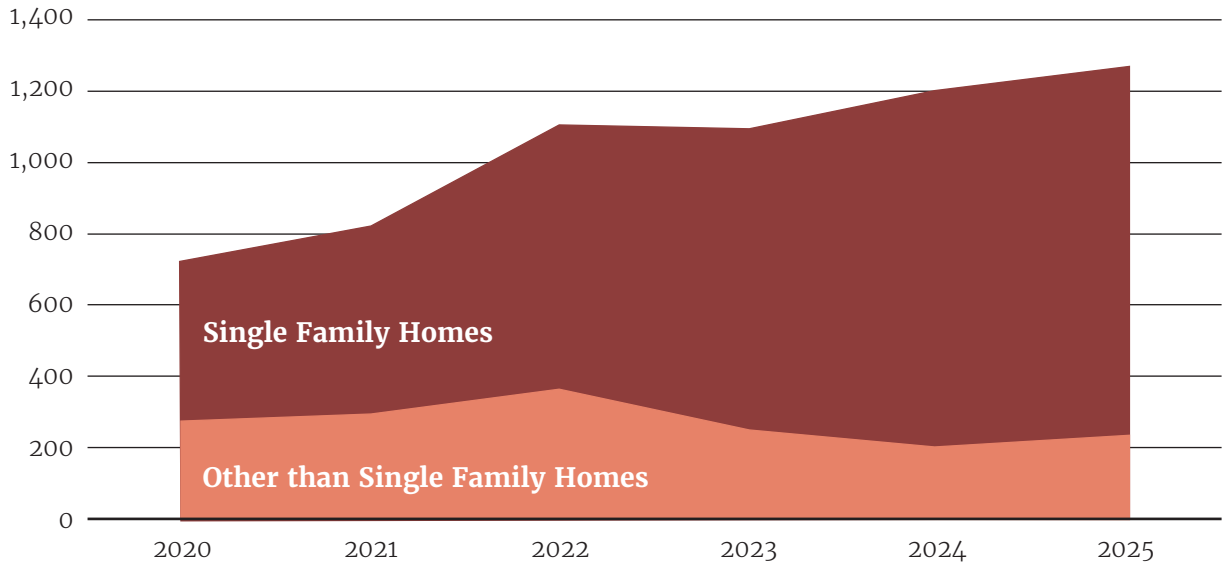
Short Term vs Long Term Stock



Sources: U.S. Bureau of the Census, ESRI, City of Sedona



Short Term Rental Units Over Time



Changes in Short Term Rental Units in Sedona Over Time

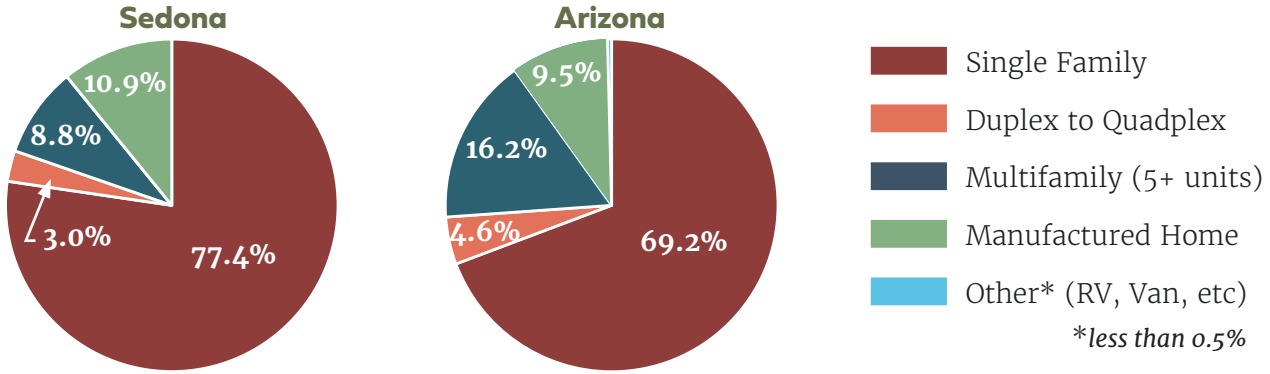
	Apartments/ Private Unit in Homes	Condos & Townhouses	Private Rooms	Guest Houses & Casitas	Single Family Homes	Total	Growth Rate
2020	86	58	72	57	454	727	
2021	91	57	82	65	527	822	13.1%
2022	98	64	119	80	742	1,103	34.2%
2023	74	39	65	71	850	1,099	-0.4%
2024	95	42	16	55	993	1,201	9.3%
2025	67	51	25	86	1,041	1,270	5.7%
Change in Type	-22.1%	-12.1%	-65.3%	50.9%	129.3%	74.7%	

Sources: City of Sedona

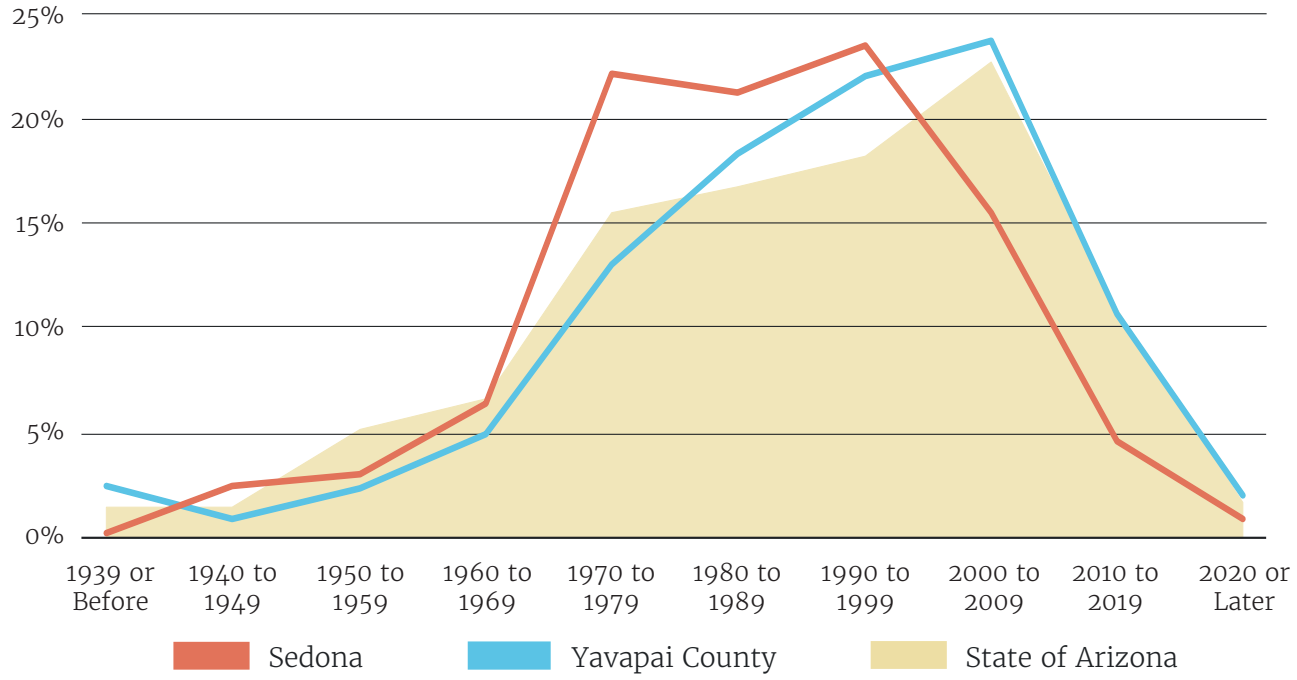
HOUSING TRAITS

- Sedona is very prominently comprised of single family homes (both attached and detached) – a higher percentage than any of the Verde Valley communities, Yavapai County, or the state.
- The community has a limited number of duplexes, triplexes and quadplexes, even in comparison to other Verde Valley communities. The percentage of multifamily units is third highest in the Verde Valley, but lags significantly behind the state as a whole.
- More than 1 in 10 homes in Sedona is a manufactured or mobile home (determined by the year built).
- Sedona has one of the oldest housing stocks in the Verde Valley – with the exception of Jerome. In alignment with the population boom, 2 of 3 homes in Sedona were constructed between 1970 and 1999. In fact, the majority of homes throughout the Verde Valley were constructed in the same period of time.
- Only 21% of Sedona homes have been constructed since 2000.

Housing Units by Major Categories of Units in Structure



Housing Units by Year Structure Built



Sources: U.S. Bureau of the Census, ESRI

Housing Units by Units in Structure in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Total Structures	6,822	5,018	2,591	1,612	6,964	340	2,742	5,209	4,537	124,032	3,142,443
Single Family	**77.4%**	**59.2%**	**75.5%**	**73.2%**	**45.6%**	**76.5%**	**65.4%**	**70.3%**	**74.0%**	**70.5%**	**69.2%**
Single Family Detached	71.3%	57.3%	73.3%	70.2%	41.2%	69.4%	65.4%	69.6%	67.4%	67.1%	64.1%
Single Family Attached	6.1%	1.9%	2.2%	3.0%	4.4%	7.1%	0.0%	0.7%	6.6%	3.4%	5.1%
Duplex to Quadplex	**3.0%**	**3.0%**	**1.7%**	**0.0%**	**16.6%**	**20.3%**	**4.9%**	**5.9%**	**5.8%**	**5.3%**	**4.6%**
Duplex	1.3%	0.4%	0.3%	0.0%	5.7%	14.7%	1.4%	3.2%	5.6%	2.4%	1.3%
Triplex/Quadplex	1.7%	2.6%	1.4%	0.0%	10.9%	5.6%	3.5%	2.7%	0.2%	2.9%	3.3%
Multifamily (5+ Units)	**8.8%**	**6.1%**	**8.5%**	**3.5%**	**21.5%**	**1.5%**	**0.2%**	**0.5%**	**17.3%**	**6.7%**	**16.2%**
5 to 9 units	5.1%	2.4%	5.6%	3.1%	10.4%	1.5%	0.0%	0.5%	7.5%	2.6%	3.6%
10 to 19 units	2.7%	0.0%	1.3%	0.4%	0.0%	0.0%	0.2%	0.0%	2.8%	0.8%	3.9%
20 to 49 units	0.3%	1.5%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	2.7%	1.4%	2.5%
50 or more units	0.7%	2.2%	1.6%	0.0%	4.0%	0.0%	0.0%	0.0%	4.3%	1.9%	6.2%
Manufactured Home	**10.9%**	**31.1%**	**14.3%**	**19.1%**	**16.3%**	**1.8%**	**21.3%**	**22.6%**	**2.0%**	**16.5%**	**9.5%**
Other (RV, Van, etc)	**0.0%**	**0.5%**	**0.0%**	**4.3%**	**0.1%**	**0.0%**	**8.2%**	**0.7%**	**0.9%**	**1.0%**	**0.4%**

Housing Units by Year Structure Built in Perspective

	Sedona	Camp Verde	Clarkdale	Cornville	Cottonwood	Jerome	Lake Montezuma	Verde Village	Village of Oak Creek	Yavapai County	State of Arizona
Built since 2010	5.4%	4.9%	8.3%	0.5%	11.1%	0.0%	3.7%	3.4%	5.8%	12.7%	12.5%
Built since 2000	20.9%	31.3%	21.5%	17.2%	29.7%	7.1%	26.3%	15.1%	26.7%	36.4%	35.2%
Built prior to 2000	78.8%	68.6%	78.5%	82.8%	70.4%	92.9%	73.7%	85.0%	73.3%	63.8%	64.9%
Built prior to 1980	34.1%	25.6%	22.4%	32.6%	31.0%	84.9%	32.5%	17.7%	17.1%	23.5%	30.0%
Median Year Structure Built	1987	1991	1988	1989	1991	1938	1991	1988	1992	1994	1992

Sources: U.S. Bureau of the Census, ESRI

WHAT DOES "ATTAINABLE" LOOK LIKE?

- For both renters and owners, the benchmark to attainability is to spend no more than 30 percent of gross income toward housing costs.
- A Yavapai County household of four would have to earn 2.4 times the median income to afford the median purchase price of a home in Sedona. The same household in Coconino County would have to earn 2.0 times the median income.
- The majority of people in critical occupations ranging from those important to the tourism economy to educators, health care professionals, police and firefighters cannot afford housing in Sedona.

2025 AMI Income Ranges by County

Amount of Annual Household Income Needed to Afford the Median Purchase Price of a Sedona Home in 2025

$214,500

Area Median Income (AMI). Area Median Income is defined by HUD as the median household income for a specific area. It is adjusted to a specific area (in the case of Sedona it is provided for Yavapai County and Coconino County. It is also adjusted based on the number of persons in a household. AMI is used to set income limits for various housing programs.

Percent of AMI	1 Person Household	2 Person Household	3 Person Household	4 Person Household	5 Person Household	6 Person Household	Category
Yavapai County							
50	$31,700	$36,250	$40,750	$45,300	$48,950	$52,550	Low Income
80	$50,720	$58,000	$65,200	$72,480	$78,320	$84,080	Workforce
100	$63,400	$72,500	$81,500	$90,600	$97,900	$105,100	Workforce
120	$76,080	$87,000	$97,800	$108,720	$117,480	$126,120	Workforce
150	$95,100	$108,750	$122,250	$135,900	$146,850	$157,650	Workforce
200	$126,800	$145,000	$163,000	$181,200	$195,800	$210,200	Market Rate
Coconino County							
50	$38,200	$43,650	$49,100	$54,550	$58,900	$63,250	Low Income
80	$61,120	$69,840	$78,560	$87,280	$94,240	$101,200	Workforce
100	$76,400	$87,300	$98,200	$109,100	$117,800	$126,500	Workforce
120	$91,680	$104,760	$117,840	$130,920	$141,360	$151,800	Workforce
150	$114,600	$130,950	$147,300	$163,650	$176,700	$189,750	Workforce
200	$152,800	$174,600	$196,400	$218,200	$235,600	$253,000	Market Rate

Sources: U.S. Bureau of the Census, ESRI

Examples of Attainability by Occupation

	Childcare Worker	Hotel Line Cook	SOCUSD Teacher	Sedona PD Officer	Sedona FD Firefighter & Medic	Registered Nurse	Nurse Practitioner	Family Medicine Practitioner
Salary	**$34,000**	**$47,300**	**$53,000**	**$80,000**	**$85,000**	**$101,000**	**$126,000**	**$188,000**
To Purchase								
Gross Monthly Income	$2,833	$3,942	$4,417	$6,667	$7,083	$8,417	$10,500	$15,667
Maximum Monthly Housing Budget	**$850**	**$1,183**	**$1,325**	**$2,000**	**$2,125**	**$2,525**	**$3,150**	**$4,700**
Amount for Insurance + HOA (est)	$300	$400	$400	$500	$500	$550	$600	$650
Remainder available for mortgage payment	$550	$783	$925	$1,500	$1,625	$1,975	$2,550	$4,050
Loan Size 30yr @ 7% interest	$82,707	$117,669	$139,098	$225,564	$244,361	$296,992	$383,459	$609,023
Downpayment (20%)	$20,677	$29,417	$34,774	$56,391	$61,090	$74,248	$95,865	$152,256
Total Home Price	**$103,383**	**$147,086**	**$173,872**	**$281,955**	**$305,451**	**$371,241**	**$479,323**	**$761,278**
To Rent								
Maximum Monthly Housing Budget	**$850**	**$1,183**	**$1,325**	**$2,000**	**$2,125**	**$2,525**	**$3,150**	**$4,700**
Utilities (est)	$348	$348	$348	$348	$348	$348	$348	$348
Maximum Monthly Base Rent	**$502**	**$834**	**$975**	**$1,649**	**$1,773**	**$2,172**	**$2,796**	**$4,347**

Sources: City of Sedona, Greater Sedona Chamber of Commerce, Sedona-Oak Creek USD, Sedona Fire District, State of Arizona

DEVELOPMENT COST

Housing is becoming increasingly expensive throughout the country. However, Sedona is considered a particularly expensive place to build housing.

Many of the same reasons that the community is considered desirable also make it naturally expensive. Sedona is a small community nestled among the red rocks with limited available land or ability to expand. Most remaining sites are small resulting in limited ability to spread development cost to a number of homebuyers or renters. Sites that are available are most often challenged by steep slopes and drainage channels. Both labor and materials must be imported into the area from larger communities.

A series of developers provided information regarding the cost to produce new housing in Sedona. That information was informative in understanding both anticipated types and magnitude of cost. Generalized information is summarized as part of this report.

Typical Development Costs

The cost of development is much more than the purchase of land and materials. Development costs often include:

Land Costs

- Land Acquisition
- Closing Costs
- Due Diligence Costs

Soft Costs

- Platting, Site Planning, Permits and Other Regulatory Costs
- Architectural, Engineering and Other Professional Services
- Legal and Financial Services
- Insurance
- Project Management

Carrying Costs

- Property Taxes
- Financing Costs
- Site Maintenance and Management

Hard Costs

- Infrastructure
- Building and Site Materials
- Labor & Equipment
- Additional Site Hardening Costs

Reasons for the Expense

Available Land is Scarce

The amount of available land has been steadily shrinking and much of the remaining land is scattered.

Available Land is Small

The size of remaining parcels is small. As a result, developers are unable to spread costs over a number of units as they could in other areas.

Unbuildable or Protected Land

Much of the land that remains available requires contending with steep slopes, floodplain and location in the Wildland-Urban Interface Area - all of which further reduces the area of a site that is buildable and/or increases construction costs to overcome difficult building conditions.

Density and Scale are Limited

Local character has largely been based around protecting natural areas and, to the extent possible, the view and access to those areas. As a result, most structures, with some exceptions, have been limited to two stories. More, areas where housing other than single family detached structures can be constructed is extremely limiited.

Infrastructure Costs can be High

Extension of infrastructure can be particularly high in Sedona. This is due, in large part, to topography, sensitive areas, and the cost of working in land comprised of rock.

Materials and Labor Costs are High

Sedona is relatively remote from major cities and therefore the cost of supplying either materials or labor must take on the additional costs of travel and the natural increase that comes with limited supply. Add to that the cost of additional or different materials required as part of building on a site with steep slopes and other constraints.

Soft Costs can be High

Construction in areas with steep slopes, floodplain and other sensitive areas requires additional study and engineering. Added study may be necessary to protect the area, but additional architectural and engineering costs may be to overcome site constraints.

Design Standards can Add Cost

Protecting community character can also come at a cost. Put simply, it is cheaper to build a home of any scale with no massing articulation and materials requirements. Lighting is cheaper if it doesn't have to be designed to meet Dark Sky requirements. Design standards, many of which have been in place almost since the city's incorporation, have made a major impact on the character of Sedona. However, those same standards also impact affordability.

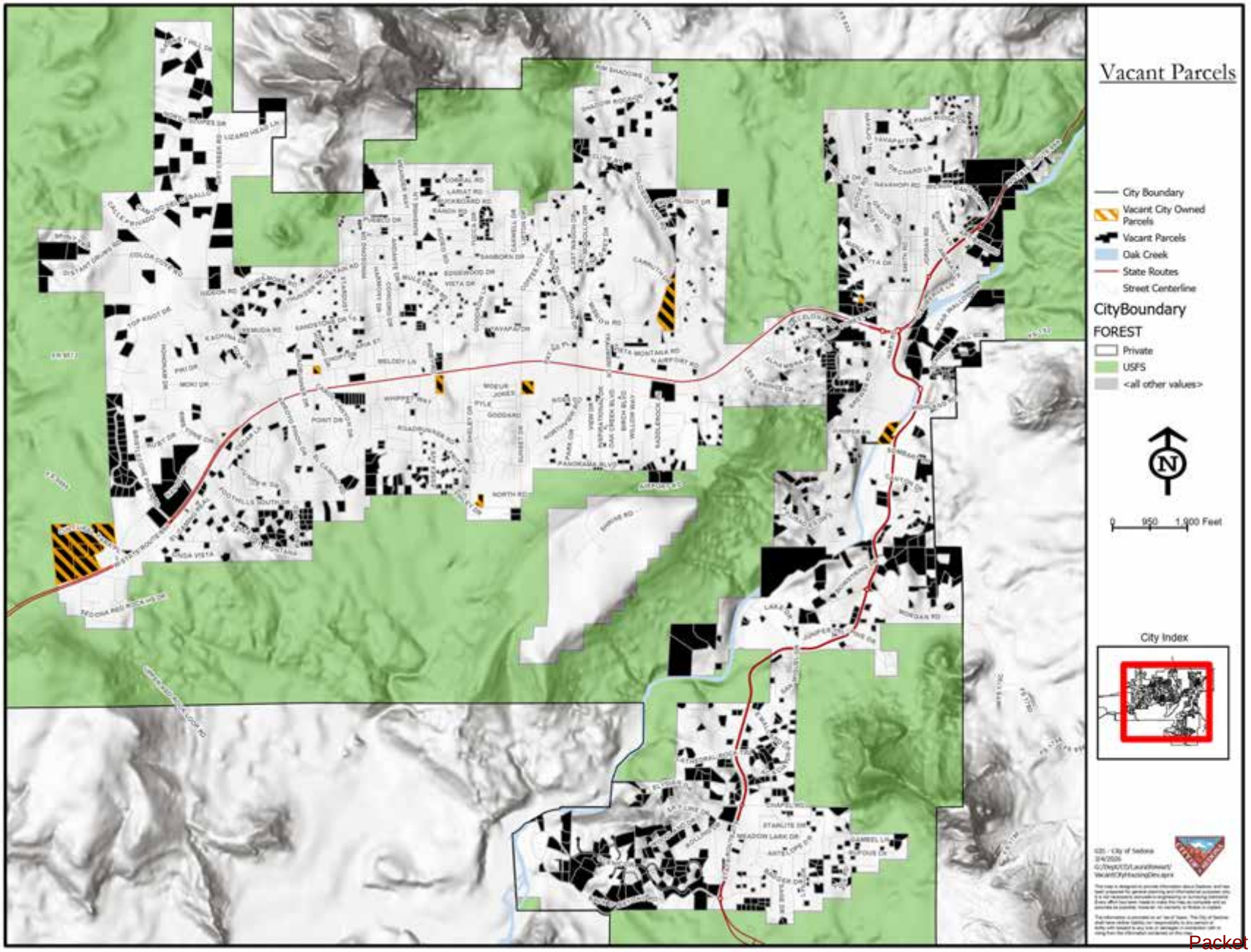
Time Really is Money

Some have noted that the time needed to implement a project in Sedona is long. If so, that can impact project carrying costs.

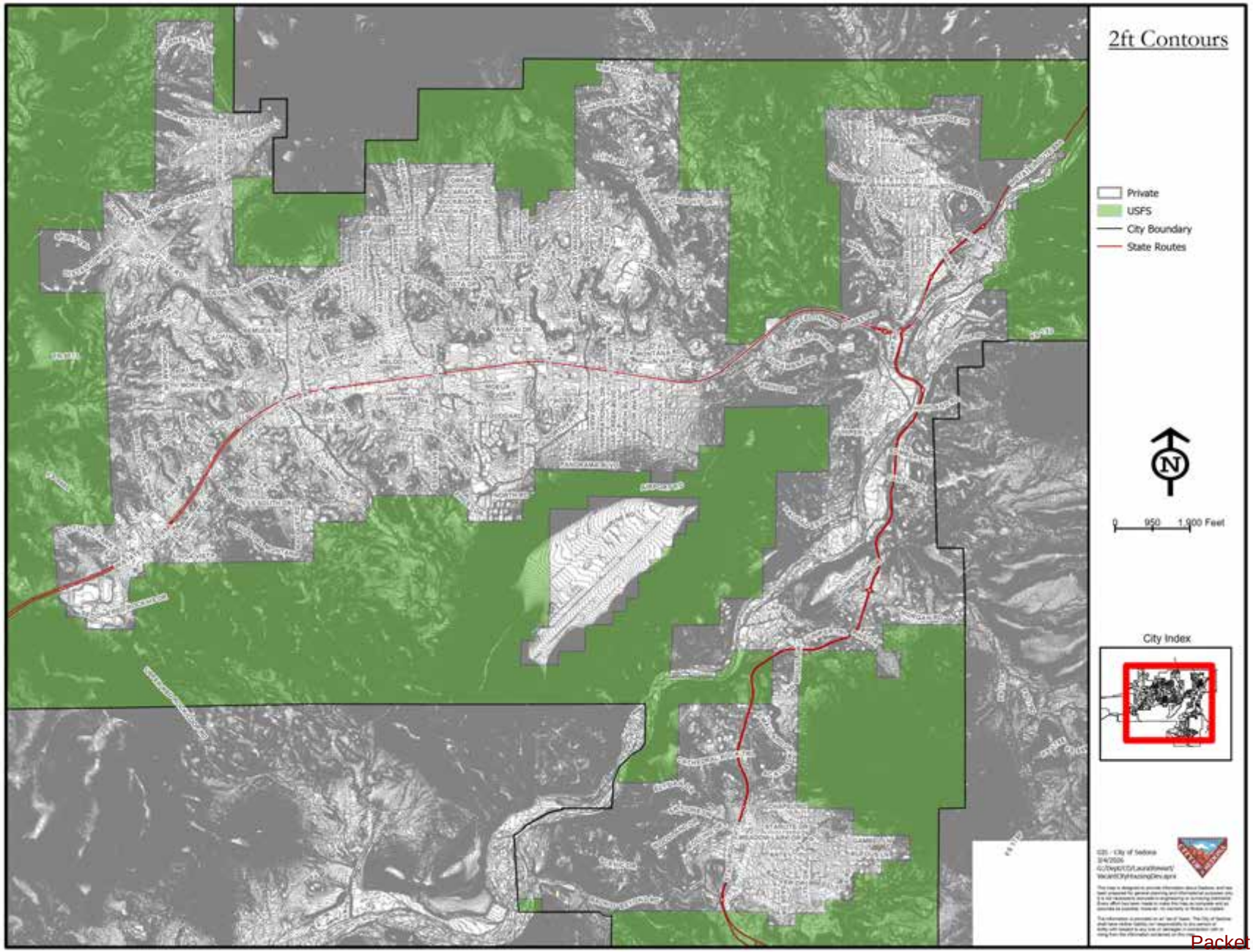


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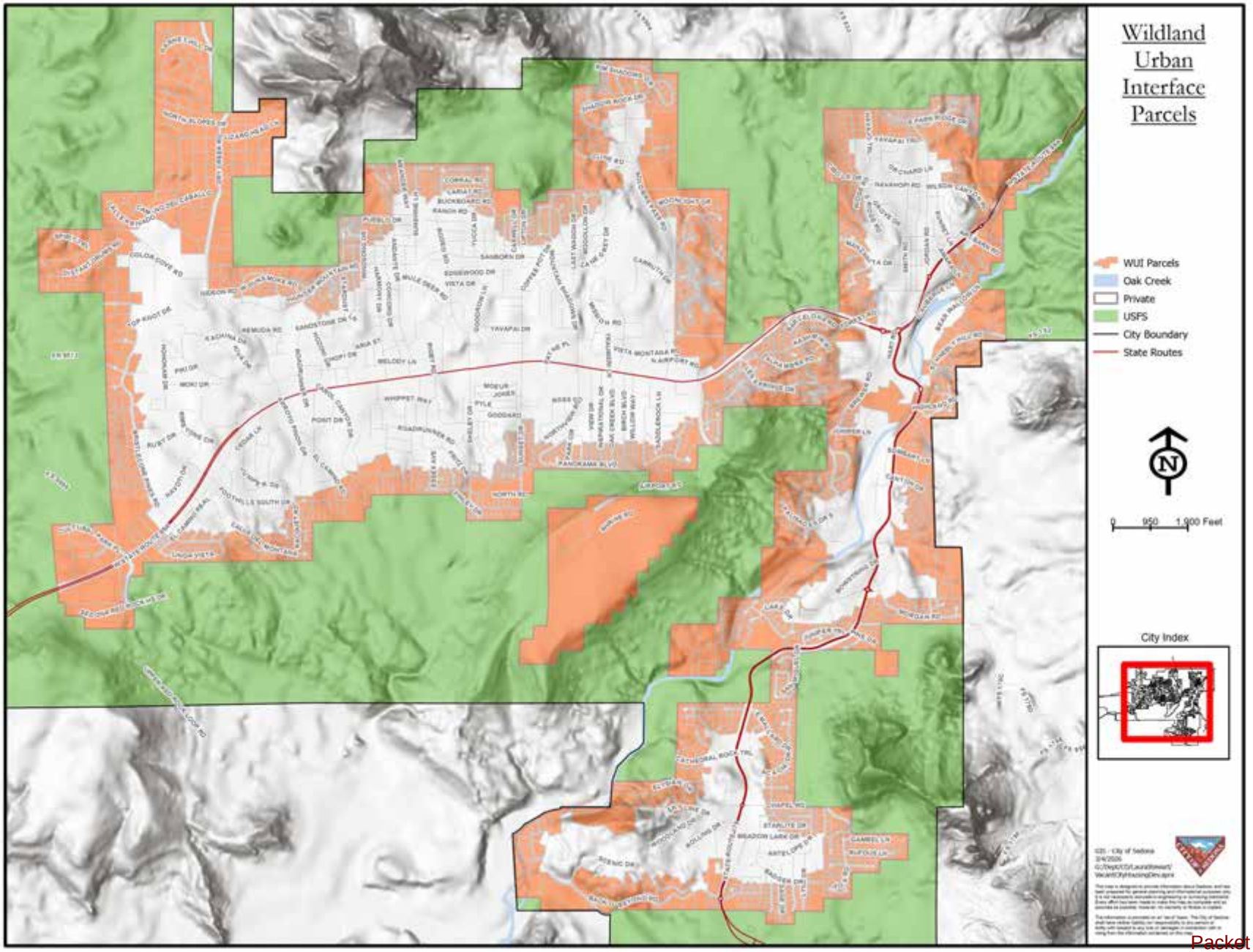
Development Constraints: Vacant Land



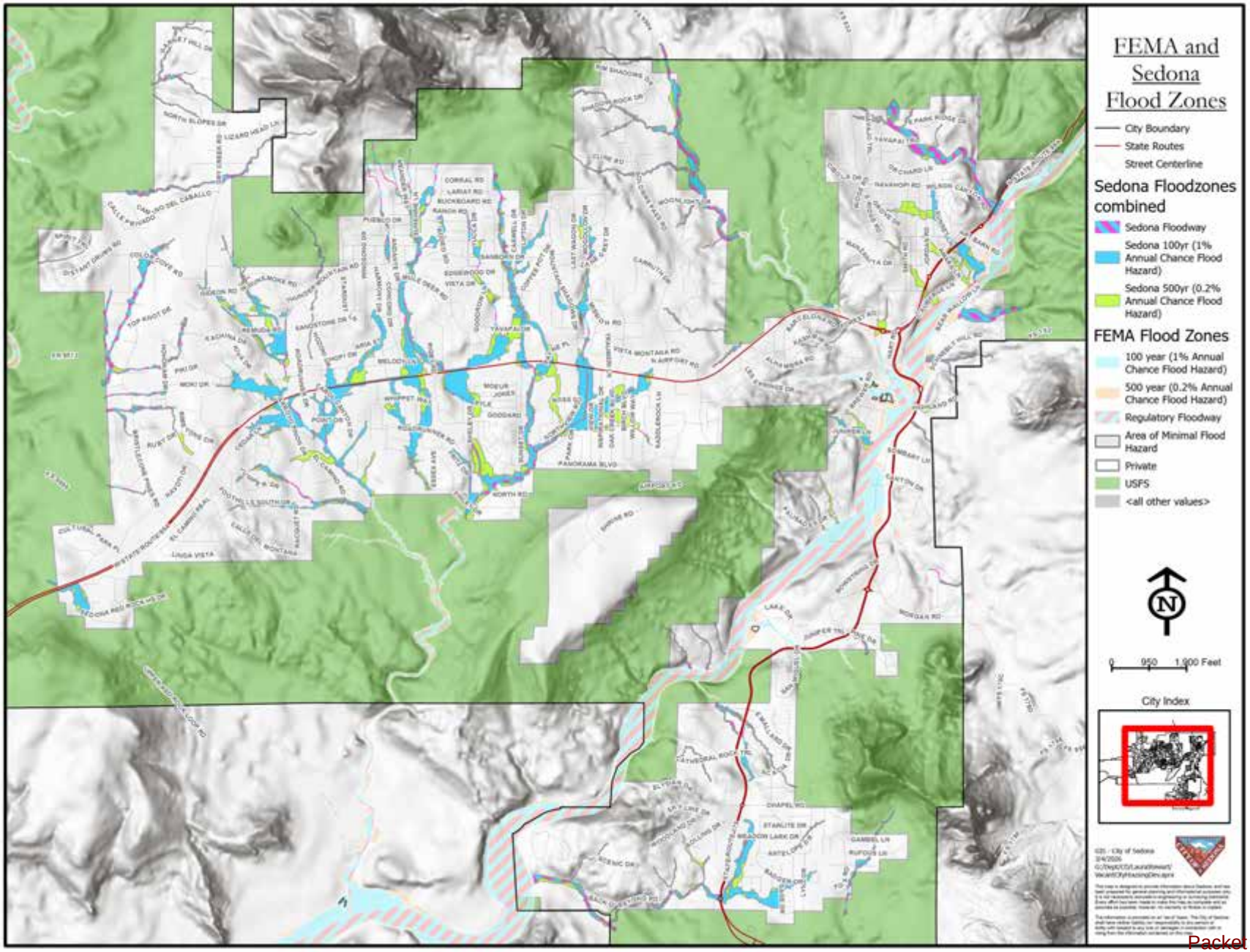
Development Constraints: Steep Slopes



Development Constraints: Wildfire Risk



Development Constraints: Flood Risk



EXISTING PROGRAMS, PLANS, CODES & MORE

CURRENT & UPCOMING PROGRAMS

Since 2021 the City of Sedona has enacted a series of programs designed to assist in homeownership, long term rental and emergency shelter for the homeless. In total, five programs are currently available, although the success of each has been mixed.

The pre-approved house plan library represents a new initiation scheduled to be open on July 1, 2026.

Voluntary STR Deed Restriction

Overview

The Deed Restriction program was established in 2023 to ease the ability of a homeowner to place a voluntary deed restriction property to limit its use as a Short-Term Rental (STR) for 49 years. City staff coordinate with the property owner to review consequences of applying a deed restriction, determine the applicable restriction, cover all costs required to notarize and record the restriction. Staff will also formally file the deed restriction with the county.

Cost of Program

Limited to the cost to notarize and record a deed restriction.

Impact

Owners have placed restrictions on 14 properties to date.

Proposed End Date

None

Source of Funds

General revenue

Rent Local

Overview

The Rent Local program provides an incentive to short term rental property owners to convert housing into long term, affordable rental units. Incentives vary by home size up to $10,000 per year for a 3 bedroom unit.

The incentive is paid annually in two installments with a maximum payment of $25,000 per homeowner. A property owner may annually reapply until the maximum payment is reached.

Cost of Program

$141,000 of $240,000 expended to date.

Impact

14 properties have used the program to transition units from short term rental to long term, affordable rental.

Proposed End Date

The program will remain open until funds are exhausted

Source of Funds

General revenue

Sedona Workforce Homeownership Assistance (SWHAP) Program

Overview

In 2021, the City of Sedona partnered with Housing Solutions of Northern Arizona to provide down payment assistance programs to individuals employed within city limits. Eligible households must have an income that does not exceed 150% of AMI for Coconino County. The eligible individual must work at their job in Sedona a minimum of 30 hours per week. Households can receive up to $40,000 toward down payment and closing costs that must be repaid upon sale of the home or upon other circumstances described in the program. The program allows for purchase of a home within the general Verde Valley.

Cost of Program

$105,000 ($51,328 repaid back to the program following sale of one candidate's home).

Impact

Three households have utilized the programs.

Proposed End Date

None

Source of Funds

General revenue

Sedona Employer Assisted Housing (S-EAH) Program

Overview

The Sedona Employer Assisted Housing Program focuses exclusively on housing employees of the City of Sedona. Otherwise the program functions similarly to the Sedona Workforce Homeownership Assistance Program. Rather than an AMI requirement, the S-EAH program places restrictions on the median price of the home, reasonable percentage of monthly income toward housing, a reasonable debt-to-income ratio, and a demonstrated need for assistance. Eligible households may receive up to $40,000 to be used for down payment and closing cost assistance and must be repaid upon sale of the home (or before if the individual leaves city employment in less than 5 years).

Cost of Program

$83,864 ($42,022 repaid back to the program following sale of one candidate's home).

Impact

Three households have utilized the program.

Proposed End Date

None

Source of Funds

General revenue

Sedona Home Repair Program

Overview

The City of Sedona offers the Sedona Home Repair Program in partnership with Verde Valley Habitat for Humanity and managed by the North Arizona Council of Governments. The program offers funding for home repairs to critical elements such as roofs, foundations, electrical, plumbing, heating and air conditioning, and home accessibility. Funding is available to Sedona residents with an income below 80% of AMI. The program is intended to improve housing conditions for local residents and to help ensure that residents are able to stay in their current homes. Funding is estimated to be sufficient to assist twelve households with repairs.

Cost of Program

$402,110 available through the program.

Impact

4 properties approved and 1 complete.

Proposed End Date

September 2026 (estimated)

Source of Funds

Community Development Block Grant (CDBG)

Cold Weather Emergency Shelter Program

Overview

In 2025, the city funded a program managed by Catholic Charities to provide overnight shelter at participating local hotels for homeless individuals when it is determined to be unsafe outside due to inclement weather. Individuals may request shelter through Catholic Charities or may be offered shelter by Sedona law enforcement officers. Homeless individuals are screened for eligibility prior to acceptance to the program.

Cost of Program

$15,000 allocated to the program.

Impact

17 individuals housed over 36 nights.

Proposed End Date

April 2028 or until funds are fully used

Source of Funds

General revenue

Pre-Approved House Plan Library (Upcoming)

Overview

The City of Sedona, in potential coordination with other communities throughout the Verde Valley, is establishing a library for pre-approved house plans. The library is scheduled to be open prior to July 1, 2026 and will allow for submission of plans for various sizes of accessory dwelling units (ADUs), single family homes (attached or detached), duplexes, and triplexes. The program is proposed to allow for open submission by architects and designers. It will also include a series of design competitions to bring recognition to the program and spur creative design in each category. Property owners, builders, and others will have access to plans after paying a substantially reduced fee to the designer.

Cost of Program

$190,000 to be used to host four design competitions.

Impact

The library will open July 1, 2026.

Proposed End Date

None

Source of Funds

General revenue

RELEVANT PLANS AND STUDIES

The City of Sedona has completed a number of plans and studies since 2020 that can impact housing, including studies directly associated with housing, such as the 2020 Housing Needs Assessment, as well as those that can play a role in both the short and long term cost of housing, such as the 2021 Climate Action Plan.

The Balanced Housing Strategy builds upon both the analysis of conditions in each document as well as applicable solutions.

2020 Housing Needs Assessment & Five Year Housing Action Plan

Overview

The two volume document - one focused on existing conditions and a second on actions - was intended to identify housing needs faced by the City of Sedona and methods for addressing those needs.

The assessment determined need based on measing the housing gap defined as "the difference between the demand for housing units available at different income levels and the supply of those units." The study notes that a housing gap most typically "occurs at the lower end of the income range".

The analysis considered traits of the existing population and employment, area growth, and employment projections compared to housing traits and trends.Findings of the assessment were based upon data analysis coupled with findings from a Sedona employee housing survey and stakeholder interviews.

Key Findings

- In 2020, the study estimated an existing shortage of approximately 1,260 units in Sedona.
- Housing for employment growth over five years was projected to be 220-255 units.
- Total five year **need was estimated to be 1,480 to 1,515 units.**
- The housing gap for all of the Verde Valley was estimated to be 2,285 units.
- In Sedona the housing gap was noted to extend up to households earning $100,000.

Key Recommendations

- Establish a housing staff and affordable housing program aimed at recruiting developers into Sedona.
- Establishing a series of tools and programs ranging from a Community Land Trust to a downpayment assistance program.
- Dedication of funds to affordable housing.
- Use of incentives and grants from LIHTC to fee waivers and density incentives.

2021 City of Sedona Climate Action Plan

Overview

The Climate Action Plan was developed to recognize the challenges that will continue to impact Sedona as a result of climate change and to propose a series of recommendations to improve long term sustainability for the community and its residents.

Key Findings

- Sedona residents have growing concerns related to heat and wildfire risks as well as the potential for increased flooding.
- While residents were supportive of sustainability efforts, they also indicated concern about the impact of improvements on cost of living.

Key Recommendations

- Promote efforts to reduce energy and water use through incentives.
- Incentivize multifamily and commercial building energy upgrades.
- Prioritize and incentivize mixed use development with a focus on walkability.

2024 City of Sedona Community Plan

Overview

The 2024 Community Plan is the adopted long range plan for the City of Sedona developed in accordance with state requirements. The Community Plan established a Vision Statement for the community that is bolstered by a set of Guiding Principles, as well as a series of Policies and Actions focused on major topics, including housing.

Housing Goal

"Sedona has diverse housing options that are safe, secure and affordable."

Housing Policies

- Expand Sedona's mix of housing types to meet the needs of a diverse and vibrant community.
- Encourage redevelopment of the commercial corridors to include a mix of uses, including multi-family housing.
- Encourage collaboration among employers to provide workforce housing.
- Increase housing diversity with strategies that promote the development of affordable and market rate housing in Sedona.
- Increase the Verde Valley's supply of affordable housing for the area's workforce, homeless, and others in need through regional partnerships.
- Address rental housing conditions when the health, welfare and safety of Sedona residents are at risk.

Recommended Actions

- Improvements to procedures, policies and programs
- Amendments to the Land Development Code
- Updates to the Development Incentives and Guidelines for Affordable Housing
- Participation in regional programs
- Identification of housing incentives
- Development of programs and partnerships that assist tenants and property owners

2025 Housing Needs Assessment Update

Overview

The 2025 study provided an update to the 2020 Housing Needs Assessment & Five Year Action Plan. The update focused on updating findings and actions as part of the incomplete Western Gateway Master Plan.

Key Findings

- Between 2020 and 2025, the housing price "increased dramatically" in Sedona.
- The number of new housing units constructed within the five year period substantially outpaced population growth.
- The housing affordability gap in Sedona grew to 1,871 units, in addition to any additional units needed for population and employment growth.

Key Recommendations

- Encouraging small lot and attached ownership options
- Pursuit of higher density rental products from townhomes to apartments
- Promote Accessory Dwelling Units (ADUs)
- Support senior living options to allow local seniors to "age in place" in Sedona
- Support subsidized housing for low income and workforce households

2025 Homeless Services & Needs Assessment (draft)

Overview

The draft Homeless Services & Needs Assessment was completed in 2025 for purposes of assessing current traits of the Verde Valley's homeless population and to recommend potential solutions. The study recognized homelessness as a regional problem that would require regional collaboration. The plan remains in draft form and is considered a guide.

Key Findings

- The study estimated the unhoused population to be 600 individuals throughout the Verde Valley.
- Approximately 360 people were considered "transitional" homeless that are temporarily transient due to high local housing costs or other circumstances.
- A number of individuals cited "the widening gap between rising rents and stagnant incomes as a primary cause of housing instability."
- The unhoused population is more likely to remain in place than is commonly perceived

Key Recommendations

- A series of regional approach to homelessness that range from housing and services to outreach

CITY OF SEDONA LAND DEVELOPMENT CODE

The Land Development Code (LDC), in short, **describes what can be built and where it can be located**. More specifically, it regulates the types of uses (by zoning district) and applies standards related to size, height, density, setbacks, lot coverage and more. The focus of the development code is on land use, community character, environmental protection, and how a development would fit into the community. The LDC is intended to build upon the vision established by the Community Plan and various Community Focus Areas (special area plans that add greater specificity to the vision for a specific area).

The Land Development Code is regularly updated to address issues or to respond to changes in state law. The last major update to the LDC was adopted in 2018.

The next major update to the LDC is scheduled to begin in 2026 and will consider recommendations of the Balanced Housing Strategy, as well as recommendations from other documents, including the updated Community Plan.

Key Details of the LDC

Ways in Which the LDC Impacts Housing

- **Type**. The LDC clarifies the types of housing that are permitted (to varying degree)
- **Location**. Through zoning districts it defines where specific types of housing can be located.
- **Amount and Scale**. Each zoning district establishes specific densities to determine the number of units per acre, but also provides requirements on setback, height, lot coverage and more that determine the scale of units,
- **Character**. Depending upon size, a house is required to meet a series of design requirements to blend with the surrounding community and natural environment.
- **Constraints**. The LDC addresses constraints such as steep slopes, fire risk, flood areas, dark sky, and environmentally sensitive lands.
- **Site Criteria**. Outside of the home, the LDC also addresses landscaping, parking, access, and storm drainage.
- **Accessories**. The LDC determines traits and types of allowable accessory structures, including accessory dwelling units.
- **Cost**. Standards can have a direct impact on attainability both from added direct expense to the ability to add additional units.

Measuring Height

To build in a way that blends into the natural topography, the City of Sedona measures height in two ways.

- Horizontal Plane. Measured at horizontal line parallel to the high point on a site. Single family homes cannot exceed 22 feet and multifamily structures cannot exceed 25 feet.
- Parallel Plane. Measured vertically from any point along a line parallel to the natural grade of the property. No structure can exceed 22 feet.

Height will be measured differently by roof type.

Accessory Dwelling Unit (ADU)

In addition to standards for primary uses, the LDC provides standards to sites on which an ADU is permitted.

- Limited to one per lot/parcel and allowed to accompany any primary dwelling unit.
- Shared utility service and access with the primary unit
- Required to meet the same setback, height and other criteria as the primary dwelling.
- Must comply with Sedona Building Code.

Lot & Building Standards where Residential Units of Some Type are Allowed

	Minimum Width (sq ft)	Minimum Area (sq ft)	Density (du/acre)	Building Coverage (%)	Lot Coverage (%)	Front Setback (ft)	Side Setback (ft)	Rear Setback (ft)
RS-70 Large Lot Single Family Residential	200	70,000	0.5	15	30	50	25	50
RS-35 Large Lot Single Family Residential	145	35,000	1	15	40	40	20	40
RS-18 Single Family Residential	100	18,000	2	35	60	25	10	25
RS-10 Single Family Residential	80	10,000	4	40	60	20	7	20
RS-6 Single Family Residential	60	6,000	6	40	65	20	5	20
RMH Single Family and Manufactured Home	80	10,000	4	40	65	20	10	25
RM-1 Medium Density Multifamily	80	10,000	8	40	65	20	10	25
RM-2 Medium-High Density Multifamily	100	10,000	12	40	65	20	10	25
RM-3 High-Density Multifamily	100	8,000	20	40	70	10	8	20
M1 Mixed Use Neighborhood	60	8,000	Note 1	60	80	5	10	20
M2 Mixed Use Office	60	10,000	Note 1	60	80	10	10	20
M3 Mixed Use Activity Center	25	5,000	Note 1	75	90	0	3	10
CO Commercial	60	10,000	Note 1	60	80	10	0	0
IN Light Industrial	50	10,000	Note 1	60	80	15	0	0
L Lodging	60	43,560	Note 1	60	80	15	0	0
CF Community Facility	60	5,000	Note 2	60	90	20	15	20
OC Oak Creek Heritage Area	0	35,000	Note 3	23	30	40	20	20

Note 1: Residential densities subject to density limits in Community Plan or approved CFA plan
Note 2: Acceptable Accessory Use to a school or government office uses
Note 3: In accordance with an approved CFA plan

Source: City of Sedona Land Development Code

Zoning Districts where Residential Units are Permitted by Residential Type

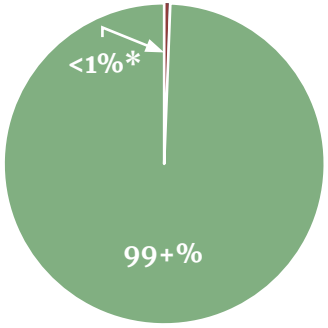
	Co-housing	Duplex	Live/Work	Multifamily	Single Family Attached	Single Family Detached	Manufactured Home
RS-70 Large Lot Single Family Residential						P	
RS-35 Large Lot Single Family Residential						P	
RS-18 Single Family Residential						P	
RS-10 Single Family Residential						P	
RS-6 Single Family Residential						P	P
RMH Single Family and Manufactured Home						P	P
RM-1 Medium Density Multifamily	P	P		P	P	P	C
RM-2 Medium-High Density Multifamily	P	P		P	P	P	C
RM-3 High-Density Multifamily	C	C		P	C	C	C
M1 Mixed Use Neighborhood	P	P	P	P	P	C	
M2 Mixed Use Office		P	C	P	P		
M3 Mixed Use Activity Center			P	P			
CO Commercial			C	P	C		
IN Light Industrial			C	P			
L Lodging			C	P	C		
CF Community Facility			A	A			
OC Oak Creek Heritage Area			P	P	P		

P= Permitted, **C**= Conditional, **A**= Accessory, Otherwise Residential Units are Not Permitted

Source: City of Sedona Land Development Code

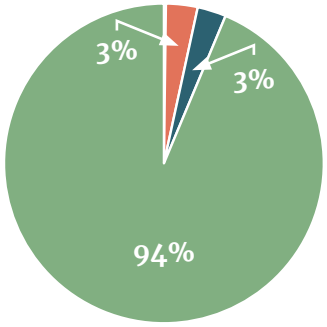
Percent of Property in Sedona where Each Residential Type is Permitted

Duplex or Co-Housing



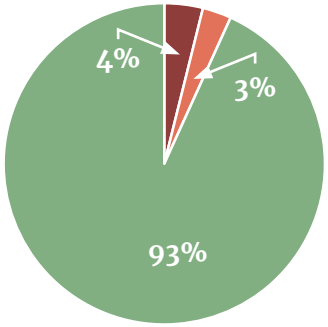
**Less than 1% Permitted & Conditional Combined*

Live/Work

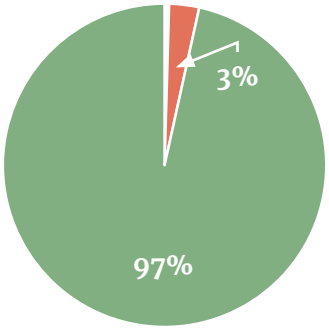


Less than 0.5% Permitted

Multifamily

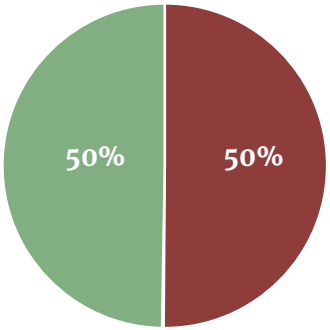


Single Family Attached

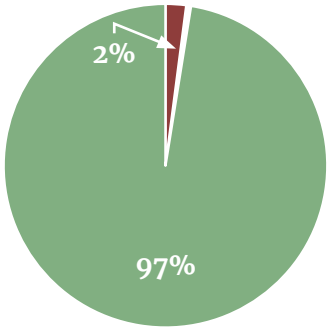


Less than 0.5% Permitted

Single Family Detached



Manufactured Home



Less than 0.5% Conditional



Note: Triplex and Quadplex units are classified as multifamily

Source: City of Sedona

Other Relevant Design Standards

Massing

The LDC includes massing standards designed so that structures better blend into the surrounding natural environment. For residential structures, the number of masses required range from one to three depending upon type and size.

Articulation

Articulation is required of any multifamily structure from triplexes to high density apartments and is designed to provide visual relief to structures. Articulation is measured by vertically and horizontally and may include a variety of techniques.

Materials & Color

- Building materials are defined to further blend structures into the natural environment with particular limitation on very light or reflective surfaces.
- The LDC also limits color with the intent of blending into the natural landscape and does so by hue, light reflective value (LRV) and chroma. The result is a general restriction on light to white colors.

Alternative Height Standards

A residential structure can increase height by a total of five feet by reducing the size of large, unrelieved walls and also by reducing the light reflective value of color used on the building exterior.

DEVELOPMENT INCENTIVES & GUIDELINES FOR AFFORDABLE HOUSING

The City of Sedona established the Development Incentives & Guidelines for Affordable Housing (DIGAH) in 2007 in recognition of the increasing shortage of affordable housing in the community and as a means of addressing the issue by relaxing development requirements.

In broad terms, the program requires that a development project provide:

- A specified number of affordable housing units sufficient to provide a community benefit that justifies the incentive at,
- A designated level of affordability tied to a specific percentage of area median income and,
- A designated period of time in which the units will remain affordable.

Key Details of the DIGAH

Voluntary Application

Any applicable development project can apply to support affordable housing. The benefit to the developer is a relaxed standard that can better maximize use of a site, waiver of fees and an accelerated review process.

Methods of Providing Affordable Housing

- The City's preference is that affordable housing be developed **on-site** with the primary development.
- Affordable housing may be located **off-site** if the site is acceptable. If a "regional approach" to affordable housing were to be established, then guidelines allow for off-site units to be located in other Verde Valley communities.
- A developer may opt to make a **payment in lieu** of constructing affordable housing units.
- A developer may also **dedicate an acceptable parcel of land** to the city or a non-profit housing agency designated by the city.

Potential Incentives

- Waiver or deferall of impact fees (to the extent allowed by law), as well as development review, building permit and inspection fees for affordable units and the possibility of waivers associated with the remainder of a development.
- Expedited Review and Permits including assignment of a staff member to move the project through review in an accelerated manner.
- Flexibility in design standards including increase in lot coverage, increase in height, reduction in lot area, reduction in lot dimensions, and encroachment into setbacks.

Affordability Focus

- The majority of ownership requirements focus on populations earning 115% of the AMI or less (of the county in which the project is located). Larger developments are required to also include units for households earning 80% of AMI and smaller projects can extend the income level to 150% of AMI.
- The majority of rental requirements focus on populations earning 80% of AMI of the county in which the project is located.

Agreements

- All applications require approval by City Council accompanied by a development agreement. Council may modify or expand upon incentives and negotiate terms as they deem appropriate.
- Developers constructing rental affordable housing units are also expected to complete a Land Use Restriction Agreement to include affordability controls.

CITY OF SEDONA BUILDING CODE

The Building Code focuses strictly on structures and **is established to ensure that buildings are safe and structurally sound**. The code addresses a range of elements related to construction from structural integrity to plumbing and electrical installation.

The City of Sedona, like most communities, uses the International Residential Code with limited modifications largely to accomodate for local conditions. **The city is currently operating under the 2018 IRC with the intention of adopting the 2024 IRC (with limited modifications) in 2026.**

Critical Changes: 2018 vs 2024 IRC

- New code requirements and allowances for container homes.
- New code requirements and allowances for sleeping lofts.
- Live/Work townhomes can be reviewed under the IRC if fully sprinkled
- Reduces wind load requirements (from 115 mph Vult to 105 mph Vult)
- Allows two-family structures to be separated horizontally
- Incorporates standards for elevators in a private residence
- New code requirements and allowances for Energy Storage Systems (ESS)
- Allows foundation anchor bolts to be "mucked" into wet concrete
- Allows for crushed stone footings for concrete retaining walls and stem walls.
- More clear and concise requirements for decks, rated separation walls in duplexes, bedroom window requirements during alteration/replacement, and more
- Addresses new products and systems such as ESS, BiPV shingles, stationary fuel power systems, crushed stone footings and more
- Added QR codes to explain changes

Proposed Local Modifications

- Allowance for incorporation of specified rebar in footings to avoid the cost of a full soils report for a home
- Deletion of Chapter 11 addressing energy efficiency from the IRC as a building cost measure
- Designation of all of Sedona as within Climate Zone 4B (eliminating change between counties)
- Clarification of circumstances and criteria for use of aluminum wiring as a conductor material
- Exceptions are proposed for the location of receptacles in kitchen islands and peninsulas to provide more options for contractors
- Retain the requirement for emergency egress (such as a window) in any bedroom located in a basement. While applicable to all residential units, this item is particularly important to protect safety in bedrooms in short term rental units
- Removal of allowance of a motorized cover as the *principal* pool barrier on a property. This proposal is in response to the number of pool tragedies in the state and reports of open pool covers at short term rental properties.



GAPS & TARGETS

RECOGNIZING THE GAPS

Sedona has long been a tourist and retirement destination; however, over time the community has quietly transformed to a place that is both unaffordable and unavailable for specific groups that have long played a role in building the character of the community. The absence of those groups plays a noticeable role in the social and economic resilience of the community. Without them, Sedona is increasingly and very nearly exclusively becoming a community for retirees and tourists.

Targeting specific households would address a number of gaps and restore a level of balance and sustainability to the community. While presented separately to note specific traits, some households could represent as many as three of the four target groups.

Working Age & Children

Working age families with children are the backbone of long-term community stability and statistics show that they have been steadily and quietly leaving Sedona for other Verde Valley communities or leaving the Verde Valley entirely. Statistically, the increased loss of both working age adults and children has contributed to the dramatic rise in median age in the community as well as the shrinking household size. The loss of families with children has been a blow to school enrollment as well as daily services businesses. Economically, the result is the leakage of lost revenue for the city to the benefit of surrounding communities. Equally important, however is the risk created as the community continues to age and "hollow out" with very limited local, generational growth. This is realized by institutional changes that are already taking place in Sedona as the school district is forced to reduce services and the hospital transfers services to other communities with a more well balanced demographic.

Working Age Households Earning $50,000 to $200,000

Sedona has an abundant number of stories of people that could add value to the community and the labor pool but they simply cannot afford to live in the community. In many cases these are potentially critical employees - teachers, nurses, even doctors. More, employees considered "first responders" in emergency situations such as police and firefighters live outside of Sedona. In fact only three members of the Sedona Police Department and the Sedona Fire District live in Sedona. It is typical, particularly in a tourist community, for a large part of the workforce to live outside of the city; however, in Sedona the figure is not only high, but it creates both economic and physical risk.

Statistics show that Sedona's "missing middle" is expansive - from households earning $50,000 to those earning up to $200,000. A modest effort to increase opportunities for this group would allow for a return to opportunities for upward mobility within Sedona rather than dependence exclusively on people moving to Sedona after building wealth outside of the community.

Working Age Hospitality & Service Workers

The tourism and hospitality industries represent the engine that drives the Sedona economy and allows residents of this community to enjoy a life with very limited property tax. The combination of services and retail sectors include more than half of all Sedona employees and they are among the lowest wage earners. They are also the working age group most at risk of severe housing cost burden. Equally important, due to rising costs across the Verde Valley, they are also the most likely sector to commute long distances or seek alternative arrangements to affordably work in Sedona.

Establishing housing for all tourism and hospitality workers is a nearly impossible task and is not recommended. By increasing the availability of housing for a portion of employees the community reduces staff turnover, commuter traffic and economic leakage into other areas while substantially increasing quality of life, reliability and service improvement.

Housing Vulnerable Sedona Seniors

Many seniors have been able to age in place in Sedona and would like to remain in the community. As they grow older, however, some face economic vulnerability that makes their housing difficult to sustain, while others face physical or functional vulnerability that makes their current home difficult to safely occupy or maintain. The Department of Housing and Urban Development's 2018–2022 Comprehensive Affordability Strategy (CHAS) data estimates approximately 315 elderly Sedona households with incomes at or below 50% of Area Median Family Income that spend more than half of their income on housing, including about 210 households at or below 30% of Area Median Family Income. These figures do not account for accumulated wealth or home equity - an important consideration in a community with comparatively high household wealth.

However, economic measures only capture part of the need. U.S. Bureau of the Census American Community Survey disability data estimates at least 275 Sedona residents age 65 or older with serious difficulty walking or climbing stairs, in addition to seniors with self-care or independent-living limitations. These limitations can make stairs, bathrooms, routine household activities, and home maintenance increasingly difficult. Some residents may be able to remain safely in their homes through rehabilitation, accessibility improvements, or needed repairs, while others may need smaller, accessible, easier-to-maintain, or more supportive housing.

In combination, Sedona's senior housing gap encompasses both potential economic as well as functional housing vulnerability, with some residents experiencing both.

The appropriate solution will vary with each household's circumstances and financial resources—from targeted assistance for seniors who require housing rehabilitation to housing options, including mixed income opportunities that allow financially capable seniors to meet changing physical and supportive needs with their own resources.

INITIAL 10 YEAR TARGETS

To return Sedona to a healthier, more dynamic and sustainable balance as a community, this report proposes a series of targets as well as alternative scenarios for reaching those targets. Each is designed to address the gaps identified by this report.

- Stabilize and increase total student enrollment in Sedona schools by **50%**
- Increase the percentage of population that is below age 65 to **60%**
- Increase the percentage of critical employees living in Sedona by **15%**
- Reduce economic vulnerability among Sedona Senior households by **25%**
- Reduce functional vulnerability among Sedona Senior households by **35%**
- Reduce the percentage of hospitality and service households that are cost-burdened by **25%**
- Reduce the number of employees that commute into Sedona for work from 80% to **70%**
- At least half of units for working age households to be **ownership**

PROPOSED UNITS & YIELD

600 Units — Working Age Households

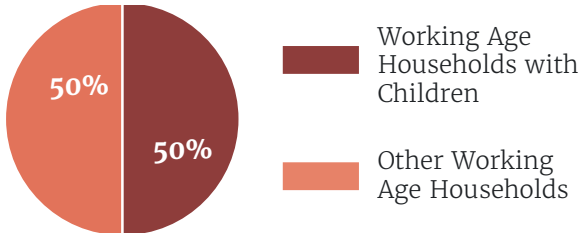
+

175 Units — Housing Vulnerable Sedona Senior Households

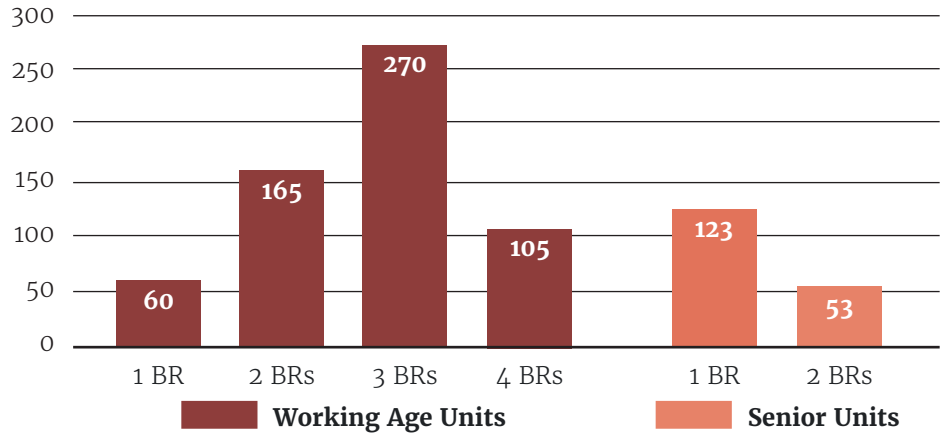
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775 Units — Total Number of Proposed Units

Focus of Working Age Households



Units by Number of Bedrooms



Scenario Results

440
Added Children

744
Added Working Age Adults

175+
Cost Burdened Sedona Senior Households that can "Age in Place" in Sedona

221
Existing Units Approved for Construction, Many of Which May Count as Working Age Household Units

CURRENT PROJECTS

A series of six projects are currently in various stages of development that will positively impact housing efforts. "Market Rate" in these instances would not meet the current definition of workforce housing - even with the increase to 150% of the average median household income; however, they would be available to those households earning up to $200,000.

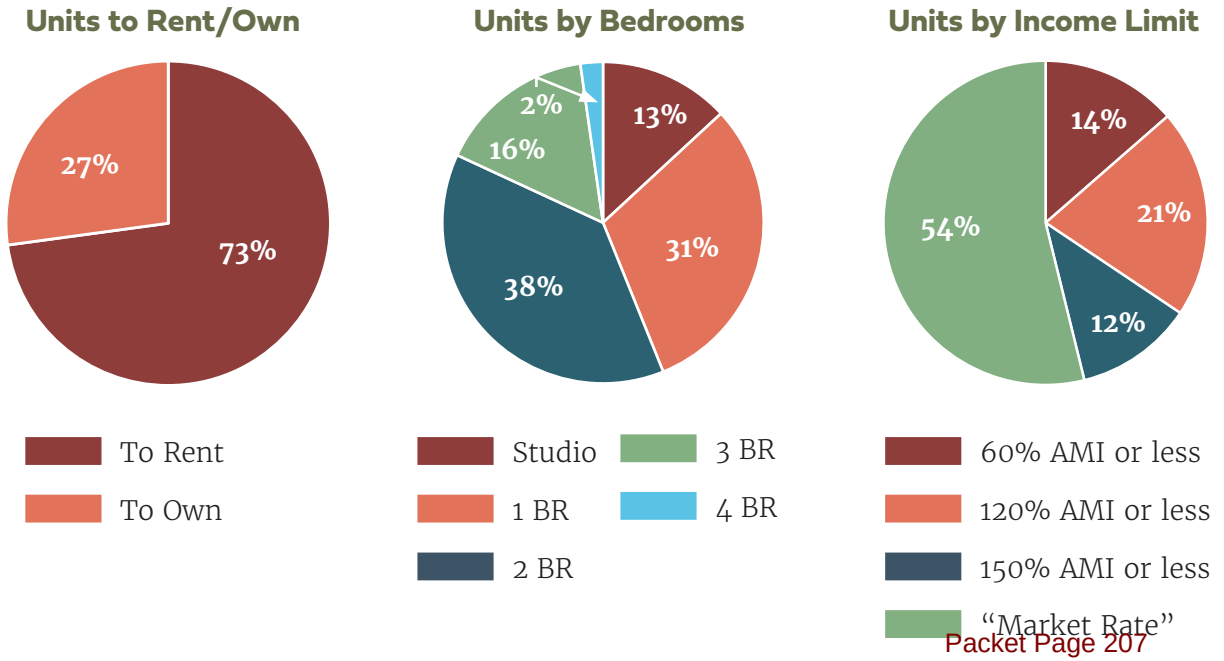
- The focus of development in design or under construction has largely been a rental product largely consisting of 1 to 2 bedroom units
- More than half of units in design or under construction provide a market rate product
- Government has played some role in all of the projects focused on households earning 150% of average median household income ranging from support for use of low income house tax credits to changes in zoning or height
- The majority of units under development are located in West Sedona

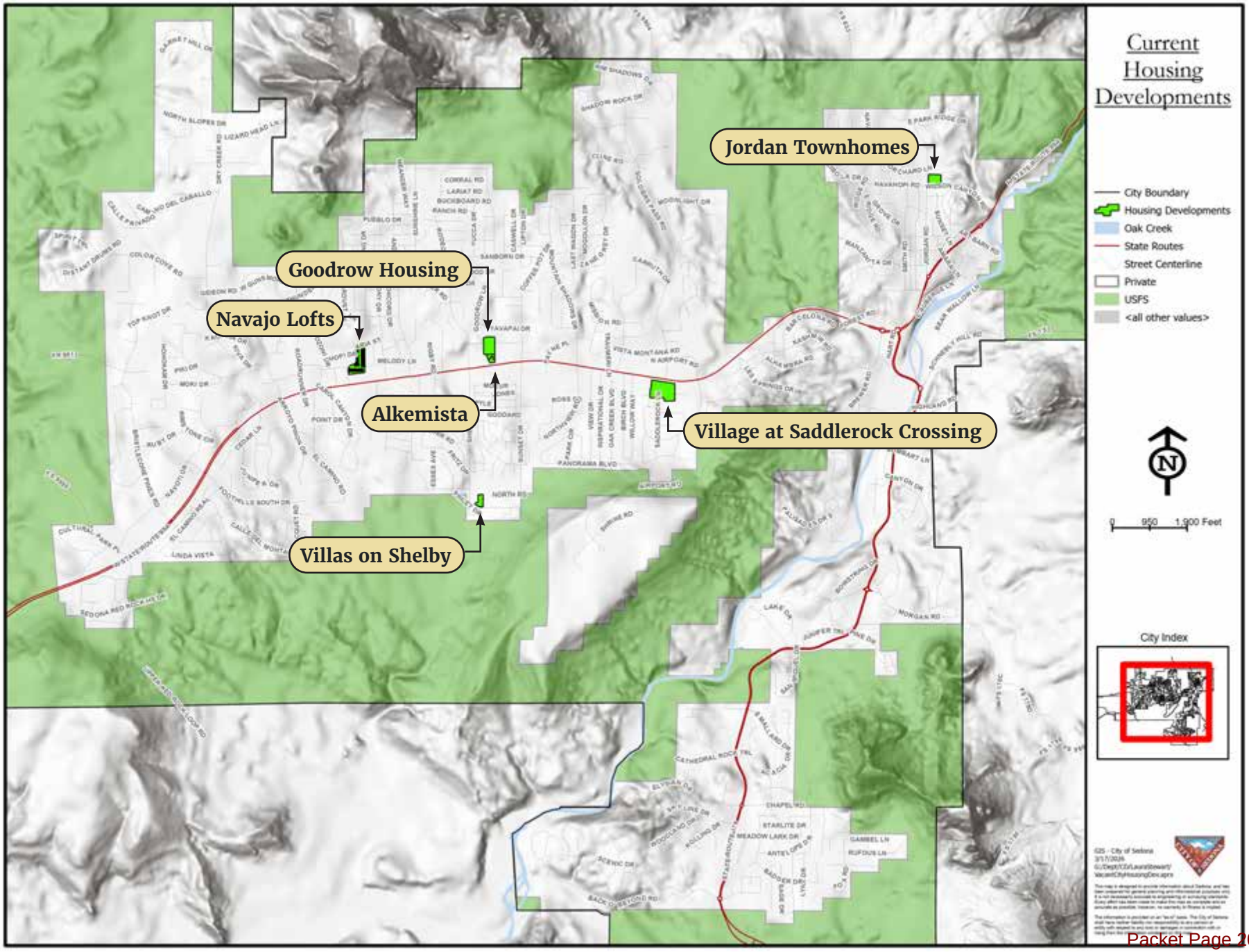
Housing Projects in Sedona Currently In Design or Construction

	Adress	No. of Units	Lot Size (Acres)	Density	Status (Q2 2026)
Alkemista	2144 W State Route 89A	15	0.87	17.2	Construction
Navajo Lofts	10 Navajo Drive	60	4.49	13.4	Construction
Village at Saddlerock Crossing	82 Saddlerock Circle	46	1.2*	38.3	In Design
Villas on Shelby	2250 Shelby Drive	30	1.03	29.1	Complete
Goodrow Housing	60 Goodrow Lane	51	2.88	17.7	In Design
Jordan Townhomes	Jordan Rd	19	2.06	9.2	Construction
Total		**221**	**12.53**	**17.6**	

** NOTE: Village of Saddlerock Crossing includes a total of 6.3 acres but only 1.2 acres is estimated necessary for housing.*

Source: City of Sedona




Current Housing Developments
Jordan Townhomes
Goodrow Housing
Navajo Lofts
Alkemista
Village at Saddlerock Crossing
Villas on Shelby
City Boundary
Housing Developments
Oak Creek
State Routes
Street Centerline
Private
USFS
<all other values>
0 950 1,900 Feet
City Index

REACHING THE GOAL

The study recognizes that a variety of methods are available to add units to the current housing stock (or recover some that already exist) and to do so in a way that is appropriate to maintaining community character. Each of these methods will be discussed in greater detail as part of strategies and solutions. Options include:

- New Accessory Dwelling Units (ADUs) that can be constructed alongside existing residences
- Infill development of some of the existing vacant residential properties throughout Sedona
- Redevelopment of select commercial properties to include the addition of second-story residential units
- Recovery of previously unavailable existing residential units, such as a limited number previously used as Short Term Rentals
- Retention of existing residential units that are within a range of affordability
- New construction on city owned property as well as parcels owned by others

Residential Infill

- Consists of Accessory Dwelling Units (ADUs) and development of vacant residential properties throughout Sedona and viable for attainable housing
- Expectation is that 14 or more ADUs will be constructed annually and that half will be used for STRs
- Anticipate that roughly 75 parcels are available and that approximately 40% would be developed to meet housing targets

Commercial Redevelopment

- A number of older, single-story commercial sites are nearing (or at) the stage where redevelopment is warranted. The concept is that redevelopment could include a residential second story.
- Anticipates that a minimum of 4.5 acres of commercial retail will redevelop over the course of 10 years and include second story residential – almost exclusively as long term rental space.

Recovery & Retention

- Recovery represents units recaptured for purposes of providing attainable housing such as the current Rent Local program aimed at moving STRs back to long term rental units
- Retention includes opportunities to provide attainable housing through programs like the existing Homebuyer Down Payment Assistance Programs. Retention is critical to keep existing homes in the system but does not add units
- Currently 3-4 new homes per year take advantage of the Rent Local program with the potential for more with a modified program

New Construction

- Includes development of city-owned properties where possible and practical as well as other potential vacant or otherwise available private or institutional properties
- Densities are determined by the amount of property available with the intent of remaining at/below two stories to the extent possible (generally 8 to 18 units per acre)
- Focus on a range of rental and ownership opportunities with emphasis on missing middle (townhomes, duplexes, triplexes, cottage homes, etc.)
- All housing dedicated to Sedona Seniors is expected to be new construction.

TARGET ESTIMATES BY CATEGORY (beyond the currently approved 221 units)

Neighborhood Infill

55–75 Units

Working Age Households

No Senior-Specific Units Proposed

Commercial Redevelopment

0–10 Units

Working Age Households

No Senior-Specific Units Proposed

Recovery & Retention

60–70 Units

Working Age Households

No Senior-Specific Units Proposed

New Construction

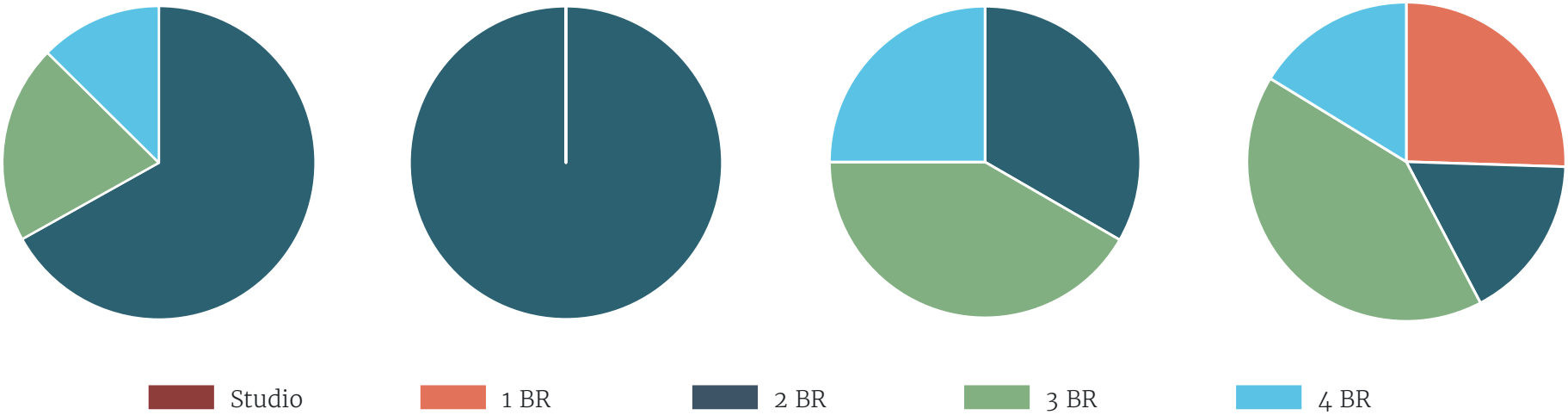
260–300 Units

Working Age Households

175 Units

Sedona Seniors

Estimated Mix of Uses per Category by Number of Bedrooms



COMMUNITY FEEDBACK

A variety of individuals were engaged at key stages of development of the Understanding and Analysis document in order to gain knowledge and critical feedback. At each stage effort was made to ensure a wide range of opinions on housing and the vision for future Sedona were heard and considered. Input included:

- Strategic stakeholder interviews at the outset of the process with groups that had common interest or expertise
- An initial open house that introduced the majority of findings from the data
- A series of presentations, including as part of a joint meeting between Sedona City Council and the Sedona-Oak Creek Unified School District Board
- A 1.5 day housing "Think Tank" that served as the transition from the Understanding and Analysis phase to development of the strategies, actions and implementation program of the Balanced Housing Strategy.

Comments received throughout the process were critical to understand circumstances surrounding housing from the perspective of the community, scrutinize the data and findings, and create a foundation for recommendations in the Balanced Housing Strategy. Input was consolidated into community strengths, weaknesses, opportunities, challenges, as well as overall direction.

Community Strengths

Strong sense of place and community identity

Sedona's natural beauty, trails, views, recreation, walkability, and small-town character are consistently identified as foundational community assets. Residents expressed a strong desire to preserve Sedona's unique character while allowing thoughtful adaptation to changing housing needs.

Strong community networks and partnerships

Sedona benefits from a robust nonprofit and volunteer ecosystem that supports residents through housing assistance, senior services, community programs, and social services. Community organizations, faith-based groups, caregivers, and nonprofits represent significant implementation partners for future housing strategies.

Existing housing programs and leadership

The City has established a foundation of housing initiatives, including the Housing Trust Fund, two Downpayment Assistance programs, Rent Local, ADU initiatives, and pre-approved housing plans.

Community Weaknesses

Housing affordability and workforce retention

The most consistent concern was the increasing difficulty for workers, families, seniors, and moderate-income households to afford housing in Sedona. Community members highlighted impacts on teachers, healthcare workers, hospitality employees, construction workers, and other essential workers who increasingly commute, leave the community, or struggle with housing instability.

Limited housing diversity

Participants identified a need for a broader range of housing choices, including smaller homes, ownership opportunities, rental options, senior housing, and "missing middle" housing types such as duplexes, triplexes, townhomes, and cottage courts.

Loss of long-term rental housing supply

Short-term rentals were frequently identified as contributing to reduced housing availability and increased housing costs for local residents and workers.

Strategic Opportunities

Expand options appropriate to Sedona's character

Community members expressed support for smaller-scale, well-designed housing options, including ADUs, missing middle housing, cottage courts, townhomes, and mixed-use development where appropriate.

Focus on infill, redevelopment, and strategic sites

Opportunities include redevelopment of underutilized areas, housing above commercial, adaptive reuse, and use of city-owned land. Participants emphasized building thoughtfully within existing developed areas before expanding outward.

Strengthen partnerships and innovative housing models

Solutions include partnerships with nonprofits, employers, land trusts, developers, and regional agencies. Employer-assisted housing and deed-restrictions were frequently discussed to maintain affordability and support workforce stability.

Preserve existing housing and support aging in place

Residents emphasized preserving existing or "naturally occuring" affordable housing, supporting home repairs, and creating more opportunities for seniors to remain in Sedona as they age.

Key Challenges and Considerations

Balancing housing needs with community character

Community members recognize the need for additional housing choices while emphasizing that future development should respect Sedona's scale, architecture, views, natural resources, and neighborhood context.

Land, infrastructure, and environmental constraints

Sedona faces significant physical constraints, including limited buildable land, water availability, infrastructure capacity, fire risk, evacuation concerns, and surrounding public lands.

Community alignment and public understanding

The discussions reflected differing perspectives regarding growth, density, the City's role in housing, and appropriate levels of public investment. Continued engagement, transparency, and education will be important to building shared understanding.

Overall Community Direction

The overarching message heard from the community is that Sedona's housing challenge is not solely a question of adding units, it is about creating a balanced housing system that supports workers, families, seniors, and future generations while protecting the qualities that make Sedona unique.

The community broadly supports:

- More diverse housing choices
- Thoughtfully designed, small-scale development
- Preservation of existing housing
- Partnerships and innovative solutions
- Housing strategies tied to workforce, aging, and community sustainability

The primary policy discussion moving forward will be determining where, how, and at what scale housing solutions can be implemented while maintaining and protecting Sedona's character and quality of life.

Developed by the City of Sedona in collaboration with Logan Simpson

LOGANSIMPSON



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City of Sedona

Balanced Housing Strategy

Recommendations & Actions

DRAFT August 2026

ACKNOWLEDGMENTS

Sedona Community Members

Mayor and City Council

Holli Ploog – Mayor
Brian Fultz – Vice Mayor
Melissa Dunn – Councilor
Pete Furman – Councilor
Kathy Kinsella – Councilor
Derek J. Pfaff – Councilor
Charlotte Hosseini – Councilor

City Departments

Tony Allender, AICP – Director of Community Development, Project Manager
Laura Stewart – Housing Coordinator

City Boards

Planning and Zoning Commission

Developers and Builders

John Griffin – General contractor, retired
Jack Sheehan – Wesley Properties
Keith Holben – MK Company

Lenders

Mark Tufte – Pinnacle Bank
Dennis Fontes – Lighthouse Capital Group

Non-Profit Organizations

John Neville – Keep Sedona Beautiful
Marjorie Harris – Sedona Community Center
Turiya Weiss – Hope House
Cathleen Healy-Baiza – Sedona Food Bank
Rev. Dr. Guillermo Marquez Sterling – Church of the Red Rocks
Mary Chicoine – Verde Valley Community Development Organization
Devonna McLaughlin – Housing Solutions of Northern Arizona

Businesses and Schools

Steve Eiss – Northern Arizona Healthcare
Allison Gregg – Northern Arizona Healthcare
John Bradshaw – RA Adventures
Cheryl Barron – Whispering Creek B&B
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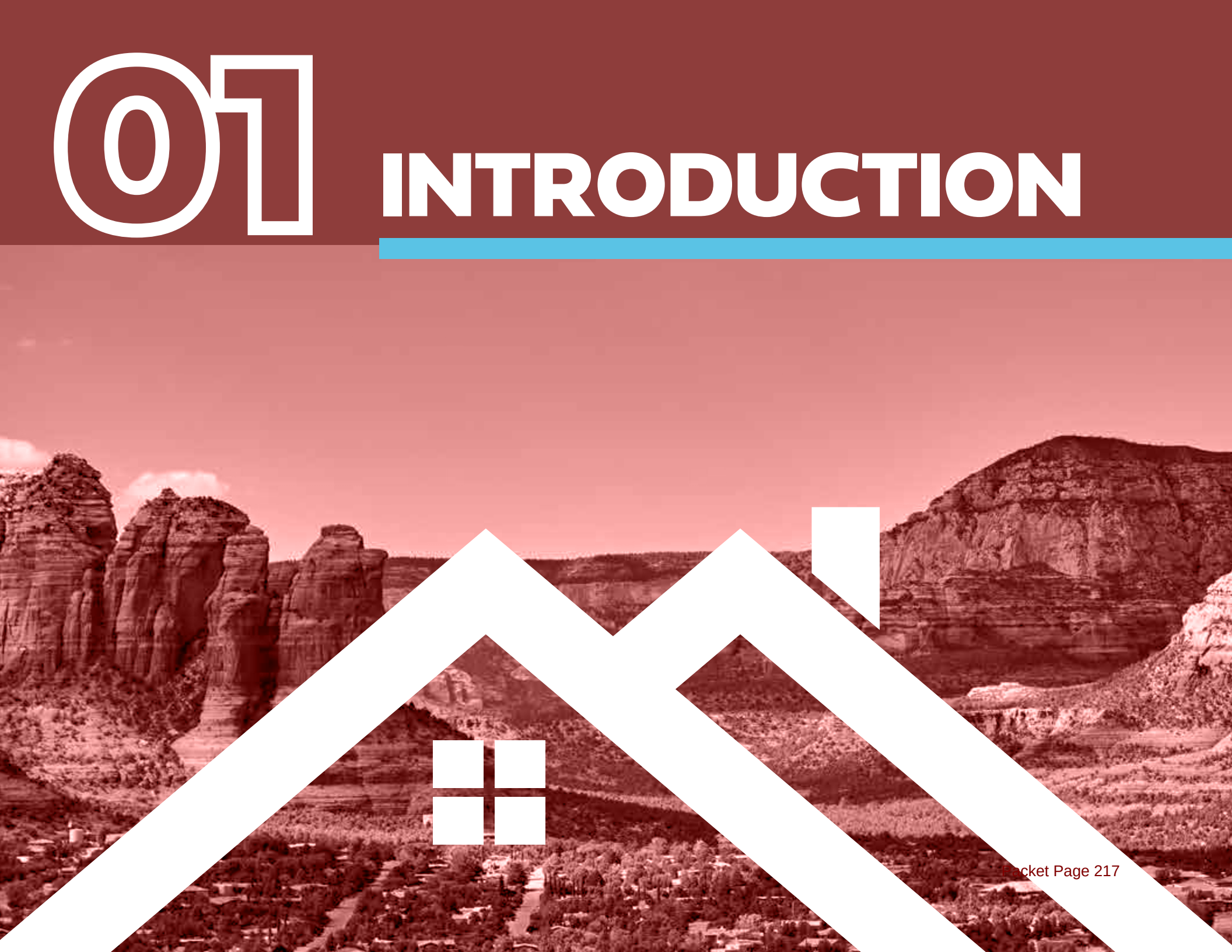
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01 INTRODUCTION





WHY A BALANCED HOUSING STRATEGY

Simply put, the Balanced Housing Strategy is necessary for the long term economic, social and cultural health of Sedona. Phase 1 of the Balanced Housing Strategy details changes taking place in the community and Sedona's increasing reliance on other communities to house the region's working age households.

But why is that relevant when Sedona has long been an expensive place to live and is thriving by most economic measures? Besides commuting is something that happens in most cities that are employment centers so isn't this all normal?

The concern is not that people commute – for decades or more a large number of working age households have commuted (by choice or by need). It is the impact of their growing absence in the community. The increasing loss of working age households means more traffic, less economic resilience, loss of intergenerational growth, increasing weakness in a number of local institutions, and less involvement in Sedona's civic life and activities. Meanwhile, as surrounding communities focus on economic diversity and improved quality of life they are providing more reasons for workers to choose to work closer to home – and fully invest in the community that has invested in them.

The consequences of these changes are already being felt. Businesses note increasing difficulty to find and keep employees – from the hospitality sector to critical services such as law enforcement, education and health care. Daily service businesses – those focusing more on locals – have an increasingly difficult time remaining open (the residents that most commonly spend locally on daily retail and services are increasingly living elsewhere). Instances of reduced hours or staff shortages are no longer uncommon.

The Balanced Housing Strategy is designed to help offset those trends and address needs within our aging community while respecting the context and character of Sedona.

Protecting the community is the central theme of the Balanced Housing Strategy – preserving Sedona as a place where a larger portion of the people who work in the community can also live in it, where older residents have options to remain connected to the place they call home, where younger households can plant roots and thrive, and where the housing stock better reflects the full range of people needed for a healthy, functioning City.

Balanced housing is about maintaining community stability, creating a key part of the foundation for economic diversification, maintaining a strong and intergenerational social fabric, and ensuring Sedona is a thriving and complete community.

This strategy document outlines a clear roadmap to achieving balanced housing in Sedona that meets the Community Plan's goal for Sedona to have diverse housing options that are safe, secure, and affordable. The stakes are high. If Sedona can create a balanced housing market, it will be able to sustain the lifeblood of the community – the workforce, families, and seniors who directly contribute to the city's economy, culture, and quality of life.

The City's Role in Housing

Should the city even be involved in housing? Isn't that the role of the private sector and shouldn't local government just get out of the way?

Valid questions. In truth, government at all levels plays a role in the housing market. The level of homeownership in the United States is the direct result of establishment of federal mortgage insurance, the 30-year mortgage and the secondary mortgage market – all the result of government involvement.

Concerned about the addition of large scale apartments in the community? Restricting the amount and scale of apartments is government involvement in what is typically the most profitable form of private residential development.

Seeking to protect the scale and character of the community? Government involvement.

Involvement in the market isn't really the question – it is more a question of the level and type of government involvement in the housing market.

The Balanced Housing Strategy recognizes that addressing critical gaps in the community is important to the long term economic, social and cultural health of Sedona. The private sector on its own is not meeting those important community needs (particularly given restrictions placed on location, scale and type of residential development that are in place to protect community character, the surrounding environment and viewsheds).

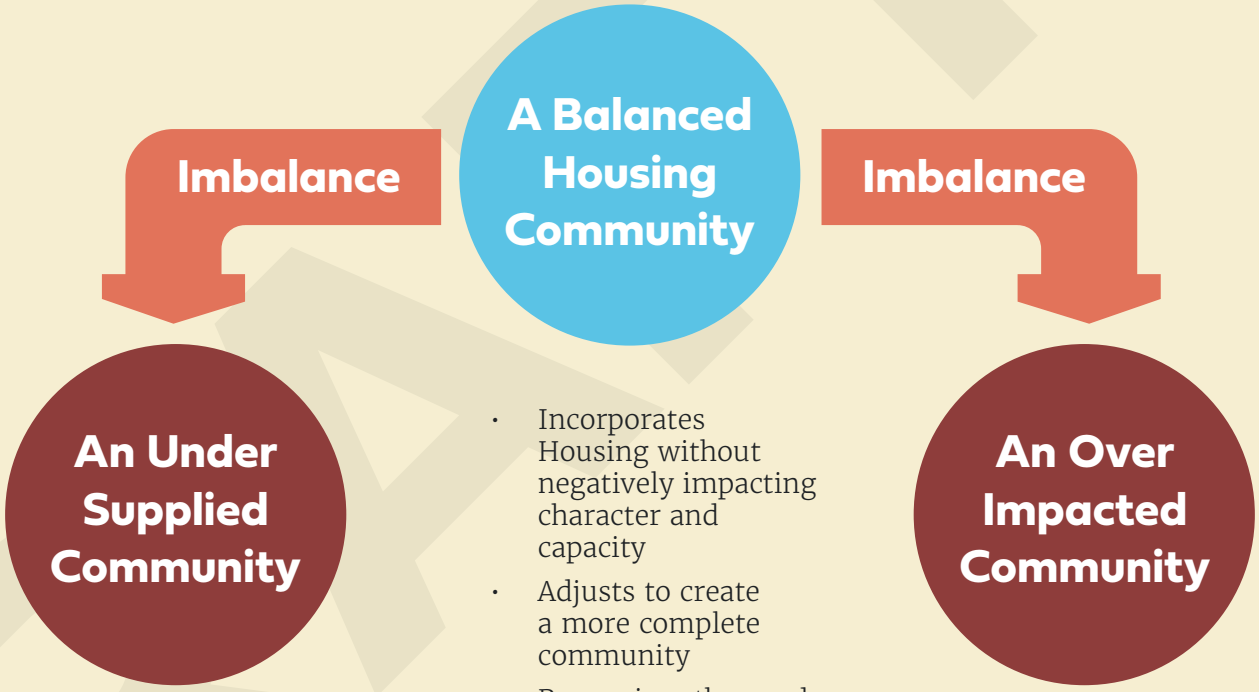
Moving the private sector to action requires a different and more expansive approach to government involvement. It is not the intention of the City of Sedona to become a developer. Rather, **meeting the targets established by the Balanced Housing Strategy means that the city be an active but highly disciplined partner with the private development community**.

The Balanced Housing Strategy recommendations reflect a variety of methods of moving the private sector to act in a way that meets targets while continuing to protect both community character and capacity.

The Consequences of Inaction or Over-Action

Sedona has been discussing the need to address housing since the early 1990s and the need has only grown since that time. The concept of "balance" however, is to recognize the consequences of both inaction and over correction.

Sedona residents have indicated a strong desire to maintain the community's small town character. Additionally, too much development would not only impact community character, it would also potentially impact traffic and infrastructure capacity.



- Workforce almost entirely commutes
- Remaining workforce is cost-burdened
- Families with children largely absent
- Schools, health care and daily services struggle

- Incorporates Housing without negatively impacting character and capacity
- Adjusts to create a more complete community
- Recognizes the need to plan for meeting additional need in additional areas
- Increases economic diversity and long term sustainability
- Community and regional living options
- Economy tourism centric but more

- Rapid growth and market over-correction
- Strain on infrastructure and services
- Erosion of character and quality of life
- Retirement interest and investment wanes

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Plan Process and Public Engagement

The Balanced Housing Strategy was developed through a phased process that combined technical analysis, public engagement, and strategy refinement. The process began with a detailed review of demographic, economic, housing, and market conditions to establish a clear understanding of Sedona's housing gaps, constraints, and emerging risks. The work created the factual foundation for subsequent conversations about what kinds of housing solutions are needed, who they should serve, and what tools would be most appropriate in Sedona's context.

Public engagement was designed to build understanding first and then confirm direction. The engagement process began with a series of focused stakeholder meetings designed to supplement the broader public process with detailed feedback from key sectors. Outreach was structured around group-specific conversations with developers and builders, real estate and lending professionals, nonprofit and faith-based organizations, businesses, schools, workforce representatives, community preservation stakeholders, and other public and private partners experienced with housing and construction in Sedona.

A public open house was held on April 6th at The Hub to introduce the housing data, demographic trends, and pertinent issues facing Sedona. This open house enabled those who attended to understand the updated data and facts, and to give participants an opportunity to react to the data.

The Sedona Housing Think Tank was held at The Hub on May 18th and 19th. This two-day event brought together local officials, residents, housing stakeholders, and community partners, in a structured and collaborative workshop focused on practical housing solutions. Day 1 reviewed existing data, best practices, and missing middle housing concepts before moving into facilitated discussions about community strengths, weaknesses, opportunities, and implementation tools. Day 2 focused on confirming recurring themes, identifying what was missing, and sharpening priorities for the next phase of work.

Two subsequent open houses were held in June and July to present the draft Sedona Balanced Housing Strategy. Participants confirmed which strategies were most important to them and gave feedback that led to updated action-oriented strategies that were clearer and more meaningful when read on their own without the supporting action statements.

The results of the community engagement approach showed strong consistency across conversations. Participants repeatedly called for a clearer shared vision for balanced housing; more housing options for workers, families, and seniors; better alignment between housing strategies and code requirements; and an implementation approach that would be accountable over time. They also stressed that housing solutions must be practical, well-designed, and responsive to Sedona's context – meaning a variety of solutions that include building new housing, preserving the existing housing stock, facilitating strategic infill, leveraging underutilized land on commercial corridors for larger-scale housing, creating renter and owner opportunities, and providing opportunities for current residents to age in place if they choose. These themes directly informed the strategies and implementation actions that follow in this document.





Relationship with other documents

This strategy should be read as part of a larger body of work rather than as a stand-alone document.

The Sedona Community Plan serves as the foundation for all strategies outlined in this document. This Plan calls for more variation in housing types and collaboration with regional partners to promote the development of affordable and market-rate housing in Sedona that meets community needs.

As Phase 1 of the Balanced Housing Strategy, the Understanding & Analysis document provides the factual basis for understanding Sedona's demographic trends, housing conditions, affordability gaps, workforce dynamics, and target populations. It explains quantitatively why balanced housing is needed and identifies the specific gaps this strategy addresses.

The Best Practices report expands that foundation by showing how other communities have approached similar issues through land use changes, development incentives, housing programs, partnerships, and design-sensitive implementation tools. These examples also clarify which approaches are feasible within Arizona's legal framework, including state housing laws and local authority.

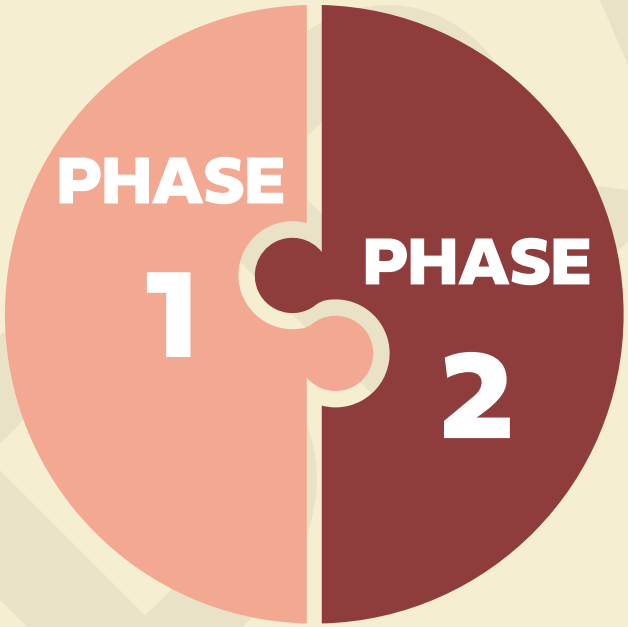
The Think Tank summary records the community values, concerns, and priorities that shaped this strategy and helped test which approaches are most viable locally. The data explains the problem, the best practices identify possible tools, and the Think Tank summary shows how the community responded to those choices. This Balanced Housing Strategy draws those strands together into a focused policy and implementation direction for the City.

Taken together, these documents form a single planning framework. The data explains the problem, the best practices identify possible tools, and the engagement materials show how the community responded to those choices. This Balanced Housing Strategy draws those strands together into a focused policy and implementation direction for the City.

The Two Sections of the Balanced Housing Strategy

Understanding & Analysis

Provides the analysis that establishes the framework for housing solutions. Recognizes gaps and issues/barriers and results in realistic targets to meet community needs and measure success.



Recommendations & Solutions

Establishes a seamless system of policies, programs, code amendments, projects and more aimed at addressing issues and meeting targets designated in Phase 1.



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How to Use This Document

This document functions as both a policy guide and an actionable implementation tool. It identifies the City's housing priorities, outlines the strategies best suited to address Sedona's needs, and organizes those strategies in a way that can guide decision-making over time. It is not meant to remain as a static strategic plan. Instead, it is designed to spur action, coordination, sequencing, and accountability as conditions and the market evolve.

For that reason, this Balanced Housing Strategy should be treated as a living document. Public input during the Think Tank specifically called for a Strategy that moves from analysis to action, includes accountability, and enables adjustments over time. This document should, therefore, be used with benchmarking and annual progress reviews so the City can measure what is working, respond to changing market conditions, and refine its approach as needed.

This strategy bridges policy and implementation. Some recommendations are legislative or regulatory, such as targeted amendments to the Land Development Code to include procedural improvements or revised standards for housing types. Others are programmatic or operational, such as funding tools, partnerships, preservation efforts, pre-approved plans, or City-led coordination with nonprofit, employer, and regional partners. The Strategies document will help to clarify that balanced housing will not be achieved through a single action; it will require a coordinated set of policy, investment, and partnership decisions over time.

This document should also be understood in relation to Arizona housing law and the City's policy framework. Several strategy directions discussed throughout this process align with current state-level housing issues and enabling authority, including accessory dwelling units (ADUs), missing middle housing options, streamlined review and permitting, adaptive reuse, and other efforts to expand housing opportunity while reducing unnecessary barriers. In Sedona, those tools must still be applied in a way that responds to local constraints such as topography, wildfire risk, infrastructure capacity, water considerations, and neighborhood compatibility. The purpose of this strategy is not simply to add housing units; it also is intended to align available policy tools with Sedona's values and long-term community goals.

Critical Assumptions of this Strategy

- **Sedona is a small, tourism based community that has been highly desired as a retirement and seasonal-living destination for decades.**
- **Sedona does not have the space to house all of the people that would prefer to live here without degrading community character and exceeding capacity.**
- **Sedona is part of the larger Verde Valley area, including a variety of communities that offer a unique character of their own and their own mix of housing options (and their own approach to housing).**
- **Not everyone wants to live in Sedona. Some may prefer the master planned history of Clarkdale, the space and (relative) affordability of Camp Verde or even the college community life of Flagstaff.**
- **As a major tourism destination Sedona relies on a substantial workforce in hospitality and services. Employment and business opportunities outside of hospitality and services are limited.**
- **Strategies aimed at assisting cost-burdened households to remain in place are as important as creating quality alternatives that require moving.**
- **Housing is a critical element for balance but it does not stand alone. It requires consideration of other important factors including amenities, employment and business opportunities, and strong education and health systems, among others.**

Getting From Targets & Gaps to Implementation

HOW? Ask "How Does it Get Implemented" and the next level down answers



TARGETS & GAPS

The Gaps that need to be filled and the specific and measurable Targets to achieve the desired outcome

FOCUS AREA

The broad topic categories to address in order to achieve Targets & Gaps



STRATEGY

A more specific approach to achieving Targets & Gaps that is related to one of the six Focus Areas



ACTION

A well defined initiative, program or activity aimed at bringing a specific Strategy to fruition



TASK

A concrete step to take in order to achieve a designated Action. Achieving an Action often requires multiple tasks

WHY? Ask "Why Do This?" and the next level up answers

Eliminates Implementation Gaps

Removing the question "what's next?" eliminates one of the biggest hurdles to getting things done

Provides a Clear "Line of Sight"

Allows all parties to see "how" and "why" implementation will happen

Creates Measurable Outcomes & Actions

Presents a clear picture for all involved parties of what success looks like

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02 DATA ANALYSIS A
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OVERVIEW

The data analysis in Phase 1, Understanding & Analysis, provides the factual basis for the Balanced Housing Strategy by identifying the demographic, economic, and housing trends that are shaping Sedona's current conditions.

Among other findings, the data shows a set of interconnected patterns:

- a rapidly aging population;
- a shrinking share of younger and working-age residents;
- a high level of inbound commuting;
- limited availability of year-round housing; and
- affordability conditions that exclude many of the households needed to sustain the community over time.

Following is a high level summary of the data analysis available in Phase 1 of the Balanced Housing Strategy.

Socioeconomic Profile

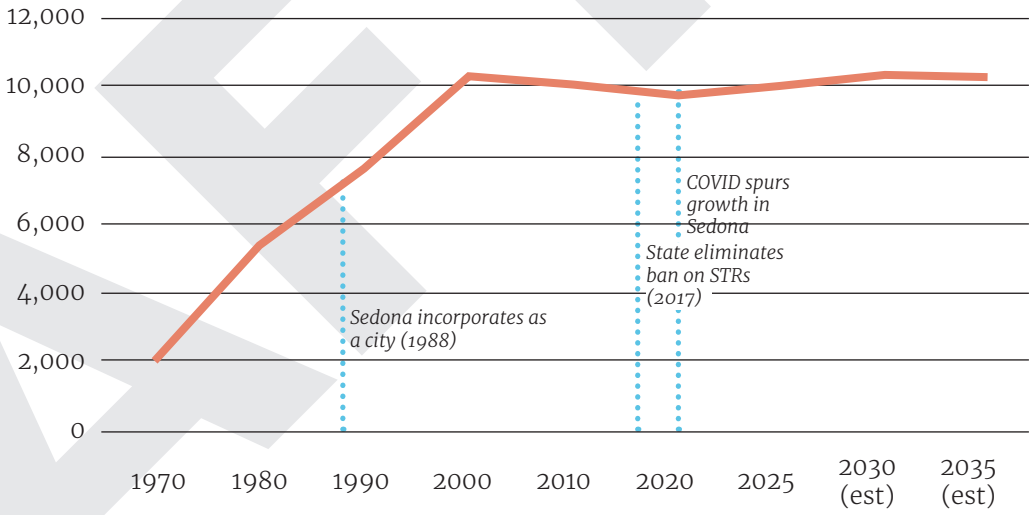
Sedona's 2025 population is estimated to remain relatively stable at over 10,000 residents over the next 10 years. Despite limited overall population growth, Sedona's daytime population reaches 15,571, and is the only Verde Valley community where workers exceed total population. **The City's future housing needs are less about accommodating large population growth and more about rebalancing who can remain, enter, and age within the community.**

The City's median age has increased substantially over the past two decades, while the share of children and younger households has declined. Household sizes are also small, with most households consisting of one or two people, and only a small share include children. Declining school enrollment further reflects the loss of family households and highlights the challenge of maintaining a balanced, multi-generational community.

Sedona's economy relies heavily on a workforce that increasingly lives outside the City. Employment is concentrated in tourism-related sectors such as accommodation, food services, and retail, while local income patterns indicate that wealth is present but not evenly tied to local wage-based earnings with only half of households receiving their income through salary or wages. About 80.2 percent of employees in Sedona commute into the City for work, and nearly one-quarter commute from 50 miles away or more.

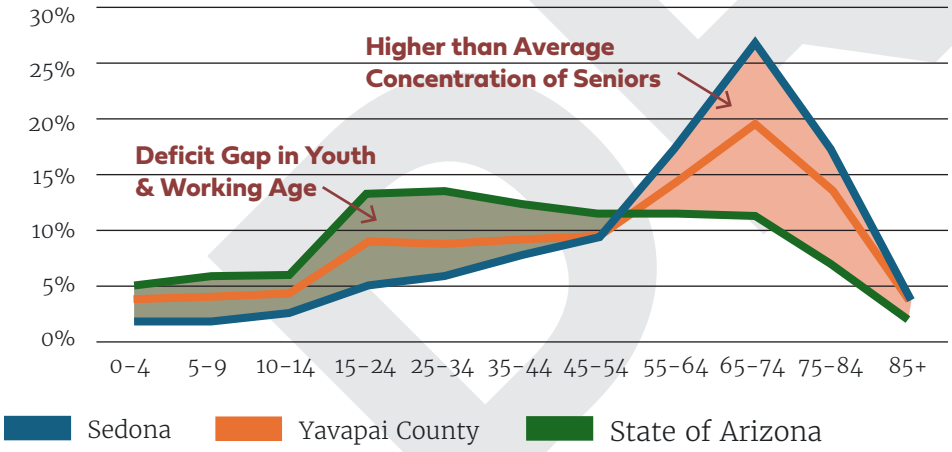
Together, these trends underscore the importance of expanding housing opportunities that support working households, sustain the local economy, and help preserve Sedona as a place where people of different ages, incomes, and occupations can live.

Population

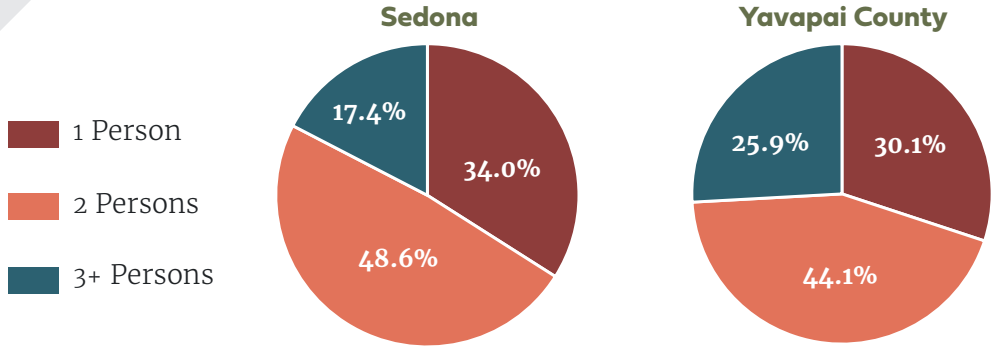


Sources: U.S. Bureau of the Census, ESRI

Age Gaps



Household Size



Sources: U.S. Bureau of the Census, ESRI

Housing Supply and Affordability

Sedona had 6,941 housing units in 2025, the highest number in the Verde Valley, but the City ranks near the bottom in housing growth rate since 2000. Between 2000 and 2025, housing units increased by 22.3 percent while population declined slightly and household growth remained comparatively modest. The data report identifies this gap as one of the clearest signals that a significant share of housing growth has been directed toward second homes, investment properties, and short-term rentals rather than housing for full-time residents.

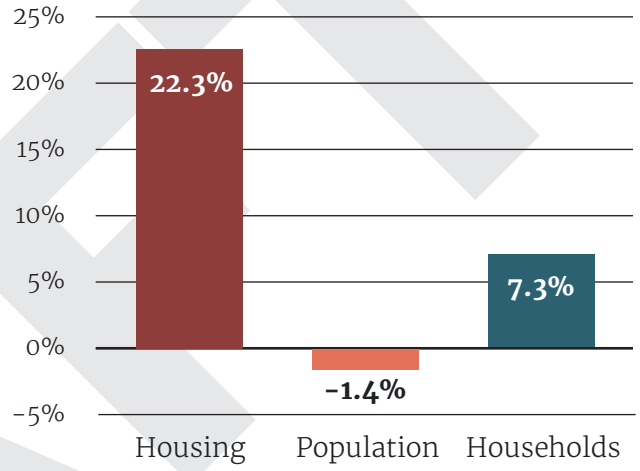
Housing tenure patterns show the same trend. In 2025, 58.6 percent of units were owner-occupied, 17.6 percent were renter-occupied, and 23.8 percent were classified as vacant. This "vacant" category is very likely dominated by second homes and short-term rentals. The share of Sedona's housing stock used as short-term rentals (STRs) rose from 9.8 percent in 2020 to 18.1 percent in 2025. By 2025, the percentage of housing devoted to short-term rentals exceeded that of long-term rentals.

Sedona's average home value is $844,267 and median home value is $769,824, while the City's Housing Affordability Index is just 40, indicating that a household earning the median income cannot reasonably afford the median-priced home. The average household with a mortgage pays 64.5 percent of monthly income toward housing, more than double the HUD-recommended standard.

Average gross rent for a two-bedroom home in Sedona is estimated at $3,047, compared with $2,108 for Yavapai County and $2,266 statewide. The report further estimates that a Yavapai County household of four would need to earn 2.4 times the median income to afford the median purchase price of a home in Sedona. By occupation, even many critical workers, including teachers, police officers, firefighters, and nurses, cannot realistically purchase housing in Sedona, and many lower-wage workers cannot afford market rents without severe cost burden.

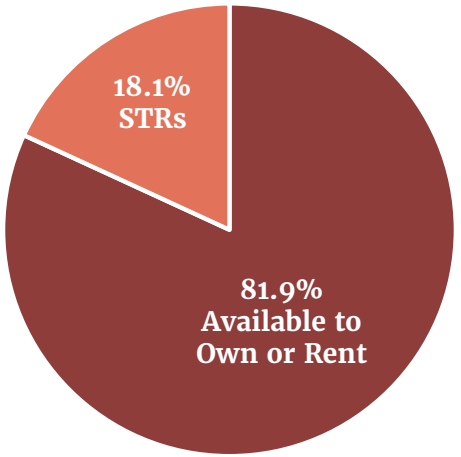
More than 77 percent of housing in Sedona is comprised of single family homes – a higher percentage than other Verde Valley communities, Yavapai County, or the state. This lack of housing diversity further contributes to limited supply that local residents can afford.

Growth Rates, 2000 to 2025



Sources: U.S. Bureau of the Census, ESRI

STRs as Percent of Housing Stock
2025



Sources: City of Sedona

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Identified Gaps and Targets

The data analysis identifies four priority household groups that are essential to restoring a healthier demographic and economic balance in Sedona. These groups were identified because their absence has broader effects on local services, schools, workforce stability, and community resilience.

Working Age & Children

The report identifies working-age families with children as critical to long-term community stability. Their decline is reflected in the shrinking youth population, rising median age, falling household size, and long-term school enrollment losses. The absence of these households also contributes a loss of local investment as spending, enrollment, and day-to-day community participation shift to surrounding communities where households can still find housing.

Working Age Households Earning $50,000 to $200,000

Sedona is missing housing that works for households employed in essential and professional roles, such as teachers, nurses, first responders, and other skilled workers. The data show that Sedona has a deficit of households in the $75,000 to $199,999 income bands compared with the state, even though these are precisely the households that help sustain long-term economic and civic life. Expanding opportunities for this group is important for workforce retention while restoring greater upward mobility and reducing dependence on households that arrive only after accumulating wealth elsewhere.

Working Age Hospitality & Service Workers

Sedona's economy depends heavily on accommodation, food service, retail, and other service-sector workers, yet these are among the workers least able to afford local housing. Because they are highly cost-burdened and often commute long distances, this group is closely tied to workforce turnover, service instability, and traffic impacts. The report does not recommend that Sedona attempt to house every tourism and hospitality worker locally; instead, it recommends increasing housing availability for a meaningful share of this workforce to reduce strain on employers and improve local stability.

Housing Vulnerable Sedona Seniors

Sedona also has a significant need among older adults who wish to remain in the community but face increasing difficulty doing so due to economic or functional vulnerability. The report estimates that 315 senior households with incomes at or below 50% of the Area Median Family Income spend more than half of their income on housing (figures do not account for the possibility of accumulated wealth or home equity enjoyed by some Sedona seniors). Data also estimates at least 275 Sedona seniors with serious difficulty walking or climbing stairs, in addition to seniors with self-care or independent-living limitations. Providing housing rehabilitation, attainable senior housing, assisted living, and aging-supportive options can help older residents remain in the community in which they have invested time and memories.

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10-Year Targets

To return Sedona to a healthier, more dynamic and sustainable balance as a community, this report proposes a series of targets as well as alternative scenarios for reaching those targets. Each is designed to address the gaps identified by this report.

- Stabilize and increase total student enrollment in Sedona schools by **50%**
- Increase the percentage of population that is below age 65 to **60%**
- Increase the percentage of critical employees living in Sedona by **15%**
- Reduce economic vulnerability among Sedona Senior households by **25%**
- Reduce functional vulnerability among Sedona Senior households by **35%**
- Reduce the percentage of hospitality and service households that are cost-burdened by **25%**
- Reduce the number of employees that commute into Sedona for work from 80% to **70%**
- At least half of units for working age households to be **ownership**

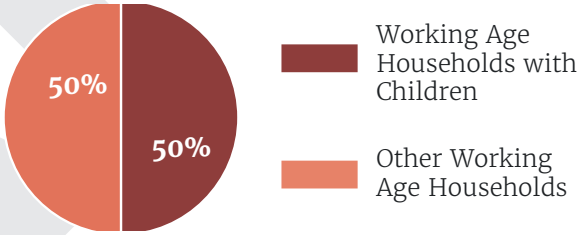
Proposed Units and Yield

Achieving these 10-year targets would bring Sedona significantly closer to maintaining community stability, reducing avoidable displacement and commuting burdens, and protecting Sedona as a living community rather than becoming defined by retirement and visitor accommodation.

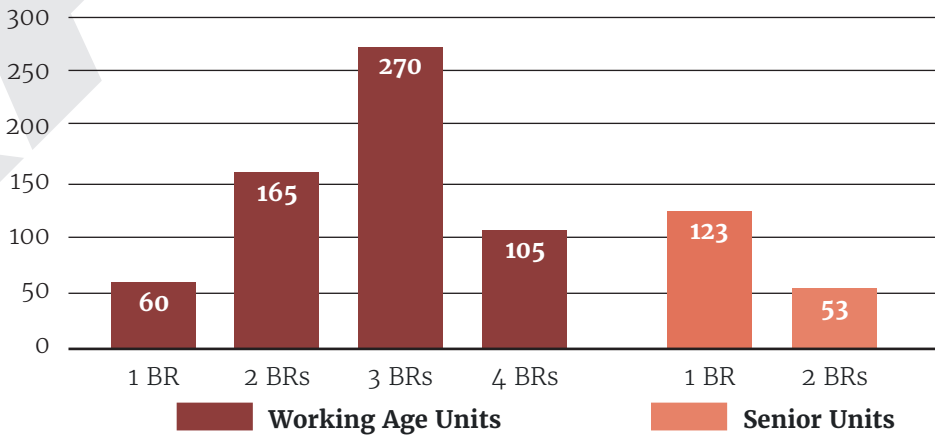
By deploying balanced housing strategies that serve an even split of working age households with and without children, as well as providing options for Sedona's aging population, Sedona could accommodate approximately 440 children and 744 working age adults over the next ten years. There are currently 221 units approved or under construction that could serve to meet these targets, as well as an estimated 88 units formerly occupied by seniors that could be redeployed into the long-term rental or homeownership market.

600 Units Working Age Households + **175 Units** Housing Vulnerable Sedona Senior Households = **775 Units** Total Number of Proposed Units

Focus of Working Age Households



Units by Number of Bedrooms



03 ADDRESSING THE



GAPS



BALANCED HOUSING STRATEGY RECOMMENDATIONS

The strategies and actions recommended in this chapter are intended to guide City policymakers toward the specific combination of tools most likely to close Sedona's housing gaps and keep the community balanced over time. Rather than pursuing a blanket increase in the number of housing units, the Plan targets interventions that help meet the 10-year targets.

Six main areas of recommendations are identified in this chapter. These are:

- Improve Administrative Tools and the Customer Experience
- Update Development Standards and Requirements
- Preserve Existing Housing for Long-Term Residents
- Facilitate New Development and Redevelopment
- Refine and Pursue Funding Options
- Support Housing Stability through Quality-of-Life Improvements

Each of these areas contains specific actions the City can take to advance the Balanced Housing Strategy. Refer to the Implementation Matrix on page 49 for a detailed breakdown of how each action will be carried out, who is responsible, the resources needed, and timeline.

How the Strategy will Meet Targets

Meeting targets for working-age households with children, working-age households earning $50,000 to $200,000, working-age hospitality and service workers, and cost-burdened Sedona seniors depends on the degree and durability of the City's involvement. As the graphic below illustrates, methods that involve direct City ownership, acquisition, or long-term control of land such as city-owned land, ground leases, or community land trusts, offer the strongest and most lasting impact, both for filling identified housing gaps through new construction and for limiting conversion of existing housing stock to short-term rentals (STRs). Recorded covenants and deed restrictions provide a similarly durable, though slightly less absolute, level of protection. Tools such as development agreements, gap financing, master leases, and down payment or rehabilitation assistance can still move the needle, but their impact is time-limited, tied to the length of the agreement or funding commitment rather than to the property itself. Rental assistance programs, while valuable for immediate needs, offer the shortest duration of impact and must be renewed continually to sustain results.

This range of tools points to two related questions the Plan must answer together: once a household lives in Sedona, how do we keep them here, and how do we stop losing units to STR conversion going forward? The answer is the same for both: the more permanent and City-controlled the mechanism, the more reliably it keeps units both occupied by local residents and out of the STR market long-term. Achieving a more balanced housing system will require coordinated progress across multiple strategies, layering durable, City-controlled tools with medium-term agreements and shorter-term assistance programs to address both immediate needs and long-term stability.

Method	Meeting Targets & Filling Gaps	Limiting STR Conversion
City Ownership/Acquisition of Land/Long Term Ground Lease	Very Strong	Very Strong
Community Land Trust/Shared Equity Ownership	Very Strong	Very Strong
Recorded Covenant/Deed Restriction	Strong	Strong
Development/HOA Covenants, Conditions & Restrictions	N/A	Strong but Amendable
Development Agreement with Terms	Time Limited, Medium to Long	Time Limited, Medium to Long
Gap Financing, Preservation Agreement, Rehab Assistance	Time Limited, Short to Long	Time Limited, Short to Long
Master Lease/Employer Assisted Housing	Time Limited, Short to Medium	Time Limited, Short to Medium
Down payment Assistance, Rehab Loans with Commitments	Time Limited, Short	Time Limited, Short
Rental Assistance/Rent Local Program	Time Limited, Very Short	Time Limited, Very Short

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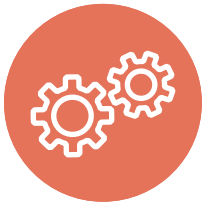
Focus Areas for the Balanced Housing Strategy

Sedona's Balanced Housing Strategy is organized around six interconnected focus areas that together provide a comprehensive framework for addressing housing gaps in Sedona. Each area covers a distinct piece of the housing puzzle, from administrative efficiency to funding, ensuring the strategy is both actionable and helps meet the targets established during Phase 1.



Improve Administrative Tools and the Customer Experience

This section aligns City investments with community priorities while streamlining processes, improving applicant support, and strengthening performance tracking.



Update Development Standards & Requirements

This section calls for updating Sedona's LDC to support housing while preserving community character, safety, and consistency with the Community Plan.



Preserve Existing Housing for Long-Term Residents

This section focuses on preserving Sedona's existing year-round housing and reducing the loss of homes needed by local workers, families, and seniors.



Facilitate New Development & Redevelopment

This section supports new housing through ADUs, public and partner land, mixed-use redevelopment, and area-specific planning.



Refine & Pursue Funding Options

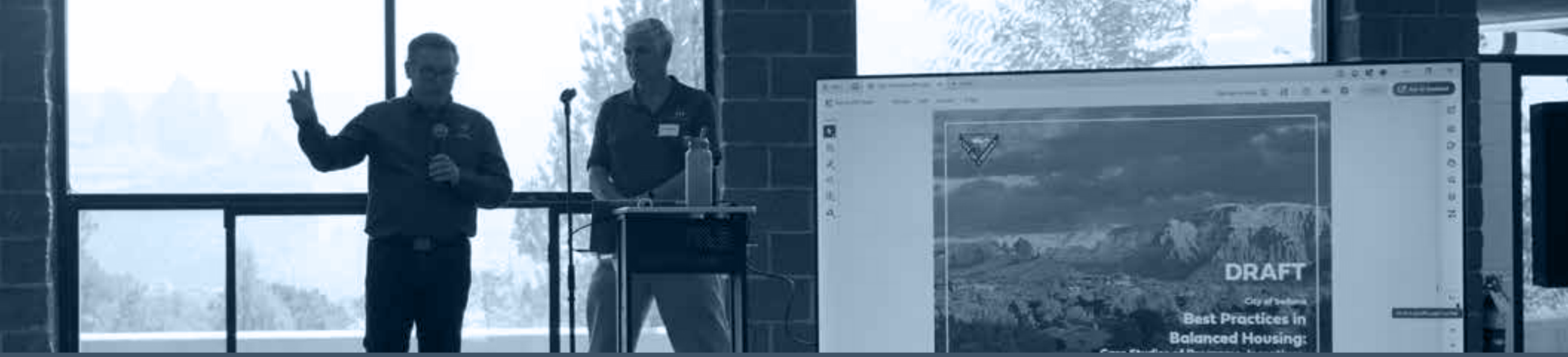
This section focuses on securing local, state, and federal funding to support the creation and preservation of housing.



Support Housing Stability through Quality of Life Improvements

This section focuses on partnerships and quality-of-life improvements that help workers, families, and seniors remain in Sedona over time.

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IMPROVE ADMINISTRATIVE TOOLS AND THE CUSTOMER EXPERIENCE

To ensure success, the Sedona Balanced Housing Strategy will be implemented in a clear, logical, consistent and transparent manner consistent with the Community Plan and other City policy documents and that builds on the foundation of work that has led to the adoption of this Strategy document. It is intended that as much as possible, the implementation of these housing strategies and actions will be supported by Sedona residents.

Strategy 1. Establish a more comprehensive approach to guide City participation in housing and community development-related projects, programs, and other implementation efforts.

Action 1.1 Adopt a Community Priority and Investment Policy.

- √ Establish a set of Community Priorities that defines the "long-term community needs the City has determined require ongoing public attention and investment?"
- √ Each community priority should be evaluated based upon the documented need, why the priority is important to the community, the expectation that the need will persist over the long term without intervention, and whether community investment could reasonably influence the outcome.
- √ Verifiable need should be derived from supporting documents such as the Community Plan, various Community Focus Area studies, the Balanced Housing Strategy, and the Climate Action Plan and described with a level of clarity. These do not necessarily have to fully match annual priorities by Council.
- √ Develop an accompanying Investment Policy that defines the circumstances in which the City will invest.
- √ The Investment portion of the policy establishes the framework for evaluating projects, programs, and other initiatives.
- √ Examples of Community Priorities could include:
  - A Complete Community
  - Community Priority Housing
  - Redevelopment and Reinvestment
  - Wildfire Resilience and Public Safety
  - Sustainability and Resource Stewardship

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- Economic Vitality
- Community Character
- Priorities are established as "public purposes"

Action 1.2 Establish an Evaluation Guide.

√ Develop an evaluation tool that is intended to compare a project or program to community priorities to determine the level of impact and a reasonably proportional level of community investment.

√ Methods of assessment could include the number of priorities addressed, community beneficiaries (residents, employees, tourists, etc.), scope/magnitude of benefits, length of time of benefits, public investment requested or reasonably proportionate, methods of protecting public investment.

Action 1.3 Replace the Development Incentives and Guidelines for Affordable Housing (DIGAH) with the Sedona Community Partnership Program.

√ Design a public-facing document that includes all of the necessary information to describe how the city can be an active partner on projects and programs from community priorities and the types of assistance available to development of a community benefits agreement and methods of measuring success.

√ Contents of the Community Partnership Program should include:

- Purpose and an introduction to the partnership process
- Description of the "Partnership Toolkit" that includes the various types of administrative, regulatory, financial, and property assistance available.
- The evaluation process
- Agreements and commitments
- Monitoring and success

Strategy 2. Improve current administrative procedures and practices to improve overall customer service.

Action 2.1 Craft a Development Process Improvement program.

√ Collaborate with staff to critique and amend procedures and practices, particularly in preparation for the citywide implementation of new software platforms.

√ Review procedures by asking questions such as:

- Which reviews can occur concurrently?
- Which requirements are duplicates?
- Which steps add little value?
- Which submittal requirements don't actually affect decisions?
- Which forms and checklists can be simplified?

Action 2.2 Develop education materials to assist with applications and understanding of codes.

√ Seek out and document issues that have proven consistently difficult such as specific code requirements, questions that are frequently raised or other items that would benefit from additional information/education efforts.

√ Utilize a series of techniques such as guides, videos, checklists, or step-by-step instructions to tackle these issues.

√ Manage efforts to determine if materials have been impactful.

√ Provide enhanced and ongoing training to staff to improve both customer service and an understanding of the intent of code and applications.

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Strategy 3. Devise methods to measure customer satisfaction and feedback.

Action 3.1 Establish a means or tool for successfully measuring customer satisfaction and feedback.

- √ Develop a Net Promoter Score or similar measure to gauge the customer experience in a simple, efficient manner.
- √ Discover and implement the most efficient means of collecting feedback.
- √ Rather than measure "happiness," consider measuring courtesy, professionalism, technical competence, responsiveness and consistent application of guidelines.

Action 3.2 Create a performance dashboard that highlights major department performance measures.

- √ Define a limited number of performance measures most important to applicants and the general public that address issues of timely service/responsiveness, customer experience/service, community outcomes/impact and strategic implementation.
- √ Regularly update the dashboard as appropriate.



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UPDATE DEVELOPMENT STANDARDS AND REQUIREMENTS

The strategies and actions included in this section include ideas for how to update existing City and, where applicable, other agency's regulatory documents without compromising on community character and safety to support the City's goals of increasing a range of affordable housing options.

A key consideration for updating the City's development and other regulatory requirements is to ensure that consistency with the Sedona Community Plan is maintained. As necessary, the City may have to process a minor or major amendment to the Community Plan to ensure that any proposed new regulations support and implement Community Plan policy direction.

Sedona's Land Development Code (LDC) has evolved over 30-plus years to include standards and procedures to regulate development consistent with the goals of the Sedona Community Plan. While these standards and procedures are indeed necessary, inevitably, as is the case with many communities, these standards and procedures may also create barriers to the production of housing in Sedona by causing unforeseen increases in construction costs or limiting opportunities for development consistent with today's best practices.

Strategy 4. Pursue targeted updates to City regulatory documents, including the Land Development Code (LDC) and Building Code.

Action 4.1 Update Table 3.1 (Table of Allowed Uses) to allow additional housing types.

- √ Update Table 3.1 (Table of Allowed Uses) in the LDC to expand the range of housing types in appropriate zoning districts, including duplexes, triplexes, cottage courts, bungalow courts, rowhouses, mixed-use housing, and other missing middle forms suited to Sedona. This would include specifying that duplexes, triplexes, and ADUs are allowed by right in all residential zones subject to updated design standards.
- √ Redefine multi-family residential uses as four units or more.
- √ Update Table 3.1 to allow day care facilities for adults and children by right in residential and mixed-use zoning districts with approval by the Community Development Director.
- √ Update Table 3.1 (Table of Allowed Uses) to expand administrative approvals for residential uses that meet the intent of the zoning district and do not require a discretionary public hearing.

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Table 3.1 establishes the uses that are allowed in each zoning district by defining what use is allowed or not allowed, as well as the approval body for the use, i.e., either the Director or Planning and Zoning Commission. Eliminating requirements for Conditional Use Permits and having more uses allowed by right removes an administrative barrier to the production of housing.

The American Planning Association released a policy guide in 1997 that underscored how "affordable, conveniently located, quality childcare is one of the most pressing concerns of contemporary family life."

Action 4.2 Add missing middle, small-scale, and mixed-use housing standards to the LDC.

- √ Update the LDC to include building form standards for the types of missing middle housing desired in Sedona (duplexes, triplexes, cottage courts or bungalow courts, rowhouses, etc.) and standards for where these building types are allowed.
- √ Add the concept of cottage courts or bungalow courts to the LDC for application in the appropriate locations in the City.
- √ Allow conversion of existing single-family homes into up to three dwelling units when the exterior form remains neighborhood-compatible and the project meets adopted standards.
- √ Allow homes under 500 square feet as primary structures within cottage court or bungalow court formats when built on permanent foundations and compliant with adopted Building and Fire Code standards.
- √ Expand mixed-use housing standards to allow residential units above or behind commercial uses and pair those standards with fee reductions, shared parking, and administrative review where appropriate.
- √ Add a small lot subdivision option sized for Sedona's topography, vegetation, and site constraints rather than a one-size-fits-all minimum lot option.
- √ Add a regulatory path for more manufactured housing in appropriate locations, including updated standards for placement, appearance, infrastructure, and neighborhood compatibility.

Action 4.3 Reduce parking requirements where possible and appropriate.

- √ Update the parking regulations based on best practices to reduce the amount of required parking.
- √ Allow on-street parking where appropriate.
- √ Expand shared parking between residential and non-residential uses.



Source: Build South Bend Initiative

Studies in jurisdictions such as Phoenix, AZ and Park City, UT, have identified strict parking standards and setback requirements as major barriers to creating new housing supply. Updating the LDC's parking regulations consistent with best practices will support more affordable residential development.

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Missing middle housing is defined as "a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood" (Source: www.missingmiddlehousing.com).

Introducing the universally applicable and tested missing middle housing tool to Sedona will ensure that the City can provide a wide range of housing options within established residential neighborhoods as well as within new infill projects while still maintaining the character, form, and scale of the community.

Cottage courts or bungalow courts could provide significant advantages to the City, especially if modular or prefabricated small homes were utilized to reduce construction costs.

A cottage court or bungalow court is a group of small (1 to 1.5-story, detached structures arranged around a shared court (i.e., an open area) that is visible from the street. The shared court is an important community-enhancing element that can include play areas and other amenities.

A bungalow court development allows relatively high density to be achieved (e.g., 10-20 units per acre) while still retaining a house scale form so it is appropriate in areas contiguous to existing single-family homes. By utilizing small modular or prefabricated housing units, significant construction savings may be realized.

Note: The example image is intended to depict the types of Missing Middle Housing that could be applied in Sedona. It is not reflective of the scale or design elements appropriate to the community.



Missing Middle Housing Spectrum. Source: missingmiddlehousing.com

The LDC's dimensional standards, including setbacks, lot coverage, site coverage, building height, and lot size, dictate the placement and design of buildings. Updating these standards will enable and encourage more infill development by allowing more flexibility and creativity with site and building design for both primary and accessory structures.

Flexible setbacks for residential projects, rather than strictly enforced setback requirements allow for variety and for customized site planning. For example, instead of requiring a side setback to be 10 feet in width (i.e., a total side setback of both sides of 20 feet), the setback could be written as a range of "minimum 5 feet; maximum 15 feet."

Similarly, projections into required setback areas within the residential zoning districts should be allowed, which would enable additional flexibility for building placement. These projections, applicable to bay windows, exterior stairs, ADA ramps, porches, stoops, and other entry features, should be allowed to encroach into setback areas (especially front setbacks).

Action 4.4 Update the LDC's dimensional standards.

- √ Update the setback standards in the LDC to include flexible setback standards for primary and accessory structures and to enable more projections into setback areas.
- √ Update other dimensional standards such as lot coverage, site coverage, building height, lot size, etc. across all zoning districts where residential uses are allowed.
- √ Review the standards for building height, massing, and alternate standards provisions to see if more flexibility can be incorporated, if they are determined to be an impediment to cost-effective new residential development.



Cottage Court Example. Source: missingmiddlehousing.com

Municipalities in Arizona with a population of over 75,000 are required to enable the construction of Accessory Dwelling Units (ADUs). This requirement does not apply to Sedona; however, the legislation includes standards that could be replicated in Sedona, such as reductions in setback requirements, which together with new standards for maintaining privacy, limiting height, or reducing parking requirements, will make it easier for property owners to construct ADUs.

Removing regulatory barriers to the construction of ADUs should also be paired with incentive programs to encourage ADUs that can house local residents, including, for example, creating pre-approved plans for ADUs (casitas) similar to those available from the City of Tucson and encouraging voluntary deed restrictions.

Action 4.5 Encourage ADU construction and/or allow lot splits in appropriate circumstances.

- √ Incorporate flexibility into ADU standards and allow for lot splits where feasible and where the result helps to meet established gaps and targets.
- √ Update the LDC to support the construction of ADUs in all residential and mixed-use zones by reducing setback requirements and adding standards for maintaining privacy, limiting height, reducing parking requirements, etc.
- √ Allow ADUs wherever single-family units are allowed.
- √ Update the LDC to facilitate more than one ADU on residential lots over an established minimum threshold, including different types of ADUs, (i.e., attached, detached, or integral) subject to new minimum standards, including a restriction on their use as STRs.
- √ Expand the types of ADUs allowed in the LDC, i.e., attached, detached, or integrated ADUs.

An effective zoning strategy to encourage housing production is for the City to adopt form-based zoning regulations. Form-based codes can help guide the development of healthy neighborhoods and developments by focusing on quality design standards for streets, the physical features of the built environment, and public spaces, rather than the strict application of separation of building types or uses typical of traditional Euclidean zoning.

"Form-based codes (FBC) are a land development regulation that fosters predictable built results and a walkable public realm by using physical form—rather than separation of uses—as the primary basis and focus for the code and standards. Communities can apply form-based codes in different contexts and scales. Form-based codes are legally binding regulations, not optional guides, and offer municipalities an alternative to conventional zoning for shaping development. FBC primarily differs from Traditional Zoning in how uses and the form of the built environment are considered; traditional zoning is defined by the separation of uses, which has led to auto-dependent development patterns, whereas FBC focuses on the form and shape of the built environment and focuses on creating mixed-use, people-oriented development patterns." (Source: Smart Growth America).

Action 4.6 Assess Zones and identify where form-based regulations are appropriate in specific areas of the City.

- √ Evaluate the possibility of reducing the overall number of zoning districts in the LDC.
- √ Identify infill areas that can benefit from using form-based regulations to encourage development on underutilized parcels while providing community assurance of the quality of the developments to allay community concerns and boost housing supply.

Most of the action recommendations described above are specific to the City's LDC. Updates to other regulatory documents, some administered by other agencies and City departments, are also recommended. The City will need to be an advocate for these changes with outside agencies and other Departments to ensure that appropriate amendments to support housing production can be approved.

Community safety is essential, especially given the risk of wildfire. Overly burdensome yet well-intentioned regulations can be a barrier to housing production. Updates to the Sedona Fire District's standards developed in cooperation with the City would allow more flexible requirements for certain small residential buildings such as detached ADUs and tiny homes. Modifications must be tailored to maintain life-safety protections while reducing unnecessary cost barriers.

Action 4.7 Update other City and agency regulations.

- √ Advocate for, and coordinate with, the Sedona Fire District to update the Fire Code to allow more flexible requirements for certain small residential buildings such as detached ADUs and tiny homes while maintaining minimum standards for public safety.
- √ Review and update the Building Code and other adopted City Codes (e.g., the 2020 Municipal Sustainability Plan) to remove unintentional barriers to the production of affordable housing.

Strategy 5. Speed up the approval process as a tool in the Partnership Program Toolkit.

Action 5.1 Create an expedited "Concierge Service."

- √ Update and streamline the City's approval and permitting processes to include new technologies and procedures and implement performance metrics to monitor the steps in the approval process.
- √ Example traits of expedited services include:
  - A dedicated project coordinator
  - Coordinated interdepartmental review
  - Early issue identification
  - Solution oriented problem solving
  - Executive level coordination where appropriate

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PRESERVE EXISTING HOUSING FOR LONG-TERM RESIDENTS

Existing housing in Sedona is one of the most important resources for local workers, families, and seniors. Safeguarding homes already occupied by year-round residents is more cost-effective than building new housing, particularly in Sedona's high-cost market with limited available developable land near jobs, services, and amenities. The actions below focus on strengthening City programs, reducing loss of year-round housing, preserving at-risk units, and supporting residents who want to remain in Sedona over time.

Strategy 6. Bolster existing City housing programs.

Action 6.1 Update the down payment assistance programs.

- √ Index assistance amounts to current home prices in Sedona and the Verde Valley.
- √ Create a two-tier assistance structure that provides one assistance amount for homes purchased in the Verde Valley area and a higher assistance amount for homes purchased in Sedona.
- √ Update income limits, match requirements, and eligible assistance tiers so the program serves workforce and middle-income households priced out of the market but not served by traditional affordable housing programs.
- √ Annually require a recurring annual program review schedule so staff adjusts assistance levels, AMI thresholds, and match requirements using current local sales and wage data.
- √ Coordinate with local lenders and realtors to integrate the program into standard lending and real estate practice by preparing lender guidance, realtor guidance, counseling materials, and a standard application workflow that identifies eligible participants early in the home search process.
- √ Consider using forgivable loan terms, repayment triggers, and deed restrictions or shared-equity provisions where appropriate to preserve long-term affordability and local benefit.
- √ Formalize employer participation options, including matching funds, shared-equity investments, or forgivable loans for employees purchasing homes in Sedona or nearby Verde Valley communities.

Action 6.2 Create the Sedona Housing Renewal Initiative.

- √ Establish the Sedona Housing Renewal Initiative with three program components: Home REPAIR, Home RESILIENCE, and Home REPLACEMENT.
- √ Create the Home REPAIR program, which should address health, safety, deferred maintenance, accessibility, and other

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rehabilitation needs for owner-occupied homes and, where appropriate, rental properties if requested by the owner and tied to long-term occupancy commitments.

- √ Increase funding and maximum assistance levels for repair and resilience work and broaden eligibility to serve a wider range of incomes.
- √ Create the Home RESILIENCE program, which combines or aligns housing resiliency efforts such as the Home Energy Retrofit Project, weatherization, wildfire mitigation, and related programs intended to improve safety, durability, efficiency, and long-term habitability.
- √ Raise the maximum assistance available through the Home Energy Retrofit Project so participants can complete more substantial retrofit projects.
- √ Expand eligibility for energy retrofit assistance to landlords who keep units in long term rental use for a defined affordability or occupancy period.
- √ Create the Home REPLACEMENT program, which creates a pathway to replace dated manufactured housing and mobile homes where rehabilitation is no longer viable.
- √ Set aside a portion of the City Housing Fund, and other available resources, to continue repair, resilience, and replacement work as CDBG funding is exhausted.
- √ Maintain and refine delivery partnerships with Northern Arizona Council of Governments (NACOG), Habitat for Humanity, and other organizations to administer programs.
- √ Implement a single intake and referral process so households can be matched to repair, retrofit, replacement, accessibility, weatherization, and wildfire mitigation support through one point of entry.
- √ Use a mix of City funds, grants, donated labor and materials, and nonprofit and faith-based partnerships to enhance the initiative.
- √ Offer a stewardship option in which the City and partners provide limited repairs or resilience improvements for households that cannot complete work on their own, including those with code violations and no realistic way to make corrections.



Source: Brooklyn Park NOAH Preservation Program

Action 6.3 Enhance the Rent Local Program.

- √ Offer tiered incentives tied to one-year, two-year, and three-year commitments, so owners receive larger incentives for longer affordability periods.
- √ Prioritize two-bedroom and three-bedroom units that serve families and workforce households.
- √ Provide participating landlords with model leases, screening guidance, and landlord support resources to ease the transition from short-term to long-term rental management.
- √ Align program terms, incentive amounts, and rent caps with current market conditions and update them on a recurring schedule.
- √ Allow property owners to reapply when an initial three-year commitment expires, with the option to structure incentives over a longer affordability period (such as five or six years) to manage program costs while encouraging sustained participation.

Action 6.4 Expand the Deed Restriction Program.

- √ Add deed term options so owners can choose between multiple long-term commitment periods, including a longer-term option such as 99 years and exclusion of short-term rentals.
- √ Connect deed restrictions to visible benefits such as down

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payment assistance (see Action 6.1), reduced permit fees, eligibility for rehabilitation or retrofit assistance, or priority access to selected homeowner support programs.

- √ Provide enhanced financial benefits for longer affordability periods, including options that support permanent affordability through community land trusts. For interested owners, the City and its partners may offer pathways to sell the property or land to a land trust and lease the home back, preserving the unit for long-term affordable housing while allowing the household to remain in place.
- √ Market the program as a long-term preservation tool tied directly to the City's year-round housing goals, with deed restrictions and land trust options prioritized for units that meet defined affordability and occupancy criteria (such as year-round residency, workforce or moderate-income households, and price points aligned with the City's target ranges).
- √ Clarify in program guidelines that only deed restrictions and land trust arrangements meeting these criteria are counted toward the City's housing goals, so that deed-restricted high-value properties that do not serve local residents do not dilute measurable progress.
- √ Structure incentive amounts so owners receive payments appropriate to the market value of longer deed restriction terms and for units that meet priority affordability and occupancy criteria, recognizing that extended affordability periods represent a more efficient public investment.

Longer affordability periods of 99+ years represent a more efficient public investment, with more generations of Sedona community members able to benefit from the same initial subsidy.

Strategy 7. Partner with employers and developers to expand housing opportunities for Sedona's workforce.

Action 7.1 Create an Employer Housing Partnership Program.

- √ Convene major employers in hospitality, health care, education, and service sectors to collaboratively define the program, including employer contributions to housing solutions.
- √ Implement employer housing support tools such as rental stipends, down payment matches, transportation assistance, direct employee housing, or master leasing arrangements.
- √ Structure public-private and public-private-philanthropic partnerships for mixed-income housing that includes workforce-serving units.
- √ Provide due diligence, zoning, infrastructure, environmental, and permitting information to potential workforce housing partners to reduce predevelopment uncertainty.

Strategy 8. Protect existing housing stock for Sedona's workforce, families, and seniors.

Action 8.1 Create a local acquisition and preservation fund through the City Housing Fund or dedicated set-aside to acquire small apartment buildings, duplexes, single-family homes, and scattered-site rentals.

- √ Dedicate a portion of the City Housing Fund to support the acquisition and preservation of existing housing, as well as greenfield development sites, as detailed in section (see Strategy 16). Structure the fund so that the City can partner with mission-driven nonprofit organizations, community land trusts, housing providers, and/or developers to acquire and preserve homes for local residents, reserving direct City ownership for cases where no qualified partner is available or where City ownership is clearly necessary.
- √ Establish processes that allow the City and its partners to have flexibility to act quickly when opportunities become available to preserve housing that may otherwise be lost to speculation, redevelopment, or conversion to short-term rentals.

- √ Partner with mission-driven nonprofit organizations, community land trusts, housing providers, and/or developers to acquire and preserve homes to serve locals.
- √ Where deed restrictions or ground leases are used, target long-term terms (e.g., 99+ years) consistent with best practices for permanent affordability, while recognizing that community land trust ownership can also provide comparable long-term preservation.

Action 8.2 Track trends related to short-term rentals.

- √ Maintain and regularly update local data on the number of short-term rentals, geographic distribution, occupancy rates and trends, and number of bedrooms.
- √ Use this data to identify areas and property types at greatest risk of conversion from year-round housing to short-term rentals.
- √ Target outreach, preservation tools, and incentive programs (such as Rent Local and the Deed Restriction Program) in those areas to encourage owners to keep or return units to long-term housing for local residents.
- √ Create a list of homeowner associations (HOAs) that currently limit short-term rentals in their subdivisions.
- √ Encourage homeowner associations (HOAs) to adopt, maintain, and strengthen short-term rental restrictions that are consistent with their original declarations and applicable law, focusing on clarifying and reinforcing limits for future purchasers and on upholding existing restrictions in communities that already prohibit short-term rentals.

Action 8.3 Develop an inventory of naturally occurring affordable housing properties.

- √ Develop an internal inventory of both subsidized and market-rate affordable housing properties that are at risk of speculative investment, short-term rental conversion, or price increases – including LIHTC housing, apartment complexes, manufactured housing and mobile home communities, and older housing stock.
- √ Prioritize investments and potential acquisitions based on this inventory as appropriate.
- √ Leverage the Home REPLACEMENT program within the Sedona Housing Renewal Initiative, as described in Action 6.2.

Action 8.4 Create inspection and certification programs available to owners of older manufactured/mobile homes.

- √ In addition to enhancing repair programs as detailed in Action 1.3, leverage resources available through Arizona Department of Housing (ADOH) to create manufactured and mobile home inspection and certification programs for property owners interested in extending the useful life of existing units while improving residents' safety and well-being.
- √ Provide financial support and technical assistance for residents of manufactured and mobile home parks to purchase the land beneath their homes to become a resident-owned community (ROC), partnering with organizations such as ROC USA.

Strategy 9. Implement a marketing and navigation program for Sedona's Housing resources.

Action 9.1 Launch a coordinated housing program outreach campaign.

- √ Work with major employers, including hospitality businesses, schools, health care providers, brokers, realtors, and public agencies, to receive current housing program materials for employee distribution through newsletters, orientation packets, benefits meetings, and human resources channels.
- √ Keep housing resources visible to residents and commuters by using flyers, mailers, social media, local radio, newspapers, community events, and partner organizations to share information that links to the City's housing resources webpage.

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FACILITATE NEW DEVELOPMENT & REDEVELOPMENT

New development and redevelopment are essential to closing Sedona's housing gap, since preservation alone cannot meet the community's current and future needs. With limited vacant land and high construction costs, Sedona must use every available tool to expand the supply of housing that local workers, families, and seniors can actually afford. The actions below focus on activating underutilized land, leveraging public land, streamlining development where appropriate, and removing regulatory and institutional barriers so new housing options can be delivered efficiently and at the scale Sedona needs.

Strategy 10. Establish a program to spur accessory dwelling units (ADUs) as long term rental units and other small-scale, neighborhood compatible housing options.

Action 10.1 Provide assistance for ADU construction under appropriate circumstances.

- √ Provide low-interest loans, deferred-payment loans, or small grants for homeowners who build ADUs, cottage courts, or other compact units from the City Housing Fund, and commit to long-term occupancy by local workers, seniors, or multi-generational households.
- √ Provide pre-approved plans for ADU designs, including allowing manufactured and modular ADUs.
- √ Host workshops, online materials, and one-on-one assistance to walk homeowners through permitting, zoning, building requirements, financing options, and long-term management considerations.
- √ Tie financial support and expedited review for ADUs with voluntary deed restrictions that keep supported units in long-term housing.

Strategy 11. Use public land and strategic land acquisition to construct new housing.

Action 11.1 Partner to construct housing on 2411 W. State Route 89a & 220 Sunset Drive properties.

- √ Issue a single RFP covering both properties simultaneously to streamline the development process, reduce administrative duplication, and attract a stronger pool of qualified development partners.
- √ Create new design concepts for both sites that prioritize the housing types most needed today, including larger

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2–4-bedroom units suitable for families.

- √ Encourage mixed-income approaches where financially feasible to support a range of household incomes.
- √ Ensure that issues such as site access are fully addressed prior to issuance of an RFP.
- √ Consider development options, including possibilities such as design and use of pre-approved house plans or sale for construction by individuals.

Action 11.2 Evaluate other City-owned land for the possibility of new housing and pursue housing where appropriate.

- √ Complete a City-owned site inventory that evaluates access to jobs, services, transit, infrastructure, topography, wildfire risk, and Community Plan consistency, so Sedona can move from general interest in public land strategies to a clearer understanding of which sites are realistic candidates for future housing development.
- √ Implement long-term ground leases and public-private or public-nonprofit partnerships to allow housing on public land to preserve City land ownership and prohibit short-term rental use.

Action 11.3 Pursue and strategically acquire property for infill housing or other housing development.

- √ Inventory high-priority properties for potential acquisition or partnership with property owners/private developers willing to coordinate to develop housing that meets the gaps and targets established by the Balanced Housing Strategy.
- √ Use the local acquisition and preservation fund detailed in Action 8.1 to fund strategic acquisition of high-priority properties identified in the inventory.

Strategy 12. Seek partnership with other public and institutional partners to utilize non-city owned property for residential development.

Action 12.1 Activate underutilized institutional and faith-based land.

- √ Provide technical assistance on zoning, entitlements, financing, partnerships, and site constraints to organizations interested in housing development.
- √ Structure long-term ground lease models that allow institutional partners to retain ownership while enabling housing development.
- √ Connect institutional landowners with community land trusts and mission-driven housing providers that can preserve long-term affordability.

Strategy 13. Spur commercial redevelopment with a residential component.

Action 13.1 Enable mixed-use development along commercial corridors.

- √ Coordinate with updates to the development standards detailed in Strategy 4 to encourage and allow mixed-use development, especially along commercial corridors such as the SR 89A corridor.
- √ Develop a mixed-use redevelopment incentive package that offers regulatory incentives, such as density bonuses, height flexibility, parking reductions, or expedited review, in exchange for housing that will be available for local residents.
- √ Prioritize infrastructure improvements, streetscape enhancements, and multimodal investments within targeted commercial corridors to improve both the feasibility of housing in commercial areas and the quality of life for future residents living in those new units.
- √ Track redevelopment activity annually and adjust incentives or development standards as needed to respond to changing market conditions.

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Strategy 14. Complete special area plans and long-range planning efforts to help meet current and future housing demand.

Action 14.1 Complete Community Focus Area studies for West Sedona, The Dells, and for the area from Uptown to Hillside to help meet current and future gaps.

- √ In each study, evaluate the land use framework, circulation, infrastructure, open space, and housing mix needed to move each area toward implementation.
- √ Identify opportunities for infill, adaptive reuse, and redevelopment that respect each area's existing character, scale, and community identity.
- √ Engage property owners, residents, and business owners in each community focus area early in the process to ground recommendations in on-the-ground conditions and local priorities.
- √ Coordinate findings with corridor and development standard updates so that recommended housing types and densities are supported by existing zoning and infrastructure investment.
- √ Incorporate specific action steps into each Community Focus Area study to ensure that the study can but fully and actively implemented.

Action 14.2 Continue to pursue legislative amendments to Arizona statutes to better manage the number and impacts of short-term rentals.

- √ Advocate at the State level for changes to SB1350, adopted in 2016, which prohibits Arizona municipalities from restricting or limiting the number of short-term rentals.
- √ Collaborate with other Arizona municipalities most impacted by short-term rentals, including Flagstaff and Scottsdale.

Strategy 15. Work with homeowner's associations to remove barriers to a broader range of housing options.

Action 15.1 Present options for code alignment to area Homeowner Associations (HOAs).

- √ Prepare HOA-related materials that address ADUs, missing middle housing, parking, property values, density, and neighborhood character.
- √ Develop model CC&R language that allows housing flexibility consistent with City policy for those HOAs that are interested.
- √ Offer technical assistance to HOAs that want to update private restrictions that block housing forms otherwise permitted by City code.
- √ Partner with local housing organizations to conduct workshops and neighborhood outreach.

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REFINE AND PURSUE FUNDING OPTIONS

Many of the recommended strategies outlined in this document require funding to be implemented, especially in the context of Sedona's high housing and land costs. Local funding and financing sources should be combined with state and federal sources to leverage private investment and facilitate both creation and preservation of diverse housing types that serve Sedona workers, families, and seniors.

Strategy 16. Actively use the existing City Housing Fund to achieve housing targets.

Action 16.1 Deploy existing City Housing Fund resources to advance top-priority actions, subject to legal review and clear funding guidelines.

- √ Utilize the new Community Partnership Program to assist in implementation of the highest priorities outlined in this Balanced Housing Strategy document with existing funding available in the City Housing Fund. See the implementation matrix on page 47 for details.
- √ Conduct a legal review to ensure compliance with the Arizona Constitution's Gift Clause and other applicable requirements, ensuring that public resources are used for a clear public purpose tied to housing outcomes.

As of June 2026, the City has appropriated $19.3 million in reserves for affordable housing initiatives. The fund is primarily funded through General Fund transfers, with expenditures supporting low-interest loans to affordable housing developers, dedicated housing staff, and down payment assistance programs.

To position Sedona well to implement the strategies outlined in this document, the City should include additional revenue sources to grow the City Housing Fund. Since most state and federal financing sources for affordable housing are limited to benefit households earning less than 80 percent AMI, increasing local sources of revenue will give the City more flexibility to meet the housing needs of community members that have higher incomes but still struggle to find housing that suits their needs.

Strategy 17. Monitor and add to the City's housing fund if needed to achieve housing targets.

Action 17.1 Establish diverse and sustainable revenue sources for the City Housing Fund, such as through private donations and/or an interest-accruing revolving loan fund.

- √ Grow the City Housing Fund through increased General Fund transfers, private philanthropic donations, and strategic use of public land lease revenues in and when it is determined to be appropriate.
- √ Evaluate whether a Government Property Lease Excise Tax (GPLET) structure may be an appropriate redevelopment tool in limited circumstances where a public ownership and leaseback model supports long-term housing objectives, recognizing that GPLET is a project-specific tax mechanism rather than a general revenue source.
- √ Examine the feasibility of an interest-accruing revolving loan fund to provide access to a flexible, local source of capital for developers in coordination with the proposed Community Partnership Program (see Action 1.3). Revolving loan funds should have competitive rates and act as a bridge between sources the developer can obtain in the private market and the amount needed for the housing project to be feasible, with a clear public benefit nexus in compliance with the Gift Clause.

Action 17.2 Establish an annual reserve target to meet the needs of expanded housing programming.

- √ Account for expected commitments across homeownership assistance, rehabilitation programs, developer incentives, acquisition, and other housing initiatives.
- √ Maintain sufficient flexibility with this target to position the City well to respond to emerging opportunities and changing market conditions.

Action 17.3 Offer low-interest loans to developers that address financing gaps for workforce and senior housing developments, potentially with forgivable terms in exchange for long-term affordability, to the extent legally allowable under Arizona law.

- √ Structure loan terms to allow partial or full forgiveness in exchange for longer affordability periods, local occupancy requirements, or deed restrictions that preserve housing opportunities over time.
- √ Coordinate with the proposed Community Partnership Program provisions to improve project feasibility while ensuring public investments provide a clear community benefit in compliance with the Gift Clause (see Action 1.3).

Source: Home in Five Program, Maricopa County, AZ



Strategy 18. Pursue highly targeted use of nonprofit, state, and federal housing funding programs only when appropriate.

Action 18.1 Pursue funding opportunities available through the Arizona State Housing Trust Fund and Arizona Department of Housing when appropriate.

- √ Monitor state and federal programs and funding cycles, including for CDBG, HOME, and the PRO Housing program, to strategically pursue funds that can support strategies outlined in this document to meet 10-year housing targets.
- √ Coordinate with neighboring jurisdictions, regional housing organizations, and nonprofit partners to delegate fund administration if needed.
- √ Partner with organizations such as Verde Valley Habitat for Humanity to determine whether SHOP resources could help expand ownership opportunities for working households that may otherwise be stuck in the rental market.
- √ Pursue funding sources that support housing for residents with disabilities, such as the federal Section 811 program and Arizona supportive housing programs.

Action 18.2 Use City resources to leverage other public, nonprofit, and private project/program financing.

- √ Prioritize City investments in projects that leverage significant outside funding, maximizing the amount of housing produced per local dollar invested.
- √ Coordinate funding applications with nonprofit housing providers, regional partners, and private developers to strengthen grant competitiveness and reduce duplication of effort.
- √ Coordinate housing investments with infrastructure, transportation, and utility improvements to increase project feasibility and improve competitiveness for infrastructure grant funding.

The Arizona State Housing Trust Fund (ASHTF) and Arizona Department of Housing (ADOH) administer a variety of programs that support affordable housing development, rehabilitation, homelessness prevention, manufactured housing safety standards, site acquisition, homeownership assistance programs, and special needs housing.

As a non-entitlement community, Sedona is eligible to apply for HOME Investment Partnerships Program (HOME) and Community Development Block Grant (CDBG) funding through ADOH to supplement local housing investments. Non-government entities such as nonprofits are ineligible to apply directly for these funds without a local government partner to designate them as a sub-recipient. Both CDBG and HOME funds may only be used to support housing needs for low-income households earning less than 80 percent of AMI. While this represents only a subset of the population with housing needs in Sedona, these funds can support households with the greatest housing challenges and should be fully leveraged whenever possible.

In addition to HOME and CDBG, the Self-Help Homeownership Program (SHOP) provides grants to nonprofit organizations that facilitate sweat-equity homeownership opportunities. "Sweat equity" refers to the time and physical labor that future homeowners and volunteers contribute to building their future homes. Resources such as the federal Section 811 program and Arizona supportive housing programs can also facilitate private development, rental assistance, and supportive services.

Given the national scale of the housing crisis, housing programs continue to evolve at both the state and federal levels, creating ongoing opportunities for Sedona to leverage new funding sources and partnerships as they become available.



SUPPORT HOUSING STABILITY THROUGH QUALITY-OF-LIFE IMPROVEMENTS

Balanced housing in Sedona will require ongoing coordination among employers, developers, nonprofit organizations, regional agencies, homeowners' associations, and institutional landholders. Housing solutions cannot be delivered by the City alone, and progress will depend on practical partnerships that expand capacity, reduce implementation barriers, and align housing efforts with workforce, transportation, and service needs. This section focuses on actions that improve the conditions surrounding housing so workers, families, and seniors can realistically remain in Sedona over time.

Strategy 19. Partner with childcare providers and employers to improve access to affordable childcare for local workers and families.

Action 19.1 Integrate childcare access into workforce retention efforts.

- √ Document childcare gaps by working with employers, schools, and providers to identify cost burdens, hours-of-care needs, staffing shortages, and service gaps.
- √ Expand employer-supported childcare options such as subsidies, provider partnerships, flexible spending support, and reserved childcare slots.
- √ Support shared-service models that reduce childcare operating costs through shared administration, shared space, and coordinated staffing or training.
- √ Coordinate with economic development and tourism partners to develop a complementary economic strategy that supports family-friendly jobs, local business growth, and amenities that make the Verde Valley attractive to households with children. This may include encouraging businesses that offer stable, livable wage employment, supporting family-oriented services and activities, and aligning childcare investments with broader workforce retention efforts.

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Strategy 20. Strengthen regional coordination with Verde Valley communities, nonprofit organizations, state agencies, and service providers.

Action 20.1 Formalize regional housing coordination.

- √ Coordinate with regional transit providers and neighboring jurisdictions to improve connections between housing locations and Sedona employment centers.
- √ Work with regional and state partners, including nonprofit and local government entities already active in the Verde Valley, to deliver programs and pursue funding.
- √ Prepare collaborative grant applications with partners that bring implementation capacity, regional coordination, and service expertise.
- √ Establish a standing housing implementation task force or working group that meets quarterly and reports progress to City Council.
- √ Incorporate bus stop improvements, including seating and shelter where feasible, into regional mobility coordination for workers who rely on transit.

Strategy 21. Prepare an Economic Development Strategy to increase the number and diversity of job opportunities for Sedona residents.

Action 21.1 Link housing stability to local job opportunities and business conditions.

- √ Prepare an Economic Development Strategy that focuses on growing businesses and job opportunities that support working households and families in Sedona as an update to the 2020 Economic Diversification program.
- √ Identify and promote sectors and businesses that provide stable, livable-wage employment aligned with Sedona's community character and long-term goals.
- √ Examine and establish methods of supporting natural and historic business sectors appropriate to Sedona including a range of arts, "urban" agriculture, entrepreneurship and others as appropriate.
- √ Coordinate economic development efforts with housing strategies so new and existing jobs are paired with attainable housing options and reduced commuting burdens.

Strategy 22. Partner with senior care providers to improve access to affordable, quality senior care and services.

Action 22.1 Establish referral networks that connect residents with supportive services.

- √ Coordinate referrals with home repair programs in Action 6.2 and ADU support programs in Action 10.1 so households can access housing, repair, and supportive services through a single, connected network.
- √ Establish relationships with healthcare providers, caregiver support programs and organizations, social service agencies, and other community partners, including Verde Valley Caregivers and the Sedona Community Center to create a shared referral system and warm hand off protocols for Sedona residents.

Action 22.2 Develop educational materials that help Sedona seniors plan for changing housing needs.

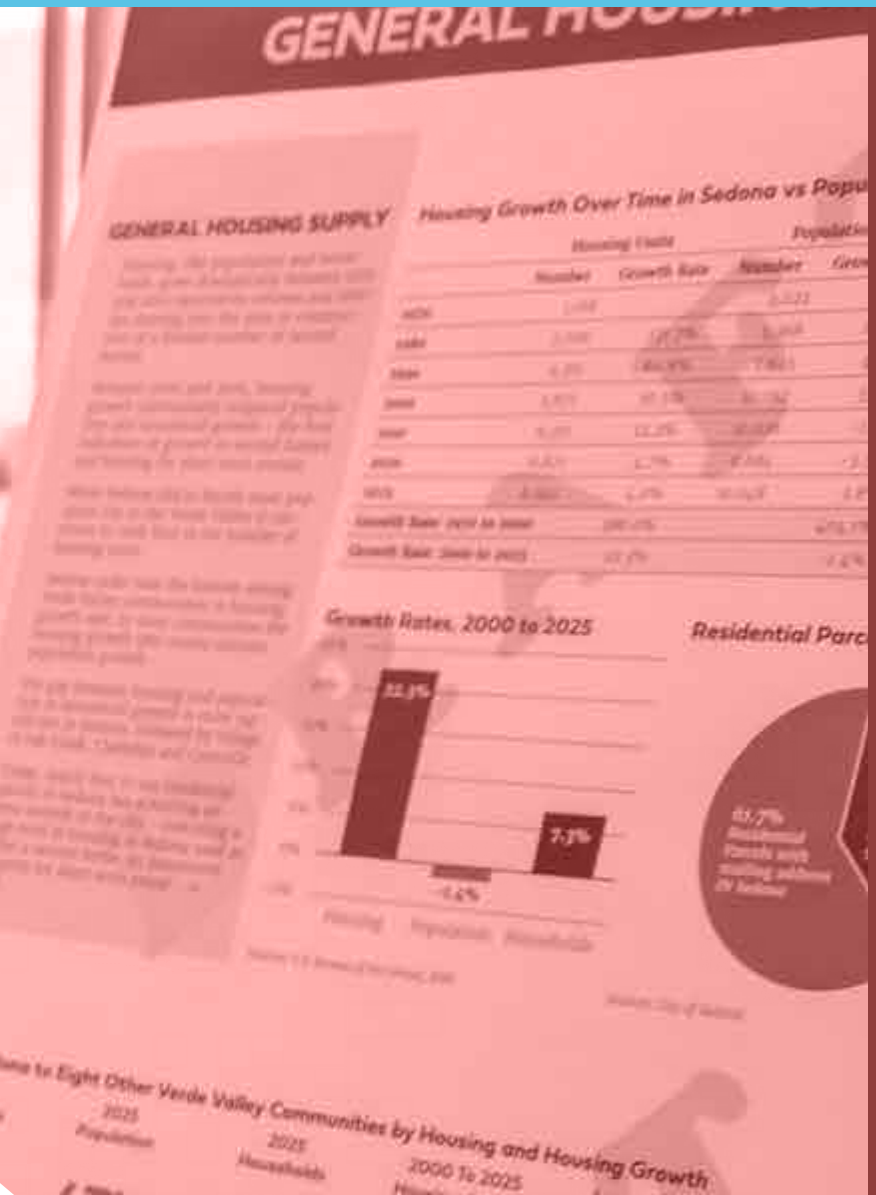
- √ Develop materials that market City programs and help Sedona seniors prepare for their future housing needs, including aging-in-place options, available assistance programs, and financial planning considerations.

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04 IMPLEMENTATION



TURNING STRATEGY INTO ACTION



This chapter outlines the framework for implementing, monitoring, and adapting the recommendations of the Balanced Housing Strategy over time. The implementation framework is organized around four key components: adaptive management, plan administration and updates, performance monitoring, and accountability through partnerships.

Together, these components create a process for tracking progress toward housing targets, evaluating the effectiveness of programs and policies, identifying barriers and emerging opportunities, and ensuring that resources are directed toward actions with the greatest impact. The implementation table that follows translates the Balanced Housing Strategy into a series of actionable steps, identifying responsibilities, timeframes, performance measures, and key partnerships needed to advance Sedona's housing goals over the next ten years.

Adaptive Management Plan

Successful implementation of the Balanced Housing Strategy will require ongoing monitoring, coordination, and periodic updates as market conditions, funding availability, and community priorities evolve. An Adaptive Management Plan framework differs from a standard implementation plan in that it is not limited to assigning actions, timelines, and responsibilities; rather, it establishes a collaborative process for regularly evaluating progress, identifying what is and is not working, and adjusting priorities, programs and partnerships in response. This is particularly important for housing policy, where changing market dynamics, regulatory conditions, and funding can quickly affect the feasibility and effectiveness of an implementation action.

In practice, the implementation plan and adaptive management plan work together. Because successful housing strategy implementation depends on coordination across multiple entities, the adaptive management framework should be collaborative while still grounded in clear, Council-approved policy direction. The City should prepare an annual implementation report and, as capacity allows, convene focused meetings with partners and stakeholders to review progress and discuss barriers while collaboratively identifying new opportunities and adjusting priorities and resources as needed. Any proposed adjustments should be evaluated against the Strategy's adopted goals and targets so that changes strengthen, rather than dilute, the overall direction. These partnerships create a continuous cycle of implementation, monitoring, collaboration, and refinement that will help ensure the Balanced Housing Strategy will be flexible and responsive to available resources and opportunities.

Plan Administration and Updates

The City will establish a structured process for administering and updating the Balanced Housing Strategy for continued relevance and effectiveness. This will include conducting a comprehensive annual review of program performance, including funding utilization, project outcomes, and progress towards housing production and preservation targets. Assistance levels, incentives, and subsidy structures will be evaluated and adjusted annually to reflect changes in construction costs, land values, housing market conditions, and overall effectiveness in satisfying housing targets. The City will also coordinate regularly with, and solicit feedback from, housing partners, including, but not limited to, developers, employers, nonprofit organizations, and regional agencies to identify funding gaps, regulatory barriers and implementation challenges. These efforts can be coordinated with the Sedona's annual budgeting and capital improvement planning processes to maintain alignment between policy priorities and staffing and funding allocations.

The Balanced Housing Strategy is intended to function as a living document and, therefore, the City should use the current annual review process as the primary mechanism for consideration of amendments to this Strategy. As a part of the annual review, staff should evaluate implementation progress, changing market conditions, emerging funding opportunities, feedback from partners, and any regulatory changes that may affect this Strategy's recommendations or effectiveness. This review should also be used to identify and confirm priority projects and actions for the coming year(s) based on current needs, readiness, upcoming grants, or available funding, partner capacity, and the potential to advance Sedona's housing goals. In this way, the annual review will serve as both a reporting tool and decision-making framework for sequencing implementation efforts and directing staff, housing partners, and financial resources toward the most timely and impactful actions.

Amendments to the Balanced Housing Strategy may be classified as either administrative amendments or major amendments. Administrative amendments would be approved by the Community Development Director and include the amendments that do not materially alter policy direction or the core implementation framework of this Strategy. These changes would be documented and reported annually. Examples of administrative amendments may include updates to data, graphics, timelines, responsible parties, funding amounts, implementation sequencing, recording of completed actions, and technical or typographical corrections.

Major amendments are those that would substantially affect this Strategy's policy direction or intended outcomes and would require additional public visibility and City Council approval. Examples of major amendments may include revisions to housing targets, substantial changes to priority actions, introduction of major new program areas, significant shifts in implementation focus, or a comprehensive update to this Strategy document. In addition to annual review, the City should conduct a broader evaluation of the Balanced Housing Strategy at the midpoint of the plan's 10-year

horizon (year five) to align with state housing reporting requirements adopted through Senate Bill 1162 (as codified in A.R.S. §9-462.10 and §9-469), and to determine whether more substantial revisions are needed to respond to changing conditions and community priorities. At the conclusion of the 10 year period, the City should prepare a new Balanced Housing Strategy that reflects current needs, updated data, and community priorities at that time.

Performance Monitoring and Indicators

Using the Adaptive Management framework, the City will track measurable indicators to evaluate the effectiveness of housing programs and policies over time. These indicators will be monitored annually, and where feasible, compared against baseline conditions established at the time of the Strategy's adoption and the Phase 1 targets for working-age households earning $50,000 to $200,000, working-age hospitality and service workers, cost-burdened seniors, and working-age households with children.

Housing production indicators will include the number of new units permitted and completed each year, broken down by housing type, tenure, and where possible, affordability level. These metrics can be tracked primarily by City building permit records, issued certificates of occupancy, planning entitlements, and with supplementary benchmarking from the U.S. Census Bureau.

Housing preservation indicators should measure the number of existing year-round homes and workforce units retained through rehabilitation, deed restrictions, affordability covenants, or acquisition. This data can be tracked through the City's housing program records, compliance monitoring files, rehabilitation program data, and periodic inventories of regulated and naturally occurring affordable housing maintained by the City or partner organizations. The City should also monitor potential housing loss, including units removed through redevelopment or short-term rentals where the data is available using sources such as demolition permits, redevelopment applications, short-term rental records.

Because Sedona is space-constrained and the Balanced Housing Strategy sets a 10-year target of 775 units, it is important to distinguish between retaining existing housing and expanding the supply of housing available to local households. Retaining existing affordable or workforce units helps prevent backward movement and supports community stability, but it does not increase the number of homes available to locals. Actions that convert existing units from visitor or investment use to long-term housing for local workers and families, such as recapturing short-term rentals through incentive programs, should be treated as "buy-down" toward the 775-unit target because they add homes to the pool of housing available to Sedona's workforce, families, and seniors without requiring new construction.

Program utilization indicators should assess whether local housing programs and incentives are functioning as intended. The City should track, at a manageable level of detail, the number of applications submitted and completed for each major housing program (e.g., Rent Local, down payment assistance, home repair, energy retrofit), total dollars committed and spent, and approximate numbers of households served in each target group. To understand whether programs are helping Sedona retain and attract working-age households and families with children, the City should monitor straightforward measures such as total K–12 student enrollment, the share of Sedona's population below age 65, and basic indicators of workforce stability (for example, employer-reported difficulties filling key positions). These metrics can be maintained through internal program administration files, grant agreements, school district data, and simple employer surveys or conversations, rather than relying heavily on complex samples where margins of error may be too large for Sedona's size. These metrics can be maintained through internal program administration files, grant agreements, school district data, and annual reports from nonprofit partners.

Affordability indicators should help Sedona understand affordability pressure trends over time. The City should monitor ownership rates as well as trends of the share of households paying more than 30 percent as well as more than 50 percent of income towards housing by age, occupation, housing tenure, and household size. These indicators can be assessed comparing sector wages with prevailing rents and home prices from employment and local market data. This data should be tracked annually in compliance with the housing needs methodology in Senate Bill 1162 (now codified as A.R.S. §9-4562.10 and §9.469), and includes monitoring vacancy rates, commuting, headship rates, overcrowding, construction activity, and workforce conditions.

Development process indicators should measure whether the review processes are affecting housing delivery and are consistent with state law, if review time frames should be updated. The City should track entitlement and permit processing preview times, approval rates, appeals, and the number of approved units that remain unbuilt after a defined period; these indicators can be drawn from internal permitting tracking or development review logs.

Partnership and employer engagement indicators should measure the extent to which major employers, nonprofit organizations, and regional institutions are contributing to local housing progress. Monitoring indicators may include the number of active partnerships, participation in employer-assisted housing programs, attendance and agency representation at quarterly stakeholder meetings, or referrals or placements supported by nonprofit partners. This data can be collected through reporting by stakeholders and community partners.



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Annual Reporting

Collectively, these indicators should be reviewed and compiled into an annual report that allows the City and its partners to evaluate trends, identify implementation gaps, and determine when amendments or adjustments are needed. Because this housing strategy is a living document and is intended to evolve through implementation over time, a concise set of indicators is necessary for tracking progress, maintaining accountability, and keeping attention on Sedona's four Phase 1 target groups. To support transparency and public understanding, the City will maintain a Balanced Housing Strategy dashboard with a limited number of easily tracked metrics published on the City's website and updated annually.

- √ Total number of homes added to the local pool each year (new construction + STR recaptures counted toward the 775 unit target).
- √ Cumulative progress toward the 775 unit 10 year target (e.g., "X of 775 units").
- √ Number of households served annually in each major program (Rent Local, down payment assistance, home repair, energy retrofit).
- √ K–12 student enrollment within Sedona schools (as a proxy for families with children).
- √ Share of Sedona's population below age 65 (to track working age households).
- √ Number of active housing partnerships (employers, nonprofits, regional entities) participating in implementation each year.
- √ Number of units preserved through rehabilitation, deed restrictions, or acquisition (separate from new units counted toward the 775 target).
- √ Simple affordability pressure indicator, such as a locally tracked median rent and median sales price compared to typical wages for key workforce sectors.

Accountability and Partnership Participation

Effective implementation of the Balanced Housing Strategy will depend on ongoing coordination and shared accountability across public, private, and nonprofit partners. The City will clearly define roles and responsibilities for all stakeholders involved in housing initiatives so expectations are understood and efforts are efficient and aligned. Ongoing collaboration with regional entities and neighboring jurisdictions will further support alignment of housing initiatives and allow the City to leverage shared resources and expertise. To maintain transparency and build public trust, the City will provide regular updates on housing progress through annual reporting on key metrics and outcomes. These regular updates will include an accountability dashboard published on the City's website and presented annually to key partners to highlight progress, challenges, and upcoming priorities.

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IMPLEMENTATION TABLE

Action/Policy

A concise description of the specific action, program, policy change, or initiative to be taken.

Responsibility

- **Lead/Owner** is the department, position, or body responsible for initiating, coordinating, and seeing the completion of the action through. The Lead/Owner may either act directly or through a designee, but is ultimately responsible for progress and reporting.
- **Supporting Partners** are the internal and external partners that will support implementation. These partners may include other City departments, nonprofit organizations, regional agencies, community groups, employers, developers, advocacy groups, or others. These entities are not responsible for delivery but are important contributors to successful implementation.

Timeframe

The anticipated window for initiating and substantially advancing the action, using the following standard categories for phasing and prioritization.

- Immediate (During Year 1) ●
- Short-Term (Years 1-3) ● ●
- Mid-Term (Years 3-5) ● ● ●
- Long-Term (Years 5-10) ● ● ● ●
- Ongoing ●→

Cost

A high-level indication of the relative resource intensity of the action.

- **$** - Minimal cost; can be completed in-house with existing staff and operating budget.
- **$$** - Low to moderate cost; may require some additional staff time, minor operating funds, or small one-time expenditures, but are generally manageable within existing resources and existing departmental budgets.
- **$$$** - Moderate to high cost; likely requires a defined budget allocation, grant funds, or reprogramming of existing resources, and may involve some outside support or technical assistance.
- **$$$$** - High cost; a major investment that requires significant new funding or a dedicated budget line item, and will typically involve consultant support, major capital or program investments, or multi-year financial commitments.

Performance Measures

Specific indicators that will be used to track whether the action is being implemented and achieving its intended outcomes. These should be as measurable as possible and align with the broader monitoring framework in the Adaptive Management Framework.

Barriers/Dependencies

Known or anticipated constraints that could affect implementation. This field helps staff and decision makers understand risk and sequencing needs when setting annual priorities.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
Improve Administrative Tools and the Customer Experience					
1.1: Adopt a Community Priority and Investment Policy.	**Lead/Owner:** Community Development Director **Supporting Partners:** City Council; Housing Program Manager	Immediate ●	$	Policy adopted by Council; number of adopted plans/ CFAs cross-referenced; policy actively used to guide subsequent housing decisions.	Council alignment; reconciling priorities across existing planning documents; staff capacity.
1.2: Establish a Complementary Evaluation Guide.	**Lead/Owner:** Community Development Director **Supporting Partners:** Housing Program Manager; Sustainability Department, Finance Department; City Attorney	Immediate ●	$$	Evaluation Guide adopted; number of projects/ programs evaluated using the guide; consistency of investment decisions with adopted policy.	Gift Clause review; developer response; consistency with LDC updates; transition of legacy DIGAH-approved projects.
1.3: Replace the Development Incentives and Guidelines for Affordable Housing (DIGAH) with the Sedona Community Partnership Program.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; City Attorney; Finance Department	Immediate ●	$$	Partnership Program Toolkit adopted; number of Community Benefit Agreements executed; affordability units delivered through the program.	Funding limits; contractor capacity; coordination with repair and wildfire mitigation programs; administrative capacity
2.1: Craft a Development Process Improvement program.	**Lead/Owner:** Community Development Director **Supporting Partners:** Community Development Department	Immediate ●	$	Development Process Improvement program completed and implemented; Improved KPIs	Staff "buy-in" and active participation; active participation/input from users

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
2.2: Improve application education efforts.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Department; Communications	Short-Term ●●	$$	Expanded education efforts completed; Improved KPIs and Customer Experience feedback	Staff "buy-in" and active participation; use of education materials by community
3.1: Establish a means or tool for successfully measuring customer satisfaction and feedback.	**Lead/Owner:** Community Development Director **Supporting Partners:** Community Development Department; Communications	Immediate ●	$$	Tool implemented; feedback measured as both a baseline and at regular intervals	Research of effective methods of feedback; cost; Customer participation
3.2: Create a performance dashboard that highlights major department performance measures.	**Lead/Owner:** Community Development Director **Supporting Partners:** Community Development Department; Communications	Short-Term ●●	$	Dashboard implemented; Customer Experience feedback	Establishing appropriate/ limited, "public-facing" list of measures for dashboard
Update Development Standards and Requirements					
4.1: Update Table 3.1 (Table of Allowed Uses) to allow additional housing types.	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal	Immediate ●	$	LDC amendments adopted; number of additional housing types allowed by-right or administratively.	Public concerns about neighborhood character; legal review; staff capacity

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
4.2: Add missing middle, small-scale, and mixed-use housing standards to the LDC.	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal	Immediate ●	$	Code amendment adopted; reduced CUP requests; improved childcare access in housing areas.	Legal review; staff capacity
4.3: Update parking regulations in the LDC	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal; Transportation Department	Immediate ●	$	Lower parking ratios adopted; fewer parking variances; more projects using shared/on-street parking	Neighborhood spillover concerns; transit availability; shared parking agreements; staff capacity
4.4: Update the LDC's dimensional standards	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal	Immediate ●	$	Flexible setback standards adopted; number of projects using revised standards; reduced variance requests	Neighborhood concerns; form compatibility; technical drafting complexity; staff capacity
4.5: Support ADU construction in all appropriate zones.	**Lead/Owner:** Community Development Director **Supporting Partner:** Building Safety Department; Housing Program Manager	Immediate ●	$$	ADU standards adopted; number of ADUs permitted; average time to approval.	Fire/building code coordination; homeowner education.
4.6: Identify where form-based regulations are appropriate in specific areas of the City.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager	Mid-Term ● ● ●	$$	Candidate areas identified; form-based zoning pilot adopted; number of projects using the framework.	Community concerns regarding compatibility; technical complexity; need for area-specific design standards.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
4.7: Update other City and agency regulations.	**Lead/Owner:** Building Safety Department **Supporting Partners:** Sedona Fire District; Community Development Manager	Short-Term ●●	$$	Code amendments adopted; number of detached ADU/tiny home proposals supported	Life-safety concerns; Fire District coordination; wildfire risk review.
5.1: Create an expedited "Concierge Service."	**Lead/Owner:** Community Development Director **Supporting Partners:** Building Safety Department; Legal	Mid-Term ●●●	$$	Reduced review times; fewer second-round comments; minor modification process adopted	Software/ workflow changes; interdepartmental coordination; clear thresholds and appeal procedures needed; legal defensibility; staff capacity.
Preserve Existing Housing for Long-term Residents					
6.1: Update the down payment assistance program	**Lead/Owner:** Housing Program Manager **Supporting Partner:** Human Services partners; Community Development Director; local lenders/ realtors; employers	Short-Term ●●	$$$	Updated assistance tiers adopted; number of households assisted; share of recipients purchasing in Sedona vs. Verde Valley; employer participation agreements executed.	Market pricing; lender/ realtor participation; funding availability.
6.2: Create the Sedona Housing Renewal Initiative.	**Lead/Owners:** Housing Program Manager **Supporting Partners:** Sustainability Department; NACOG; Habitat for Humanity; Community Development Director	Mid-Term ●●●	$$$	Initiative launched with single intake process; number of homes repaired/retrofitted/ replaced; households served; average assistance per home; funding sustained as CDBG is exhausted.	Funding limits; contractor capacity; coordination across repair/retrofit/wildfire programs; administrative capacity.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
6.3: Enhance the Rent Local program.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Economic Development; Property Owners	Mid-Term ●●●	$$	Units converted from short-term to long-term rental; average commitment length; household income served; retention after 1, 2, and 3 years; number of owners re-applying after initial commitments.	Owner participation; rent caps; market gap between STR and long-term rent; administrative capacity.
6.4: Expand the Deed Restriction Program	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; City Attorney	Mid-Term ●●●	$	Employers engaged; partnership agreements executed; employer-supported housing benefits launched.	Employer buy-in; coordination across sectors.
7.1: Create an Employer Housing Partnership Program	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Communications staff; Economic Development	Mid-Term ●●●	$	Inventory completed; risk-ranked properties identified; preservation priorities set.	Data gaps; staff capacity; property access and owner information
8.1: Create a local acquisition and preservation fund to acquire small apartment buildings, duplexes, single-family homes, and scattered-site rentals.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Finance; City Manager; Economic Development; nonprofit partners	Short-Term ●●	$$$	Fund established; dollars committed; units acquired/preserved; affordability terms secured; number of units added to the local housing pool (incl. STR recaptures) counted toward the 775-unit target.	Competition from investors; speed of acquisition; partner capacity to own/manage properties; legal/funding structure.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
8.2: Track trends related to short-term rentals.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Community Development Director	Ongoing ●→	$	Quarterly STR inventory produced; map/dashboard updated; trends annually reported to Council; HOA list maintained and used to target outreach.	Data access; staff capacity; consistent methodology.
8.3: Inventory naturally occurring affordable housing (NOAH) properties.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; nonprofit partners	Short-Term ●●	$$	Inventory completed; risk-ranked properties identified; preservation priorities set.	Data gaps; staff capacity; property access and owner information.
8.4: Create inspection and certification programs for older manufactured and mobile homes.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; Building Safety; ADOH; ROC USA	Mid-Term ●●●	$$	Program designed; units inspected; certifications issued; safety issues corrected; number of resident-owned community conversions supported.	Coordination with state resources; park owner participation; inspection capacity; ADOH coordination; resident organizing capacity.
9.1: Launch a coordinated housing program outreach campaign.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Communications staff; Economic Development	Short-Term ●●	$	Webpage launched; distribution of materials through employers; outreach reach across channels; application inquiries.	Keeping information current; employer participation; staff time for updates and navigation.
Facilitate New Development and Redevelopment					
10.1: Create an ADU housing support program.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager	Short-Term ●●	$$	Number of ADUs/ cottage courts supported; applications received; units completed; share with deed restrictions.	Financing barriers; construction costs; homeowner interest; permitting complexity.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
11.1: Construct housing on the 2411 W. State Route 89a and Sunset Lofts City-owned properties.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager City Manager; development/nonprofit partners	Long-Term ●●●●	$$$$	Entitlements/financing secured for each site; construction started/ completed; number and affordability level of units delivered on each parcel.	Site infrastructure/ topography constraints; financing structure; partner selection; community input.
11.2: Evaluate other City-owned land for the possibility of new housing and pursue housing where appropriate.	**Lead/Owner:** Community Development Director **Supporting Partner:** City Manager; Housing Program Manager; Public Works; development/ nonprofit partners	Mid-Term ●●●	$$	Sites evaluated for housing suitability; ground-lease or partnership structures established; units delivered on City-owned land with STR prohibition recorded.	Site infrastructure/ topography constraints; Community Plan consistency; partner selection.
11.3: Pursue and strategically acquire property for infill housing or other housing development.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; Economic Development	Mid-Term ●●●	$$$$	Parcels acquired; units preserved or created; affordability term secured; inventory updated quarterly.	Competition from investors; funding size; negotiation timing.
12.1: Activate underutilized institutional and faith-based land.	**Lead/Owner:** Housing Program Manager **Supporting Partner:** Community Development Director; institutional and faith-based partners	Mid-Term ●●●	$$	Sites identified; technical assistance provided; housing projects advanced on institutional or faith-based land.	Financing; site constraints; partner coordination.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
13.1: Enable mixed-use development along commercial corridors.	**Lead/Owner:** Community Development Director **Supporting Partner:** City Manager; ADOT; Housing Program Manager; development community; Economic Development	Mid-Term ●●●	$$$	Incentive package adopted; redevelopment sites identified; units delivered along corridors; annual tracking of redevelopment activity.	ADOT coordination; corridor complexity; funding and phasing; developer coordination.
14.1: Complete Community Focus Area studies for West Sedona, The Dells, and for the area from Uptown to Hillside to help meet current and future gaps.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; development community	Short-Term ●●	$$$	CFA study adopted; infrastructure framework established; housing mix defined; implementation-ready phases identified.	Infrastructure costs; partner alignment; sequencing with annexation and entitlements.
14.2: Continue legislative amendments to Arizona statutes to better manage the number and impacts of short-term rentals.	**Lead/Owner:** City Manager **Supporting Partner:** City Attorney; intergovernmental affairs; Community Development Director; Housing Program Manager	Ongoing ●→	$	Number of advocacy actions; legislative changes pursued; coalition partners engaged.	State legislative uncertainty; coalition-building; competing policy priorities.
15.1: Support HOA education and code alignment.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager	Mid-Term ●●●	$	HOA materials distributed; number of HOAs engaged; number of HOAs updating CC&Rs to allow housing flexibility.	HOA autonomy; private covenants; limited willingness to amend CC&Rs.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
Pursue innovative financing and funding strategies					
16.1: Deploy existing City Housing Fund resources to top-priority actions, subject to legal review, and clear funding guidelines.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** City Manager; Finance Department; City Attorney	Immediate ●	$$$	Funding guidelines adopted; dollars deployed to top-priority actions; compliance confirmed through legal review.	Gift Clause compliance; competing funding priorities; staff/legal capacity.
17.1: Establish diverse and sustainable revenue sources for the City Housing Fund, such as through private donations, excise taxes, development fees, and/or an interest-accruing revolving loan fund.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** City Manager; Finance Department; Community Development Director	Ongoing ●→	$$$	New revenue sources adopted; annual fund balance growth; dollars available for priority programs; community reinvestment	Voter approval for new taxes; Gift Clause review; revenue volatility
17.2: Establish an annual reserve target to meet the needs of expanded housing programming.	**Lead/Owner:** Finance Department **Supporting Partners:** City Manager; Community Development Director; Housing Program Manager	Immediate ●	$	Reserve target adopted with reserve maintained; annual spending aligned with priorities.	Competing budget needs; economic downturns

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
17.3: Offer low-interest loans to developers that address financing gaps for workforce and senior housing developments, with forgivable terms in exchange for long-term affordability, to the extent legally allowable under Arizona law.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; Finance Department; development community; Legal	Long-Term ●●●●	$$$	Loans issued; units delivered with affordability terms	Underwriting risk; repayment structure; compliance with public purpose requirements; Gift clause compliance
18.1: Pursue funding opportunities available throughout the Arizona State Housing State Housing Trust Fund and Arizona Department of Housing.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Grants staff, nonprofit partners	Ongoing ●→	$	Applications submitted; awards received; amount leveraged into local projects; units preserved or developed using funds; funded projects; homeownership/ supportive housing units created.	Eligibility limits; match requirements; application deadlines; staff and partner capacity; federal/ state cycles; project readiness.
18.2: Use City resources to leverage other public, nonprofit, and private project/program financing.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; Finance Department; Grants staff; nonprofit and regional partners; development community	Ongoing ●→	$$	Amount of outside funding leveraged per local dollar; joint applications submitted; housing units produced/ preserved through leveraged funds; coordinated infrastructure investments delivered.	Partner capacity; grant competitiveness; timing/ coordination of funding cycles and infrastructure projects.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
Support Housing Stability Through Quality-of-Life Improvements					
19.1: Integrate childcare access into workforce retention efforts.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Economic Development; employer partners; childcare providers	Mid-Term ●●●	$$	Employer-supported childcare pilots launched; childcare gap analysis completed; shared-service models piloted.	Provider shortages; staffing; cost of childcare operations.
20.1: Formalize regional housing coordination.	**Lead/Owner:** Housing Program Manager **Supporting Partner:** City Manager	Ongoing ●→	$	Quarterly meetings held regional actions advanced	Multi-jurisdiction alignment; staffing; differing priorities
21.1: Link housing stability to local job opportunities and business conditions.	**Lead/Owner:** Economic Development **Supporting Partners:** Community Development Director; Housing Program Manager	Short-Term ●●	$$	Strategy adopted; priority sectors/businesses identified; job growth tracked alongside housing and commuting indicators.	Alignment with community character goals; business recruitment capacity; coordination across departments.
22.1: Establish referral networks that connect residents with supportive services.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Human Services partners; nonprofit partners	Ongoing ●→	$	Number of referrals; participating service providers; seniors connected to support services.	Partner coordination; outreach to seniors; maintaining updated resource lists; staff capacity.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
22.2: Develop educational materials that help Sedona seniors plan for changing housing needs.	**Lead/Owner:** Housing Program Manager **Supporting Partner:** Communications staff; nonprofit partners	Immediate ●	$	Materials published; distribution count; senior engagement and use of materials.	Keeping materials current; outreach effectiveness; coordination with partners.
Plan Administration					
Establish annual implementation reporting and Adaptive Management review, including a Year Five mid-point evaluation aligned with SB1162 (A.R.S. §9-462.10, §9-469) and preparation of a new 10-year Strategy at the end of the plan horizon.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; City Manager	Ongoing ●→	$	Annual report completed; indicators/dashboard tracked and published; strategy amendments adopted as needed; Year Five mid-point evaluation completed; reporting to City Council.	Data collection; cross-department coordination; willingness to adjust priorities; staff capacity.

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Developed by the City of Sedona in collaboration with Logan Simpson

LOGANSIMPSON



City of Sedona

Best Practices in Balanced Housing:

Case Studies of Programs, Incentives, and Zoning Reforms

May 2026



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INTRODUCTION

This report is one of the core technical components of the City of Sedona's Balanced Housing Strategy and is intended to guide the Strategy's implementation. The report includes case studies from other U.S. communities that have implemented programs, incentives, and zoning reforms relevant to Sedona's housing challenges, with an emphasis on tools that can be adapted and applied in a small, high-cost, tourism-oriented market, and that are consistent with Arizona's legislative requirements.

The purpose of the report is to document and illustrate practical strategies, summarize how they function in their local context, and identify specific elements that could inform Sedona's future housing actions.

The case studies are organized around four target housing gaps identified in the data analysis:

- **Working Age Households with Children**
- **Working Age Households Earning $50,000 to $200,000**
- **Working Age Hospitality and Service Workers**
- **Cost-Burdened Sedona Seniors**

Within each of these gaps, examples were selected to reflect a range of approaches, including regulatory tools, financial mechanisms, preservation stations, and partnership models that address documented needs in Sedona's housing market.

The best practices included in this report provide information on some of the successful strategies and implementation tools utilized by cities and towns in communities from across the United States who are also struggling with finding balanced solutions to achieve local housing goals. The Sedona Balanced Housing Strategy will establish a clear path forward to meet the housing needs of current and future Sedona residents by promoting appropriate development, redevelopment, adaptive reuse, and retention of a housing stock that makes sense and is suitable for Sedona. By 'balanced,' is meant:

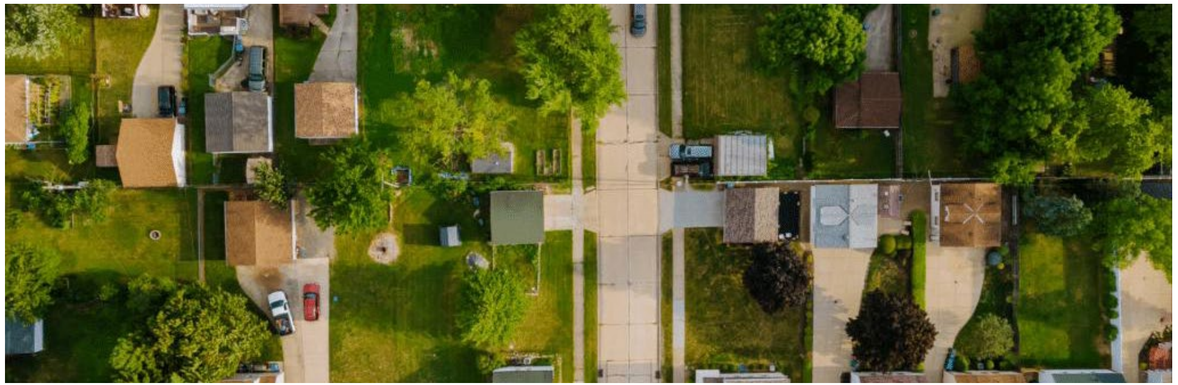
Providing an appropriate mix and amount of housing to reasonably meet the community's needs with the right mix of price, size, tenures, and housing types.

Finding a balance between future housing growth and the protection of the natural and cultural ecosystem of Sedona.

It is anticipated that the best practices outline in this report and the final Balanced Housing Strategy will help sustain the local economy and protect Sedona's quality of life.

This report is, therefore, a living document. New ideas, implementation tools, and best practice techniques will be added from time to time to this report when they are determined to be of value to, and in the best interests of, the community and for ensuring a balanced housing approach.

Appendix A (Case Studies Table) summarizes the case studies and best practices described in this report. Links are included to the the community or project websites so that additional information may be accessed.



Source: Brooklyn Park NOAH Preservation Program

Working Age Households with Children

This target housing gap identifies households with children who need stable, family-sized housing that is close to schools, jobs, childcare, and services. In high-cost and tourism-oriented housing markets, these households don't have the opportunity to build the wealth required to acquire housing in Sedona – leading to families getting squeezed out by limited supply, small unit sizes, high rents, and competition from second homes and short-term rentals.

Naturally Occurring Affordable Housing Preservation Program

Brooklyn Park, MN

Case study
The City of Brooklyn Park created a preservation program focused on naturally occurring affordable housing, meaning older rental properties that were still relatively affordable without being publicly subsidized. The City's Economic Development Authority offers low-cost financing to developers and rental property owners to acquire and rehabilitate these properties in exchange for long-term affordability commitments.

How it addresses the gap
This program addresses the gap by preserving existing family-serving rental housing before it is lost to disinvestment, luxury repositioning, or rent escalation. For households with children, preservation is often more immediate and cost-effective than waiting for new construction, especially because older apartment communities are often where moderate-income families can still find larger units suitable for their needs.

How Sedona can adapt the case study
Sedona could adapt this strategy by creating a local acquisition and preservation funding source through a housing trust fund or dedicated housing set-aside that can be used by nonprofit or mission-driven partners to purchase small apartment properties, duplexes, and scattered-site rentals. The features to replicate are rehabilitation funding and the requirement for long-term affordability in exchange for public support.

Sedona could also prioritize preservation opportunities that include two-bedroom and three-bedroom units, because those are the units most useful to working households with children. This model is especially relevant in a small market where even a modest number of preserved units can make a meaningful difference.



Source: Brooklyn Park NOAH Preservation Program





Source: Brooklyn Park NOAH Preservation Program

Single-Family Rental Portfolio Acquisition

Cincinnati, OH

Case study
The Port of Greater Cincinnati Development Authority acquired a portfolio of 194 single-family rental homes from an investor to prevent displacement, stabilize rents, and preserve affordability for existing tenants. The approach treated scattered-site single-family housing as an affordable housing preservation issue rather than leaving the homes vulnerable to speculation.

How it addresses the gap
This case study addresses the working age and children gap because families with children frequently depend on single-family rentals when multi-family family-sized units are scarce. Acquiring these homes protected tenants from sudden rent increases and gave families more time and stability in the same schools and neighborhoods to which they were accustomed.

How Sedona can adapt the case study
Sedona could adapt this model through partnerships with a housing authority, regional land trust such as the Verde Valley Community Land Trust, nonprofit housing organization, or mission-driven investor that can acquire small clusters of homes or individual houses when they come on the market. The most important element is treating family-oriented single-family housing as a preservation asset rather than assuming all housing solutions must come through new multi-family development. Note that this is different to the Brooklyn Park, MN, case study because in this case the development authority is acting like a developer and directly acquiring property.

Sedona could also use deed restrictions or contractual affordability covenants on acquired homes to maintain long-term occupancy for local households. The affordability periods for these deed restrictions or covenants could range from 10 years to 100 plus years. In a small, high-cost market, even preserving a few houses for family occupancy in perpetuity can have an outsized impact.



Source: Cincinnati Port



Source: Cincinnati Port

East Valley Institute of Technology HopeTech Program

Mesa, AZ

Case study
The program, led by the East Valley Institute of Technology in partnership with local service providers, provides apartment housing for 18-23-year-olds exiting foster care or homelessness, with rent caps, career training, life skills, and support services. Residents live in apartment-style housing, pay capped rent, and participate in career and technical education programs while also receiving life-skills and supportive services.

How it addresses the gap
This program helps stabilize young adults who are at high risk of housing insecurity before they become chronically disconnected from work, education, or parenting supports. It combines housing with workforce development, which is especially important for young adults who may be forming households, parenting young children, or transitioning from unstable living situations into economic independence.

How Sedona can adapt the case study
While not a priority option, Sedona could adapt this model by partnering with regional school districts, career training providers, Yavapai College, workforce agencies, and nonprofit service providers to create a small transitional or workforce housing program for young adults who are aging out of foster care, experiencing homelessness, or working in entry-level local jobs. The most transferable feature is the integration of housing, job training, and case management in one coordinated program rather than treating housing and employment as separate systems.

Sedona could also structure a local version around a small property, master-leased building, or City-supported development where rent is intentionally kept low and participation is tied to education, training, or employment. The strongest lesson from HopeTech is that housing is more effective when it is paired with a clear pathway to long-term self-sufficiency.



Source: EVIT HopeTech Program



Source: EVIT HopeTech Program

Sugar Pine Village

Lake Tahoe, CA

Case study
Sugar Pine Village in South Lake Tahoe is a major workforce housing project built on former state-owned surplus land by Related California in partnership with St. Joseph Community Land Trust. It added a large number of modular affordable units for local workers and families in a market heavily affected by second homes, tourism demand, and limited available land.

How it addresses the gap
This project addresses the working age and children gap by expanding the stock of permanently affordable housing in a resort environment where families are often priced out by tourism-related demand. The project included a healthy mix of two- and three-bedroom units that could accommodate families. For example, phase one includes a unit mix of 12 studio units, 12 one-bedroom units, 23 two-bedroom units, and 21 three-bedroom units which are ideally suited for families. The project shows how public land can be repurposed to support larger-scale housing production for households who need to live near work, schools, and services.

How Sedona can adapt the case study
Sedona can adapt this lesson by conducting a structured inventory of publicly controlled and institutional land that could support family-oriented workforce housing. Land banking, assembly, and site control may be the most important prerequisite for intentional production in a constrained market.



Source: Sugar Pine Village

Community Recovery from Family Loss

Bend, Oregon

Case study
The City of Bend is frequently cited as an outdoor and tourism community where rising housing costs reduced access for working households and families, causing family households to drop 15 percent from 2000-2010 due to high costs and tourism pressures. The City aided recovery through a series of zoning and housing reforms that allowed more compact and diverse housing types like duplexes and cottages in established neighborhoods and along key corridors, which coincided with the addition of approximately 2,000 family-sized units by 2020 placed near schools and jobs. The lesson from Bend is not a single program, but the strategic use of land use reforms to rebuild a more family-serving housing supply in a high-demand market.

How it addresses the gap
This example shows that communities can respond to the loss of working households with children by expanding housing options beyond large-lot detached homes. When a municipality makes it easier to add duplexes, cottage housing, townhomes, and other modest family-serving forms, more opportunities are created for households that need multiple bedrooms but cannot afford conventional single-family housing.

How Sedona can adapt the case study
Sedona can adapt this lesson by treating family retention as a housing production and land use issue, not only as an affordability issue. The most transferable feature is the use of zoning and development reform to support more two-bedroom and three-bedroom homes in walkable and service-accessible parts of the city, with coordination with the school district to prioritize sites near schools and consistent with enrollment needs. For example, the zoning reforms including allowing as second kitchen in a dwelling unit, allowing up to two accessory dwelling units (ADUs) on a lot or parcel, enabling the development of a rowhouse housing option in certain single-family residential zones, and providing more flexibility with development alternatives.



Source: Bend, OR

Build South Bend Initiative

South Bend, IN

Case study
The City of South Bend reformed zoning and development processes to make small-scale infill housing easier to build. The initiative included streamlined approvals, pre-approved building plans, and targeted support to smaller developers, with the goal of adding housing on vacant and underused lots in established neighborhoods.

How it addresses the gap
This initiative enables modest-scale, family-oriented housing types such as townhomes, duplexes, cottage courts, and small multiplexes in neighborhoods that are already close to schools, transit, parks, and services. These housing types can expand the supply of two-bedroom and three-bedroom homes for households who cannot afford large, detached houses.

How Sedona can adapt the case study
In accordance with SB1529, Sedona is in the process of adapting this model to create pre-approved plan sets for context-sensitive townhomes, duplexes, and small multiplexes that fit local design expectations and which can be used by smaller builders. The most transferable lesson is that process reform is itself a housing strategy because it reduces cost, delay, and uncertainty for the kinds of smaller projects that can serve working families.

Sedona could also pair pre-approved plans with expedited review, reduced or deferred fees for specific categories of projects, and technical assistance for local builders. This would be especially useful if Sedona targeted incentives for more family-sized infill housing without relying only on large apartment developments.



Source: South Bend, IN

Housing on Church-Owned Land

Boise, ID

Case study
Collister United Methodist Church partnered with LEAP Housing Solutions to develop two permanently affordable homes on underutilized church-owned land behind its existing parking area. So far, in 2022 two families moved into the project, which serves as small-scale proof of concept for leveraging land owned by faith-based organizations to address local housing needs. The homes are rented at below-market rates to working families, with LEAP acting as the development and long-term management partner. The project was enabled by local zoning that allows residential uses on institutional land and Boise's generally flexible approach to infill development, which permits small-scale housing additions without requiring major rezoning. A long-term ground lease structure allows the church to retain ownership of the land while contributing to community housing goals.

How it addresses the gap
This case study addresses the working age households with children gap by demonstrating how small, incremental development on underutilized land can create attainable housing options without requiring large sites or major public investment. By using land already owned by the church with the nonprofit partnership model, the project lowers development costs and delivers rents that are accessible to working households.

How Sedona can adapt the case study
Sedona can adapt this model by identifying opportunities to partner with local faith-based or institutional landowners to develop small-scale housing on underutilized portions of existing properties, such as parking lots or excess land. This could be supported through zoning provisions that clearly allow appropriately scaled residential uses on institutional sites and streamlined review for modest infill projects. The most transferable lesson is that even very small projects can contribute to a balanced housing supply when zoning policies, available land, and local mission-driven organizations align to support the project.



Source: Mia Maldonado, Idaho Capital Sun



Source: Mia Maldonado, Idaho Capital Sun

Working Age Households Earning $50,000 to $200,000

This gap includes a large range of working households, from those who make their living in Sedona but struggle to afford rents, to those who can comfortably afford rental units but are still priced out of ownership opportunities1. These households often need ownership assistance, moderate-income rentals, missing middle housing, and workforce-oriented price stabilization tools.

Home in Five Program

Maricopa County, AZ

Case study
The Home in Five program available in the Phoenix metropolitan area provides down payment and closing cost assistance to qualified homebuyers, generally as a percentage of the home purchase price, with an additional amount available for teachers and first responders; it is funded through state-backed financing mechanisms and administered regionally by participating county and finance partners, with homebuyer education as a standard requirement.

How it addresses the gap
This program addresses the middle-income working age gap by scaling assistance relative to purchase price and by focusing on groups that are important to community function but often priced out of ownership. Requiring homebuyer education also improves borrower readiness and helps reduce the likelihood of unsuccessful homeownership outcomes.

How Sedona can adapt the case study
Sedona can adapt this strategy by refining its own Down Payment Assistance Program (DAP) so that support levels vary by need, household type, or local workforce priority with forgiveness options for some buyers. It will be critical to pair meaningful assistance with the reality of current housing inventory costs. The most useful feature to adapt is the combination of flexible assistance and mandatory homebuyer education, as required by most state-backed financing programs.



Source: Home in Five Program



Source: Home in Five Program



Source: Home in Five Program

Housing Trust Fund

Red Wing, MN

Case study
The City of Red Wing established its Housing Trust Fund in 2013 with a modest $100,000 City seed allocation, growing it through recurring revenues like document recording fees (0.1 percent on deeds) and general fund transfers averaging $50,000/year. The fund has financed more than 25 affordable units via acquisition of at-risk rentals, down payment assistance for first-time buyers, small infill lots, and gap financing for moderate-income projects.

How it addresses the gap
This addresses the middle-income working age gap by providing flexible capital for "missing middle" solutions like duplex rehabs and starter homes that federal programs often overlook. 'Missing middle' housing refers to a range of house-scaled buildings with multiple units that are compatible in scale and form with detached single-family homes usually located in a walkable neighborhood. Missing middle housing types can include townhomes, duplexes, triplexes, fourplexes, cottage courts, and live-work units. Since its establishment in 2013, Red Wing's Housing Trust Fund has preserved 12 family-sized rentals from speculation and assisted 15 moderate-income households into ownership, stabilizing local workforce retention in a regional economy with limited supply.

How Sedona can adapt the case study
Sedona can replicate Red Wing by implementing a Housing Trust Fund seeded at $100,000 (either from the general fund or Short-Term Rental fees), funded via 0.1 percent deed fees and $50,000 annual transfers, targeting acquisition/preservation of 2-3 bed workforce units and gap financing for infill. Sedona could also leverage philanthropic partnerships to garner additional Housing Trust Funding from private donations.





Source: Hope Heights

Short-Term Rental Fee Program

Winter Park and Grand County, CO

Case study
The Town of Winter Park and Grand County use short-term rental registration systems and occupancy-based fees to regulate the sector and generate ongoing local revenue. In Grand County, the fee is $150 per occupant, and Winter Park also requires owners to register their short-term rental units before they are listed.

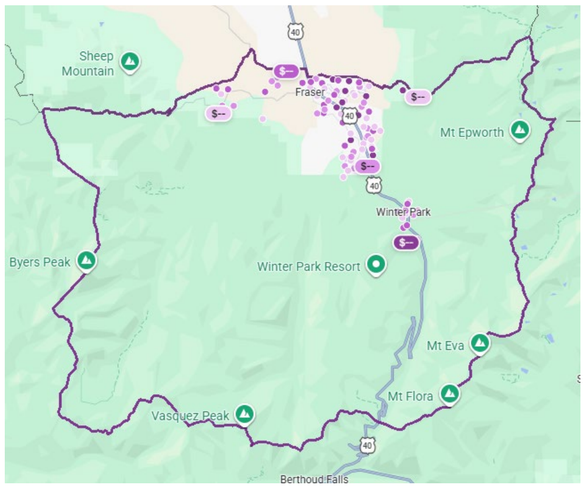
How it addresses the gap
This program addresses the hospitality and service worker gap by creating a dedicated local funding source from an economic activity that contributes to housing pressure. The revenue can then be reinvested into workforce housing programs, development, or preservation.

How Sedona can adapt the case study
Sedona can adapt this lesson by continuing to require short-term rental registration consistent with state law, potentially increasing the application fee to the maximum authorized by state law, i.e., $250,and evaluating lawful tourism-related revenue strategies that can be dedicated to housing. The central lesson is that local housing programs are more durable when they have an ongoing revenue stream rather than relying only on one-time appropriations.

Source: Short-Term Rental Fee Program



Source: Short-Term Rental Fee Program



Source: Short-Term Rental Fee Program

Workforce Housing Incentives

Show Low, AZ

Case study
The City of Show Low adopted a comprehensive package of incentives for workforce housing development, including expedited review, permit fee waivers, reimbursement of capacity fees, reimbursement of construction sales tax up to a set amount per unit, infrastructure improvements, and flexible development standards. Projects receiving assistance must maintain workforce-attainable rents or sale prices for 10 years and cannot be converted to short-term rentals.

How it addresses the gap
These incentives address the middle-income working age gap by reducing development cost and entitlement friction for projects that provide housing at prices below what the open market would otherwise deliver. This is especially relevant for households who are above low-income thresholds but still cannot compete effectively in the market.

How Sedona can adapt the case study
Sedona can adapt this model by updating its 2019 Development Incentives & Guidelines for Affordable Housing (DIGAH) to reflect current market realities, which are available in exchange for recorded affordability commitments or workforce occupancy requirements attached to specific projects. The strongest lesson is that local governments can often influence project economics through process, fee, and infrastructure tools even when a direct subsidy is limited.



Source: Apartments.com

Administrative Relief for Workforce Housing

Show Low, AZ

Case study
The City of Show Low also updated its development code so that the Planning and Zoning Director may approve variances of up to an additional 10 percent for workforce housing projects for selected dimensional standards, including lot coverage, building height, setbacks, lot dimensions, lot area, and parking.

How it addresses the gap
This addresses the middle-income working age gap by improving feasibility for modest workforce projects that may otherwise fail because of small dimensional issues or inflexible code standards. Administrative flexibility materially reduces costs without fundamentally changing neighborhood form.

How Sedona can adapt the case study
Sedona can adapt this strategy by authorizing targeted administrative flexibility for projects by adding a Minor Modifications Process to the Land Development Code and potentially including this provision in future DIGAH updates. The important lesson is that a narrowly tailored flexibility tool can be less politically difficult than a variance request while still improving project viability and maintaining neighborhood character.



Source: Mountain Ranch Workforce Housing

Design Standard Exemptions for Affordability

Goodyear, AZ

Case study
The City of Goodyear allows applicants during design review to request exceptions to mandatory design guidelines when the purpose is to improve housing affordability and the project still meets broader design principles. The Development Services Director can administratively approve these exceptions.

How it addresses the gap
This addresses the middle-income working age gap by recognizing that some design requirements increase costs without proportionate public benefit. Allowing selective flexibility can make moderate-income housing more financially achievable while still preserving design quality.

How Sedona can adapt the case study
Sedona can adapt this approach by identifying which current design requirements most significantly affect housing cost and then creating a formal process for affordability-based deviations. The most transferable lesson is that design quality and affordability do not have to be treated as opposites if standards are prioritized carefully.



Source: Goodyear Design Standards and Policies Manual



Source: Goodyear Design Standards and Policies Manual

Incentives and Zoning Tools

Jackson, WY

Case study
The City of Jackson has used multiple workforce housing tools, including collecting revenue from mitigation fees, accessory dwelling units in all zones, floor area ratio bonuses, density incentives, no floor area ratio cap for fully restricted projects, and streamlined review. Through the Jackson/Teton County Housing Department and partnerships with private and nonprofit developers, the community developed deed-restricted missing middle housing for local workers in a very high-cost resort market.

How it addresses the gap
This case study addresses the gap by using land use tools to directly increase the feasibility and supply of housing for local workers who are not low-income but cannot afford open-market prices. It is especially relevant because the market context is similar to other amenity-driven resort communities.

How Sedona can adapt the case study
Sedona can adapt elements of Jackson's approach by pairing zoning reforms with voluntary incentive packages for projects that provide local-worker housing through deed restrictions or recorded covenants. These zoning reforms could include allowing for additional housing types in single-family neighborhoods, appropriately sized single-family homes, supporting infill development and redevelopment in areas with infrastructure capacity, allowing for clustered residential developments, small lot subdivisions, incentivizing deed-restricted accessory dwelling units (ADUs), and considering density bonuses, streamlined permitting, and other additional flexibility for projects that meet housing needs for the target gaps. Density bonuses can also encourage mixed-income development. The most important lesson is that dimensional flexibility and administrative streamlining can all be used to create a more realistic path for moderate-income housing production.



Source: Teton County, WY

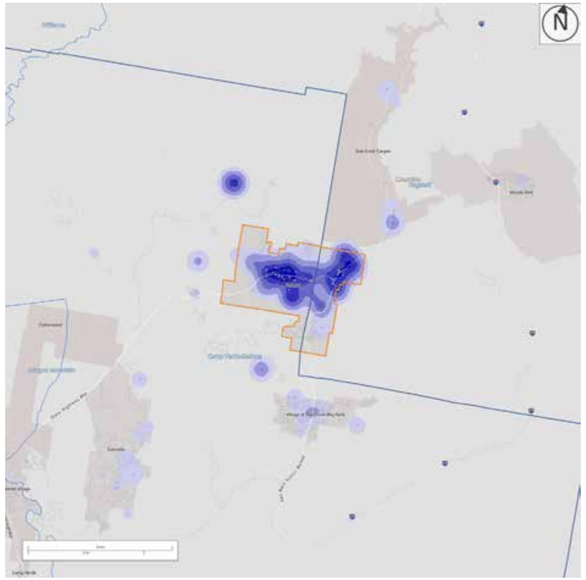
Regional Housing Partnership

Boulder County, CO

Case study
The Boulder County Regional Housing Partnership is a voluntary coalition of 10 jurisdictions that adopted a shared regional housing framework with a goal that 12 percent of all housing be permanently affordable by 2035. The partnership emphasizes land acquisition, preservation, regulatory reform, local funding, and staff coordination across jurisdictions.

How it addresses the gap
This case study addresses the middle-income working age gap because many workers commute across jurisdictional boundaries and regional labor markets do not align neatly with municipal boundaries. A shared target and coordinated implementation approach can better match housing production to real workforce patterns.

How Sedona can adapt the case study
Sedona can possibly adapt this model by working with nearby jurisdictions and regional partners in the Verde Valley such as through the Verde Valley Community Development Organization, Verde Valley Regional Land Use Plan collaborators (Cottonwood, Camp Verde, Clarkdale, and Yavapai County), and the Housing Advisory Committee to address housing as a regional challenge via a shared housing implementation framework, land strategy, and funding strategy. The most transferable lesson is that small communities gain capacity when they coordinate rather than compete for solutions individually.



Source: Boulder County Regional Housing Partnership

Achieving Mixed-Income Development through Partnerships

Milwaukee, WI

Case study
Highland Homes and Highland Gardens is a mixed-income redevelopment in Milwaukee that replaced the former Highland Park public housing site with a combination of affordable rental units, senior housing, and market-rate single-family homes. Developed through a public-private partnership led by the Housing Authority of the City of Milwaukee, the project delivered approximately 160 ADA-accessible units across multiple phases and housing types. It was supported by a combination of federal HOPE VI funding, Low-Income Housing Tax Credits, and local financing tools.

How it addresses the gap
This case study addresses the working age gap by demonstrating how smaller-scale, mixed-income redevelopment can introduce market-rate and ownership opportunities alongside deeply affordable units in the same neighborhood. By combining rental and for-sale housing and avoiding large concentrations of a single income group, the project supports a broader range of household types, including moderate-income workers who may not qualify for subsidies but are priced out of higher-cost markets. By prioritizing ADA accessibility, the project also allows residents the option to age in place.

How Sedona can adapt the case study
Sedona can adapt this model by encouraging mixed-income development on smaller infill and redevelopment sites, rather than relying solely on large-scale projects. This could include pairing local incentives such as density bonuses or fee reductions with requirements or targets for a mix of income levels and housing types, including ownership options. The most transferable lesson is that a combination of public policy, financing tools, and site design can meet multiple gaps in one project and contribute to a balanced housing supply.



Source: Highland Gardens in Milwaukee, WI



Source: Highland Homes in Milwaukee, WI

Working Age Hospitality and Service Workers

This gap focuses on workers in tourism, hospitality, retail, food service, and related sectors whose wages are often not sufficient to compete in a resort housing market. Tools that convert existing units, preserve rentals, create deed-restricted workforce housing, or provide employer-linked support are especially relevant.

Workforce Housing Program

Aspen, CO

Case study
The City of Aspen and the Aspen/Pitkin County Housing Authority have developed and maintained deed-restricted workforce housing, including centrally located units suitable for local workers such as teachers and nurses. These homes are sold or rented below market with resale restrictions, occupancy requirements, and long-term affordability controls.

How it addresses the gap
This addresses the hospitality and service worker gap by preserving a stock of homes that remain available to the local workforce over time, instead of being absorbed into the speculative market. The use of deed restrictions is especially important in high-cost resort settings where public subsidy can otherwise be lost at resale.

How Sedona can adapt the case study
Sedona can adapt this case study by using deed-restricted workforce housing in projects that receive City land, City funding, or other forms of public support. Permanent affordability controls could be achieved through partnerships with regional community land trusts, such as the Verde Valley Community Land Trust. The main lesson is that affordability controls must be durable for public investment to benefit workers over the long term.



Source: APCHA Workforce Housing Program



Source: APCHA Workforce Housing Program

Workforce Housing and Deed Restricted Homeownership Tools

Big Sky, MT

Case study
Big Sky Community Housing Trust operates the Good Deeds program, which offers up to 20 percent of a home's appraised value to buyers in exchange for a permanent deed restriction requiring full-time local workforce occupancy. The program requires that at least one occupant work 30 hours per week in Big Sky, earn at least 75 percent of their income locally, use the home as a primary residence, and not use the home as a short-term rental.

How it addresses the gap
This case study addresses the hospitality and service worker gap (and equally important it is a good example of a program that works across categories), because it preserves existing housing inventory for local workers and creates a pathway into homeownership that would otherwise be unavailable in a resort market. It also demonstrates how a community can use permanent deed restrictions to show that public or philanthropic assistance results in long-term workforce benefit rather than temporary affordability.

How Sedona can adapt the case study
Sedona can adapt this model by pairing down payment support or local subsidy with deed restrictions that require primary residency and local worker occupancy. The most important lesson is that ownership assistance is more durable in high-cost tourism markets when tied to long-term affordability controls and restrictions on short-term rental use.



Source: APCHA Workforce Housing Program

Rent Local Short-Term Rental Conversion Incentive

Seattle, WA

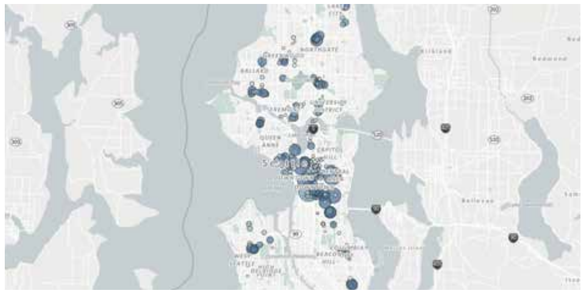
Case study
Seattle's Multifamily Tax Exemption (MFTE) program provides property tax relief to owners converting market-rate or STR-eligible properties to long-term affordable rentals (minimum 12-month leases) for moderate-income workers, with exemptions up to 12 years based on unit commitment: 6-10 percent at 60-80 percent AMI. Updated in 2025 compliance manual, it mandates income verification, lease addendums banning short-term rentals, annual recertifications, and audits, delivering thousands of units in tourism-heavy zones.

How it addresses the gap
This program directly addresses the hospitality and service worker gap by shifting units from visitor stays to local housing supply in a tourism-heavy market. Seattle's quick conversions provide immediate relief for service workers priced out, with family-sized incentives (higher for 3-beds) stabilizing households near jobs without new construction.

How Sedona can adapt the case study
While Sedona does not collect property taxes, the City can enhance its housing strategy by combining the Rent Local program's cash stipends of $6,000 to $10,000 with additional incentives for property owners to house long-term rental tenants, whether they are short-term rental conversions, second homes, or other properties. These conversions would mandate minimum 12-month leases and rigorous verification to ensure local workers benefit. To boost adoption, the city could implement phased compliance timelines alongside HNA-informed rent caps, as Seattle's MFTE program demonstrates that sustained tax incentives in high-demand, resort-like markets maintain long-term affordability impacts far better than one-time cash payments alone.



Source: Natalia Lebedinskaia Getty Images



Source: Seattle Short-Term Rental Conversion Incentive Program

Lease to Locals Program

Truckee, CA

Case study
The Lease to Locals program, operated by the Town of Truckee in partnership with Placemate, provides incentives of $2,000–$18,000 to second home and vacation rental owners who commit properties to long-term leases (i.e., for 12 months or longer) for local workers earning less than 150 percent AMI. Since 2022, it has converted over 45 units with verified leases, rent caps ($2,200/1-bed and $3,000/3-bed), and no-sublet clauses, while the Town pursued public land deals for more than 200 workforce apartments.

How it addresses the gap
This program converts underutilized second homes into stable rentals for hospitality/service workers, delivering immediate supply in a resort market where new construction takes 3 to 5 years. Family incentives and proximity to jobs/schools stabilize working households priced out by tourism demand.

How Sedona can adapt the case study
Sedona can adapt this model by offering $7,500 incentives through its Housing Trust Fund for 12-month leases to local workers (less than 100 percent AMI), with tiered payments ($5,000/1-bed and $10,000/3-bed), lease verification, and 6-month compliance checks. The core lesson here is that partnering with platforms like Placemate simplifies owner outreach while public land strategies complement conversions for comprehensive workforce housing.

LEASE TIMEFRAME	1 regional employee	2 regional employees or 1 employee with a child or children	3 regional employees or 2 employees with a child or children	4 regional employees or 3 employees with a child or children
5 month or greater lease (seasonal)	$2,000	$4,000	$6,000	$8,000
*12-month or graeter lease (long term)	$4,500	$9,000	$13,500	$18,000

Source: Truckee Lease to Locals Program

Artspace Lofts

Mesa, AZ

Case study
Mesa Artspace Lofts is a 50-unit affordable live-work development in downtown Mesa created by the nonprofit developer Artspace with City financial and regulatory support, including low-income housing tax credit participation and local assistance for site development. The project includes a range of unit sizes, including family-sized apartments, and provides common amenities such as a courtyard, playground, gardens, and performance space.

How it addresses the gap
This project addresses the gap by showing that affordable housing can be designed around the needs of households that require both living space and work flexibility. It also demonstrates that family-serving affordable housing can be integrated into a vibrant district with access to transit lines, community amenities, and economic opportunity.

How Sedona can adapt the case study
Sedona could adapt the model by supporting small-scale live-work or mixed-use projects for local workers in arts, hospitality, retail, and service sectors. The most important transferable idea is not the arts-specific branding alone, but the combination of affordability, placemaking, and flexible unit design in a walkable location, as well as the recognition that of the positive energy from being in an environment that values creativity.



Source: Mesa Artspace Lofts



Source: Mesa Artspace Lofts



Source: Mesa Artspace Lofts

Overnight Lodging Impact Fees

Moab, Utah

Case study
The City of Moab requires developers of new overnight lodging facilities to either construct 20 percent of their units as affordable housing for households earning up to 120 percent of Area Median Income or pay impact fees of $229 per room for water infrastructure and an additional $330 per room if the project includes a restaurant. These fees flow directly into the City's Affordable Housing Fund. Amid a moratorium on new hotels, Grand County's High-Density Overlay zoning permits denser development if at least 33 percent of units are permanently deed-restricted for local workers, disabled residents, or retirees. Since implementation, the program has generated over $1 million, supporting more than 100 affordable units and mobile home park acquisitions.

How it addresses the gap
The City of Moab's impact fees link tourism-driven development and housing production, addressing the hospitality and service worker shortage in a market where 57 percent of housing stock serves seasonal visitors rather than year-round residents. Compared to average rents of $1,800 for a one-bedroom apartment, the fees have funded rentals that cost less than $1,000 per month, which are affordable to workers earning the local hospitality median wage of $35,000 annually.

How Sedona can adapt the case study
While Arizona law prohibits mandatory inclusionary zoning, Sedona can explore an approach modeled on Moab by evaluating whether voluntary impact-fee-style contribution of approximately $250 per room for new short-term rental conversions or hotel development could be structured in compliance with state law and nexus requirements, subject to City Attorney review. Based on an illustrative 10 to15 new permits per year, such contribution could generate on the order of $300,000 annually for the Housing Trust Fund. The City could pair any voluntary contribution framework with incentives such as density bonuses and expedited permitting as incentives for projects that voluntarily deliver a defined share of deed-restricted workforce units for hospitality workers.



Source: Moab, UT



Source: Moab Times

Flexible Workforce Housing Tools

Buena Vista, CO

Case study
The Town of Buena Vista used a combination of expedited review under Colorado's Proposition 123 and code flexibility for non-traditional, missing middle housing forms such as container homes, tiny homes, factory-built homes, and narrow lots in designated areas.

How it addresses the gap
This addresses the hospitality and service worker gap by widening the range of housing forms that can be delivered quicker or at lower cost for local workers. It reflects the reality that resort and tourism communities often need both conventional and unconventional housing options.

How Sedona can adapt the case study
Sedona can adapt the lesson by evaluating where alternative and missing middle housing types may be appropriate, especially if they are tied to health, safety, design, and duration standards. The important takeaway is that flexibility in housing form can be useful when conventional housing production alone cannot meet urgent workforce needs.



Source: Mesa Artspace Lofts



Source: Basecamp Bueno Vista, Colorado

Mission Meridian Village

Pasadena, CA

Case study
Mission Meridian Village is a 67-unit mixed-income development that includes a mix of single-family homes, duplexes, courtyard housing, and ground-floor commercial with second-story apartments above. Developed by Creative Housing Associates, the project emphasizes 'blended density' to integrate different housing forms within a cohesive neighborhood fabric to serve residents at different life stages, including hospitality and service workers employed nearby.

How it addresses the gap
This case study addresses the gap for working age hospitality and service workers by demonstrating how a mix of housing types and densities within a single development, including apartments above ground floor retail, can create more attainable options without relying solely on large multi-family buildings. The integration of transit access further reduces transportation costs, making the overall cost of living more manageable for moderate-income households.

How Sedona can adapt the case study
Sedona can adapt this model by encouraging 'blended density' within individual projects, allowing a mix of housing types such as duplexes, courtyard units, and small multi-family alongside neighborhood-serving commercial uses in appropriate areas. The most transferable lesson is that integrating multiple housing forms within a unified development can expand housing choice and affordability while still protecting and enhancing smaller-scale community character.



Source: Creative Housing Associates, Pasadena, CA



Source: Creative Housing Associates, Pasadena, CA

Cost-Burdened Sedona Seniors

This gap includes older adults who are paying too much of their income for housing, living in aging or unsafe homes, or at risk of losing housing stability because of repair costs, rent burdens, or fixed incomes. Generally, the Department of Housing and Urban Development (HUD) considers any household paying more than a third of their income on housing costs to be 'cost-burdened.' Effective strategies to alleviate this cost burden often center on housing preservation, repair, accessibility, and replacement of obsolete units.

Housing Repairs Program

Phoenix, AZ

Case study
The City of Phoenix offers housing repair assistance using fully forgivable deferred loans for eligible repairs such as electrical work, plumbing, air conditioning, structural issues, and lead hazard reduction. The City uses a household assessment and targets health and safety improvements.

How it addresses the gap
This addresses the senior gap by reducing or eliminating the capital burden of major repairs that can otherwise force older homeowners into unsafe conditions or displacement. Forgivable structures are especially useful for seniors because repayment expectations can discourage participation.

How Sedona can adapt the case study
Sedona can adapt this lesson by considering whether portions of its repair assistance could shift from standard assistance to forgivable terms for age-eligible and/or fixed-income households. The most important lesson is that repair program design influences whether vulnerable homeowners can actually use the assistance available.

A similar program implemented by the City of San Jose called Compassion Based Code Enforcement is also applicable in Sedona. The City works with local faith based groups to identify people who cannot make improvements to their properties due to health or age issues. The groups make improvements that allow for improved quality of life (e.g., construction of ramps, minor remodeling, etc.) and low maintenance projects (e.g., replacement of landscaping and improvements for energy efficiency, etc.).

HUD 2024 Household Income Limits - Effective 6/1/2025

Number of people in the home	1	2	3	4	5	6	7	8	For each member add:
Home Repair Program:	$62,850	$71,800	$80,800	***$89,750***	$96,950	$104,150	$111,300	$118,500	$7,200

Source: Phoenix Housing Repairs Program

Pre-1976 Manufactured Home Rehabilitation and Certification Process

Pima County, AZ

Case study
Pima County requires certification of state rehabilitation for pre-1976 mobile homes being installed, relocated, or connected in the county. The County's process is tied to Arizona rehabilitation requirements for older mobile homes and is intended to address health and safety issues before occupancy or relocation.

How it addresses the gap
This addresses the senior gap because older adults are disproportionately likely to live in aging manufactured housing, where repair needs, code issues, and safety hazards can threaten continued occupancy. Bringing these homes into compliance or determining when replacement is necessary is essential to preserving safe housing for older residents.

How Sedona can adapt the case study
Sedona can adapt this example by developing a clearer local pathway for inspection, rehabilitation, replacement, and referral for older manufactured homes. In areas where seniors may be living in deteriorated units, special attention should be given to mitigate displacement from leased land, potentially with locally dedicated funds as a resource. Sedona could also coordinate with the Arizona Department of Housing and regional partners when replacement or rehabilitation assistance is needed, since the core lesson is the value of a structured process that links code compliance, safety review, and financial assistance options.



Source: Pima County Manufactured Home Rehabilitation and certification Process



Source: Pima County Manufactured Home Rehabilitation and certification Process

Manufactured Housing Replacement Program

Federal

Case study
Federal legislation created a large, manufactured housing replacement initiative that replaces pre-1976 units occupied by low-income households with newer units built to modern standards. The program also includes related support such as infrastructure, planning, and in some cases redevelopment of resident-owned or nonprofit-owned manufactured housing communities.

How it addresses the gap
This program addresses the senior gap by recognizing that some older homes are beyond practical repair and need replacement rather than incremental rehabilitation. When paired with displacement mitigation strategies, replacing obsolete housing can reduce utility costs, improve health and safety, and preserve long-term occupancy for lower-income older adults. This program could also be used to support families.

How Sedona can adapt the case study
Sedona can adapt this lesson by identifying whether local older manufactured homes or manufactured housing communities could be competitive for replacement-oriented funding or partnerships. The main takeaway is that a complete housing preservation strategy must include both repair and replacement options.



Source: Federal Manufactured Housing Replacement Program

Habitat for Humanity Aging in Place Program

Central Arizona

Case study
Habitat for Humanity Central Arizona operates an Aging in Place program that serves older homeowners, generally 65 and over, with repairs and modifications that improve safety, mobility, accessibility, and weatherization. The program typically requires owner occupancy and some degree of partnership participation, whether by the homeowner or a representative.

How it addresses the gap
This addresses the senior gap by focusing specifically on the conditions that make it difficult for older adults to remain in their homes, such as fall risks, deferred maintenance, and barriers to mobility. These interventions can help avoid premature displacement or entry into more costly housing and care settings.

How Sedona can adapt the case study
Sedona can adapt this approach through expanded partnerships with nonprofit housing repair organizations such as Verde Valley Caregivers, the Sedona Community Center, and the local Habitat for Humanity affiliate, senior service providers, and other regional agencies that can help identify eligible households and coordinate home assessments. The key lesson is that aging-in-place programming works best when housing repair is integrated with broader senior support systems.



Source: Central Arizona Habitat for Humanity Aging in Place Program

Support and Services at Home Program

Burlington, VT

Case study
The Burlington Housing Authority launched the Support and Services at Home (SASH) program which embeds nurses and care coordinators directly into senior housing sites, where they serve panels of about 100 residents each. These professionals provide health coaching, fall prevention education, care coordination with Medicare providers, and home safety assessments. The program has reduced hospital admissions by 19 percent, falls by 22 percent, and inactivity by 10 percent in pilot sites, while also extending services to community-dwelling Medicare seniors living near participating properties. SASH partners with healthcare systems and home repair nonprofits to deliver support without focusing on physical rehabilitation of properties.

How it addresses the gap
SASH allows cost-burdened seniors to age in place by proactively addressing health and safety barriers through embedded service coordination, rather than relying solely on property upgrades. This housing-health model cuts healthcare costs by $1.3 million annually statewide while preventing displacement for fixed-income older adults facing rising housing expenses.

How Sedona can adapt the case study
Once local senior housing is available, Sedona could pilot a program like SASH, hiring full-time nurse coordinators through the Area Agency on Aging and partnering with Yavapai College nursing students for quarterly wellness visits, fall prevention workshops, and Medicare navigation. The program could be funded annually from the Housing Trust Fund.



Source: SASH rogram, Burlington, VA



Source: SASH program, Burlington, VA

Silver Sage Village

Boulder, CO

Case study
Silver Sage Village opened in 2007 as one of the first senior cohousing communities in the country with 18 households and 28 members. Structured as an HOA, the development is an age-restricted senior community designed for independent living, with shared management practices and site amenities that foster community. Each household has a private home centered around a courtyard and large Common House with an industrial kitchen, a dining room, our media room, a craft room, an exercise room, a meditation room, storage spaces, and spaces used by local artists. The site is within walking distance to open spaces, hiking trails, medical services, grocery stores, and local shops and restaurants, enabling residents to easily age in place without owning a car.

How it addresses the gap
Silver Sage Village addresses cost-burdened seniors by providing smaller, efficient homes within a shared community that reduces both housing and living costs. By clustering units around common amenities and shared spaces, residents benefit from lower individual housing footprints while accessing resources such as shared meals, transportation coordination, and maintenance that reduce ongoing expenses. As a mixed-income community, some units are market-rate while others are deed-restricted to be permanently affordable. The model supports aging in place by helping seniors remain in stable housing even as incomes remain fixed and needs change over time.

How Sedona can adapt the case study
Sedona could support the development of a small-scale senior cohousing community by allowing clustered, cottage-style housing with shared facilities in appropriate locations near services and trails. This could include zoning updates to permit higher-density senior housing with reduced parking requirements and incentives for shared amenities in exchange for a portion of the development to be earmarked for long-term affordability. The City could also partner with a nonprofit or developer to pilot a project that integrates compact homes, a common house, and pedestrian-oriented design, creating a replicable model for independent, affordable aging in place.



Source: East Entryway, Silver Sage Village, CO



Source: East Entryway, Silver Sage Village, CO

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National Trends for Removing Barriers to Housing that Works for Locals

As described in the report above, there are many national trends that cities and towns of varying sizes and characteristics have employed to address barriers to housing development. While a detailed review of each of these trends is beyond the scope of this report, some strategies that could be implemented by the City of Sedona in the appropriate contexts and locations include:

- Establishing no maximum densities for duplexes, triplexes, quadplexes, townhomes, and cottage court developments;
- Reducing lot size requirements for duplexes, triplexes, quadplexes, townhomes, and cottage court developments;
- Reducing parking requirements including a no minimum standard for parking for certain residential uses;
- Reducing floor area ratios (FARs) for certain zones or uses;
- Revising design and dimensional standards to allow more flexibility and creativity with building design;
- Implementing cluster development standards, including for cottage court developments;
- Introducing fee waivers for deed restricted community housing developments;
- Establishing allowances for ADU types, occupancy, and sizes, with flexible parking requirements;
- Including small dwelling unit (tiny home) and micro-unit development standards;
- Providing allowances for zero lot line developments;
- Allowing density to be determined by site constraints (e.g., setbacks, height, or infrastructure capacity) rather than fixed units-per-acre maximums;
- Creating administrative adjustment processes for minor deviations from dimensional standards, i.e., a Director-approved minor modification process;
- Including second story residential uses above or behind commercial uses (i.e., mixed-use development);
- Implementing faith-based partnerships to enable housing development in appropriate locations;
- Implementing mixed-income and subsidy development models; or
- Considering small lot subdivision developments and small homes (i.e., tiny homes) where it makes sense to allow them.

CONCLUSION

No single strategy, program, or policy is sufficient on its own. The communities that have had the most success in creating balanced housing solutions have used a layered approach that combines housing production, preservation, financial tools, and regulatory flexibility. These case studies demonstrate that even modest interventions can produce meaningful outcomes with when tailored to the local context. Another foundation of success is ongoing funding sources and partnership models, allowing communities to move toward sustained balance in their housing markets over time.

Expanding housing options through zoning reform, preserving existing units for the local workforce, pursuing public-private partnerships, leveraging public and institutional land, and reinvesting tourism-related revenue into balanced housing solutions are all approaches that can be adapted locally.

Drawing inspiration from these case studies, Sedona's most effective path forward is likely to focus on preserving existing housing, making it easier to build smaller and more diverse housing types, and directly linking housing strategies to local workforce needs and funding sources.



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APPENDIX A: CASE STUDIES TABLE

Case Study	Location	Intervention Type	Lead Actor(s)	Source
Working Age Households with Children				
East Valley Institute of Technology HopeTech Program	Mesa, AZ	program	public–private partnership	**Link**
Naturally Occurring Affordable Housing Preservation Program	Brooklyn Park, MN	housing preservation, financial tool	local government	**Link**
Community Recovery from Family Loss	Bend, Oregon	policy/regulation	local government	**Link**
Single-Family Rental Portfolio Acquisition	Cincinnati, OH	housing preservation, project	public–private partnership	**Link**
Build South Bend Initiative	South Bend, IN	policy/regulation, program	local government	**Link**
Housing on Church-Owned Land	Boise, ID	housing creation,	public–private partnership	**Link**
Sugar Pine Village	Lake Tahoe, CA	housing creation, project	public–private partnership	**Link**
Working Age Households Earning $50,000 to $200,000				
Home in Five Program	Maricopa County, AZ	financial tool, program	state / federal gov	**Link**
Short-Term Rental Fee Program	Winter Park & Grand County, CO	policy/regulation, financial tool	local government	**Link**
Workforce Housing Incentives	Show Low, AZ	policy/regulation, financial tool	local government	**Link**
Administrative Relief for Workforce Housing	Show Low, AZ	policy/regulation	local government	**Link**
Design Standard Exemptions for Affordability	Goodyear, AZ	policy/regulation	local government	**Link**
Incentives and Zoning Tools	Jackson, WY	policy/regulation	local government	**Link**
Regional Housing Partnership	Boulder County, CO	partnership model	public–private partnership	**Link**
Housing Trust Fund	Red Wing, MI	financial tool	local government	**Link**
Achieving Mixed-Income Development through Partnerships	Milwaukee, WI	housing creation, redevelopment	public–private partnership	**Link**
Working Age Hospitality and Service Workers				
Artspace Lofts	Mesa, AZ	housing creation, project	public–private partnership	**Link**
Rent Local Short-Term Rental Conversion Incentive	Seattle, WA	program, financial tool	local government	**Link**
Workforce Housing and Deed Restricted Homeownership Tools	Big Sky, MT	financial tool, housing creation	nonprofit	**Link**
Overnight Lodging Impact Fees	Moab, UT	policy/regulation, financial tool	local government	**Link**
Lease to Locals Program	Truckee, CA	program, financial tool	public–private partnership	**Link**
Workforce Housing Program	Aspen, CO	housing creation, housing preservation	local government	**Link**
Flexible Workforce Housing Tools	Buena Vista, CO	policy/regulation	local government	**Link**
Mission Meridian Village	Pasadena, CA	Housing creation, historic preservation	public–private partnership	**Link**

Cost-Burdened Sedona Seniors				
Pre-1976 Manufactured Home Rehabilitation and Certification Process	Pima County, AZ	policy/regulation, housing preservation	local government	**Link**
Manufactured Housing Replacement Program	Federal	housing creation, housing preservation	state / federal gov	**Link**
Housing Repairs Program	Phoenix, AZ	program, financial tool	local government	**Link**
Habitat for Humanity Aging in Place Program	Central Arizona	program, housing preservation	nonprofit	**Link**
Support and Services at Home Program	Burlington, VT	program	public-private partnership	**Link**
Silver Sage Village	Boulder, CO	housing creation, aging in place	public-private partnership	**Link**



Sedona Balanced Housing Strategy

Think Tank May 18th and 19th: Summary Report

Overview

The Sedona Housing Think Tank was an engaging two-day collaborative workshop held on May 18 and 19, 2026, at The Hub in Sedona to identify actionable strategies for addressing local housing challenges. Hosted by the City of Sedona with Logan Simpson, a consultant to the City to develop the Sedona Balanced Housing Strategy, the event brought together a cross-section of the community with differing viewpoints, including local officials, housing representatives, community residents, and other stakeholders and interested participants in a structured process designed to produce practical solutions to help resolve Sedona's housing challenges. A total of **51 attendees** participated across the two days with approximately 40 people attending the first day and 30 plus people participating on the second day. Community members were notified through a range of outreach methods, including social media, the City of Sedona community calendar, flyers, the KNAU community notice board, Eventbrite, e-mail outreach, and updates on the project website.



The workshop format combined presentations, keynote content, roundtable discussions, and digital collaboration tools (specifically the Mural online collaboration tool – www.mural.com) to support community participation and to assist with documentation of all comments received. The first day included a review of the data and current housing needs in Sedona, introduced a few best practices that could be applied in Sedona, explored possible missing middle housing solutions, and concluded with facilitated table discussions that were organized around community strengths, constraints, opportunities, and solutions.

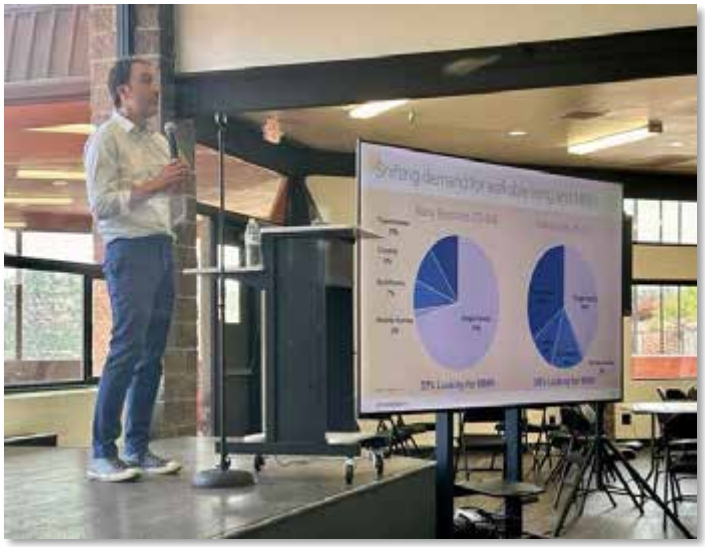
The second day built on that foundation by confirming the common themes that emerged from the previous day's discussions. Participants were invited to respond to a preliminary summary of the previous day's conclusions and were able to identify additional ideas through open discussion on "What's Missing?". All comments were documented live in a "Mural" software application that works like a digital white board with comments captured in digital sticky notes.

All comments from the roundtables, comment cards, and "What's Missing?" discussion are included in Appendix A. The key presentations and reporting periods were documented on video, as were one-on-one interviews with a variety of participants. The videos have been posted to the City of Sedona's housing website: Housing | City of Sedona.

Day 1 – May 18, 2026

Day 1 began with an overview of existing data to orient attendees to Sedona's current housing conditions. This included a review of population trends, workforce characteristics, housing supply, and affordability metrics, along with a discussion of local development constraints such as land availability, environmental considerations, and regulatory factors. Together, this information established a shared baseline and framed the key challenges facing the community.

With that context in place, the team introduced a set of best practices drawn from communities across the country facing similar constraints. These examples focused on how other jurisdictions have expanded housing options through targeted code updates, development incentives, and partnerships, as well as how design standards have been used to address concerns about compatibility and neighborhood character. This discussion helped translate the data into a range of potential approaches that could be considered in Sedona.



Building on these ideas, the keynote presentation by Stefan Peligrini from Opticos Design Inc, focused on missing middle housing and its role in addressing gaps in Sedona's housing supply. The presentation covered a range of housing types, including duplexes, triplexes, bungalow courts, and small-scale multifamily, with an emphasis on how these forms function in practice. Case studies and visual examples illustrated how missing middle housing has been integrated into existing neighborhoods in other communities to demonstrate how these approaches could be adapted to fit Sedona's context.

Following the keynote, attendees shifted from listening to discussion, participating in a facilitated roundtable focused on identifying Sedona's strengths, weaknesses, constraints, and opportunities. Participants reflected on current conditions and future needs, drawing connections between the data presented earlier in the day and their own experience working in or with the community. Several consistent themes emerged from this discussion, including:

Current Strengths

Sedona Character and Tight-Knit Community

- Frequent mentions of beauty, trails, views, recreation, small-town character, beautiful architecture and high-quality design, walkability
- Repeated references to nonprofits, volunteers, community organizations, caregivers, meals on wheels, and community support systems.
- Major culture of volunteerism, highly educated residents as a major resource

Existing community amenities and services

- Sedona Shuttle Connect, Verde Shuttle, shared-use paths, community library, community center, public pool, trailhead shuttles, and door-to-door transportation for seniors in certain areas

Strong nonprofit and partnership ecosystem

- Many participants referenced nonprofits, faith-based groups, caregivers, and community organizations already supporting seniors, housing, and social services.
- 200+ nonprofits (such as Verde Valley Caregivers, Sedona Community Center, Hope House, Habitat for Humanity, Meals on Wheels) in the Sedona area are critical implementation partners.

Existing City leadership in housing programs

- $19 million in the Housing Trust Fund, ADU initiatives, down payment assistance, DIGAH, starting to develop pre-approved plans, and leading community conversations.

Current Weaknesses / Constraints

Housing affordability

- Nearly every discussion referenced high housing costs, lack of workforce housing, challenges for families, seniors, and moderate-income workers such as teachers.
- Lack of ability for seniors to downsize or move to assisted living facilities in Sedona
- Strong consensus that affordability problems are affecting community sustainability - teachers, CNAs, hospitality workers, construction workers, and younger residents are being priced out, forced to commute long distances, or live in their vehicles.

Lack of Housing Diversity

- Lack of 'missing middle' housing types

Development Review Process

- The City's process is not transparent enough, makes it difficult to develop housing in Sedona. City could do more to clarify site-specific requirements early in the process.

Land, infrastructure, and environmental limitations

- Limited buildable land, water supply, sewer, evacuation constraints, steep slopes, surrounded by Forest Service land, fire risk, and capacity constraints.

Traffic and transportation challenges

- Congestion, commuting difficulty, lack of multimodal connectivity, and inadequate pedestrian infrastructure in some areas were recurring concerns.

Short-term rentals

- STRs were repeatedly identified as reducing long-term housing supply and inflating costs.

Vision

A more balanced and diverse community

- Many participants envisioned a broader mix of ages, incomes, and household types.
- Strong support for "local housing" - retaining families with school-age children, younger residents, essential workers, offering temporary housing for new workers moving to Sedona, and intergenerational living.
- Frequent calls for assisted living, skilled nursing, downsized housing, and services that allow seniors to remain in Sedona.

Homeownership and housing stability

- Repeated emphasis on ownership opportunities, rent-to-own models, deed restrictions, and helping workers build equity.

Maintain Sedona's character while accommodating reasonable change

- Most participants supported preserving community identity, though opinions differed on what "reasonable change" looks like.
- Working strategically with existing topography

More walkable, connected, community-oriented neighborhoods

- Desire for mixed-use areas, outdoor gathering places, better transit and alternative transportation choices beyond cars, and housing integrated into community life.
- Keeping Sedona compact, avoiding sprawl

Opportunities

Missing middle and small-scale housing types

- Duplexes, triplexes, townhomes, cottage courts, courtyard housing, ADUs, and smaller homes were among the most common ideas.
- Mixed opinions that these forms could better match workforce and family needs.

Mixed-use and infill redevelopment

- Frequent support for housing above commercial, redevelopment along 89A, underutilized commercial sites, and infill strategies.
- Building up, not out
- Pre-approved plans, modular housing, and new construction technologies

- Many participants supported factory-built homes, modular construction, tiny homes, pre-approved plans, and encouraging innovative building technologies such as Structural Insulated Panels (SIPs) and advanced framing to lower costs and speed development.

Transportation and walkability improvements

- Repeated support for expanded transit, e-bikes, walkability improvements, and reducing auto dependence.
- Often linked to reduced parking requirements and mixed-use development.

Public land and targeted redevelopment sites

- The Dells, city-owned properties, state trust land, and underutilized commercial sites were repeatedly identified as opportunity areas.
- Many supported strategic use of publicly controlled land.

Good design and character compatibility are essential

- Strong consensus that future housing should fit Sedona's character and avoid poorly designed or overly urban projects.
- Significant concern about architecture, colors, scale, and preserving dark skies.



The conversation then moved from identifying issues to considering potential responses. In the afternoon session, attendees discussed policies, programs, and tools that could support Sedona's housing goals. This included consideration of zoning and code updates, funding and financing tools, public-private partnerships, and potential pilot or demonstration projects. The discussion emphasized implementation, including what actions are feasible in the near term and what may require additional coordination or longer-term planning. Common themes that emerged from this discussion included:

Financing, Funding, and Incentives

Strong support for local housing funding tools

- Need to allocate housing trust funds, STR fees, tourism-related funding, fee waivers, DIGAH, rebates, down payment assistance programs, employer-assisted housing, rent-local programs, and impact fee reductions were frequently supported.

Desire to incentivize long-term housing over STRs

- Frequent support for incentives to convert STRs into long-term housing.

Tourism revenue as a housing funding source

- Many participants suggested tourism, STR fees, or visitor-related revenue should help fund local housing.
- Often framed as tourism helping offset its own impacts.

Housing Preservation / Management

Preserving 'naturally-occurring affordable housing'

- Strong support for preserving naturally occurring affordable housing, older units, manufactured housing and mobile homes, and aging housing stock.
    - Could be done through incremental investments, energy efficiency programs, aging in place renovations, façade improvements
- Frequent support for home repair programs, rehabilitation funding, energy retrofits, and maintenance assistance.

Protecting existing stock from STR conversions

- Repeated references to apartments, manufactured homes, and single-family homes converting to STRs.

Aging in place programs

- Many participants emphasized supporting seniors who are "house-rich but cash-poor."
- Strong support for caregiver support, accessibility improvements, and aging-in-place programs.

Zoning and Policy Tools

Broad support for ADUs

- ADUs were one of the most consistently supported tools across discussions.
- Many participants favored fewer barriers, flexible standards, and pre-approved plans.

Missing middle housing

- Allowing more duplexes, cottage courts, pocket neighborhoods townhomes, and smaller lot development
- Seen as more compatible with Sedona's scale than large apartment projects.
- Focusing redevelopment along 89A.

Need to simplify and streamline regulations

- Frequent complaints about complexity, cost, and permitting processes.
- Many supported streamlined approvals, fee reductions, and more flexible standards.

Design compatibility

- Participants repeatedly emphasized that new housing should match Sedona's character and context.
- Support for design guidelines, transitions between neighborhoods, and site-sensitive development.

Parking and density rules

- Many supported reducing parking requirements and allowing moderate density increases in targeted areas.
- Others opposed higher density or reduced setbacks.

Partnerships and Collaboration

Housing solutions require partnerships

- Repeated emphasis on collaboration among the City, nonprofits, employers, developers, and regional partners.

Nonprofits as trusted implementation partners

- Opportunity to partner with land trust
- Habitat for Humanity, Housing Solutions of Northern Arizona, faith-based organizations, caregivers, and local nonprofits were repeatedly referenced.

Regional coordination

- Coordination with Verde Valley communities, state agencies, USFS, and regional transit providers.

Employers should play a larger role

- Frequent suggestions for employer-assisted housing, housing allowances, transportation support, and workforce partnerships.
- Especially relevant for healthcare, hospitality, and service sectors.

Public engagement and education

- Many participants noted the need for community education, neighborhood meetings, and better public understanding of housing issues.

The City's role

- Some participants believe the City must lead aggressively.
- Others strongly opposed the City directly developing or owning housing.

Programs

Workforce and middle-income housing programs

- Many participants emphasized programs targeting teachers, healthcare workers, service workers, and middle-income households rather than deeply subsidized housing alone.
- Density bonus program

Community land trusts and deed-restricted ownership models

- Frequently discussed as ways to preserve long-term affordability and create stable ownership opportunities.

Public land strategies

- Many supported using city-owned land, master planning sites like the Dells, or packaging land with approvals to reduce development barriers.
- Neighborhood-level plans should identify where additional development could go

ADU and small-home programs

- Repeated calls for pre-approved plans, no-interest loans, and streamlined ADU programs.
- Seen as scalable and neighborhood-compatible.

Appropriate City-led development

- Some participants supported city leadership, land banking, and public investment paired with private partnerships.
-
- Others explicitly opposed the City acting as a developer or owning housing.

Long-term program permanence and accountability

- Participants emphasized deed restrictions, long-term monitoring, permanent affordability, and ensuring housing remains available to local residents rather than reverting to STRs.



Day 2 – May 19, 2026

Day 2 focused on confirming and refining the ideas generated during the first day. The session began with a presentation summarizing the key themes and findings that emerged from the Day 1 discussions, including the opportunities identified and the potential tools and strategies that were raised.

Building on the summary presentation, the group shifted into an open discussion focused on identifying what may have been missing or underrepresented. Attendees were invited to react to the synthesized themes, clarify priorities, and raise additional considerations based on their experience and perspectives. This portion of the conversation helped validate earlier input while also filling in gaps and sharpening areas that needed further definition.

To support this process, live transcription was used to capture feedback in real time, allowing participants to see their input reflected as the discussion progressed. This approach helped maintain transparency and ensured that key points were accurately documented for use in the next phase of work. Themes that emerged from this discussion were:

Vision and definition of "balanced housing"

- Participants want a clearly defined housing vision for 5, 10, and 15 years that is explicitly housing-focused, aligned with the Sedona Community Plan, and grounded in ensuring quality of life, housing dignity, good design, and inter-generational needs. They stressed the need for a concrete, shared definition of "balanced housing," including what success looks like at 5 and 10 years and how new units will affect population growth and community character. There is also a desire to nurture community pride and stewardship, so housing is framed as part of caring for Sedona rather than only a technical or regulatory issue.

Clearer targeting, equity, and income focus

- Stakeholders see gaps in how existing and future tools are targeted by tenure, income, and household type. They noted an over-focus on ownership and a need to intentionally provide renter options, especially given that many of the 775 needed units in the next decade must accommodate renters while still respecting Sedona's character and limits on perceived "high density." Participants also flagged the need to distinguish "workforce" versus "affordable" housing, tie any public subsidy to households below 200 percent AMI (with stronger incentives below 150 percent AMI), and better understand the specific needs of seniors and multigenerational households.

Community engagement and who is at the table

- Another key theme is that the people most affected by housing outcomes are underrepresented in the process today. Stakeholders want targeted outreach and events that actually work for local workers, families, and seniors (evenings, weekends, virtual options), as well as developers, contractors, nonprofit staff, the real estate community, and people who currently work in Sedona but live elsewhere. They also see

value in neighborhood-level forums and better public education via a project website and additional City documents that clearly describe the housing vision and strategy.

From analysis to action and accountability

- Participants feel there is already enough data to move into strategy and implementation. They called for a "living" plan that allows adjustment over time but is concrete and outcome-oriented, with clear priorities around low-hanging, low-cost policy changes. There was strong interest in ongoing accountability: annual meetings to track progress, regular check-ins with Council, staff attending HOA and community meetings, and transparent communication so that the Balanced Housing Strategy remains actionable and can evolve as conditions change.

Alignment of codes, infrastructure, and implementation roles

- Stakeholders identified the need for clarity in how existing codes and infrastructure roles will support the housing vision. They want a more precise understanding of which City codes and regulations are an impediment to housing, which infrastructure constraints (e.g., availability of water, sewer, fire suppression, etc.) are binding, and how zoning changes can support missing-middle housing and renter-friendly housing types while maintaining Sedona's character. There is also a call to clarify the City's role as a leader and secondary low-cost financing partner, deepen partnerships with nonprofits/community land trusts and employers, and integrate related systems like healthcare and aging-in-place into the housing strategy so people can realistically live and age in Sedona if they choose.
- While many participants supported expanding housing options, they also expressed clear guardrails around how and where change should occur. Several comments opposed large apartment buildings, projects with high densities, or extensive new construction within established single-family neighborhoods, and stressed the importance of avoiding building forms that feel out of scale for Sedona. Others suggested limiting growth within City limits to protect views and natural areas. These concerns will shape where and how potential housing tools are applied.



Next steps

The workshop produced several forms of documentation, including Day 1 Mural input from the roundtable discussions, Day 2 “What’s Missing?” Mural feedback, and participant comment cards. Together, these materials provide a detailed record of stakeholder input and a strong foundation for defining housing strategies and implementation actions.

Moving forward, this input will be synthesized and incorporated into the housing strategies and implementation document. This process will focus on translating recurring themes into clear policy direction, identifying both near-term and longer-term actions, and clarifying potential implementation partners. It will also help distinguish areas of broad alignment from topics that may require additional community discussion as the process continues.

These next steps will carry forward into upcoming engagement and decision-making milestones. A second open house is scheduled for June 29, 2026 at 5:30 PM at The HUB at the Posse Grounds, followed by a Planning and Zoning Commission meeting on July 7, 2026. The final report will be presented to the City Council for consideration on either August 11 or August 25, 2026.

Appendix A

All comments are listed verbatim except that they have been edited to correct spelling errors without making any changes to the content.

Comment Cards

- To offset traffic + build community – golf carts / let them drive on side streets where max mph is 25. We can greet neighbors, keep traffic off 89A + do errands.
- City funding upgrades + improvement to existing older houses with an agreement to provide long term rental for a time period. Provide stipend to owners of long term owners monthly to offset the potential housing income.
- Break out town homes, condos, since they represent $500k to $800k homes.
- Determining what inventory meets these revised figures.
- Adjust the % of housing cost (you had avg 26% to 38%) or adjust this approach to measuring income level.
- Add the V.O.C. housing to fill the second housing needs.
- What are restricting or funding some of these discussed projects – state funding, city revenue. With a lot of customers and our perception how things are based on the past, so the benefit of being shown by the information/stats shown here should adjust our perception to be closer reality. Thank you. “Stuck in the past.” Workforce may feel they are not welcome.
- Pre-approved ADU’s plans (example Chicago)
- Mixed use houses / zones
- Owner builder ease of permit approval
- City consultant
- Better communications to fuels [possibly “to renters” or “to residents,” unclear]
- STR – limit # of days a unit is available (example Palm Springs, CA)
- Green building – tech incentives to build green, round earth

Current Strengths as Recorded in the Round Table Discussions

- Houses with views and yards
- Walkability and rideability
- Close to trails
- Neighborhoods
- Small town character
- Community events - red dirt concert

- Volunteers
- Community amenities (pets, pickleball)
- Community Library
- LDC is supportive because it allows unlimited density for affordable housing
- Hope House - helps housing insecure who want to work in Sedona
- Sedona Community Center
- Excellent first responders
- City has done a great job at transportation - Sedona Shuttle Connect and Verde Shuttle
- Broadband coming coon
- Efficient permit processing - (LDC issues aside) - doesn't seem to be a bottleneck
- Protective of keeping ER
- We have lots of grocery store options
- Lots of non-profit organizations that the city supports
- PEO - Questers - Sedona Women - University Women - KSB - Sedona Kindness, etc., SAVCO, SAR, Westerners
- Home Rule
- Verde Valley Caregivers - aging in place
- Approvals of various housing projects
- CDBG programs - grant dollars for improvements
- Meetings like this and community input
- Important to take advantage of new technology
- City advocating for housing
- Housing fund $19 million
- City is actively doing what it can
- ADU and pre-designed home program
- Affordable housing (220 units) thus far as well as housing under consideration (220 units)
- Rent local for the missing middle who have been outbid by others who can afford the current housing costs.
- Nothing comes to mind except protecting the beauty and natural resources
- Recognize that everything has to be taken in context to
- What do people in Sedona want to see.
- Unit creep
- Shuttles, such as meals on wheels, Sedona shuttle, Verde Valley Caregivers
- Change is inevitable. Look forward in 5, 10, 15 years.
- Down payment assistance.
- International tourist destination by preserving natural beauty and attracting people as part of the economic engine for the Verde Valley
- Market supply and demand issues.
- Retired retires leave and go elsewhere. A nonprofit would do a much better job than profit organizations.
- People move to Sedona for peace and quiet. They don't want kids screening on either side of their property.

- Nonprofits are doing a great job. There are 200 nonprofits in Sedona working hard for residents.
- This is a leading question. Can't answer all three with one question
- 1)Approved Shelby Lofts but did not do it financially well. Left a bad taste in council's mouth and not acceptable to residents.
- City buying recreational properties to make it attractive to families. Including recreational programs.
- Narrow minded to allow projects in queue lean towards workforce housing. because they laced restrictions to developers to include a minimum AMI. City made an attempt but not as well as expected.
- People get into the full retirement. Why doesn't Sedona have a world class Asst. living and independent living and nursing care.
- For seniors. We have a ton of organizations who are doing things for seniors. Allows seniors to stay in their homes. It belongs to the 503c organizations to help the seniors.
- Down Payment assistance program, Long term rental incentives, walkability, Villas on Shelby, Approving projects-Goodrow, Parks and Rec, Welcoming Community, Supporting Community Library, Energy Retrofit Program, Sedona Shuttle Connect, Discussions and research regarding Sedona's needs, Better Community Conversations., Recognizing the components of the Community that need housing.
- Habitat houses built in uptown were successful because it was easier to get zoning change.
- Beautiful, safe, recreation, creative community, friendly, City Gov that listens, Transportation, walkability in many areas, culture, Verde Valley Caregivers offering services, foodbank, non-profits
- Keep character
- Allow entry and then let people work out
- Experience people move here, but they are discourage from participating
- Already have activities for families needing housing
- Get them involved to solve these issues
- Adaptive management plan, with triggers
- Sedona as the City could have ownership stake - not landlords
- $19 million in the housing - 80% of revenue comes from tourism only have sales tax
- most people are friendly - tight-knit community
- already have some door to door transportation for residents - could be expanded (89A north and south). Only available Thursday - Sunday
- good place to have a business
- strong sense of volunteerism
- shared use paths (better walkability)
- community center and community library is a good amenity especially for seniors
- It's a desirable place to live - a beautiful place
- pre-approved building plans (in progress)
- meals on wheels

Current Weaknesses / Constraints as Recorded in the Round Table Discussions

- Housing for young people, families, people with moderate income housing
- primarily a retirement community
- Diversity in the people that live here
- seniors can't buy homes
- Not as many families/kids
- remote workers who move here
- challenges with high costs
- lots of second home owners
- becoming more corporate, so harder to connect to individual owners
- being a tourist town has pros and cons
- attitude that just because you have money, you're the only one who deserves to live here
- too large of homes being built
- architecture
- Short term rentals
- Cost to build - high cost of construction
- Yes - 32yo - all friends living outside of Sedona - one in a RV. One went into debt for a house in Cottonwood
- Looming labor shortage for 'undesirable' jobs (i.e.: construction work, landscaping, etc.)
- Lack of co-working facilities
- Lack of fostering of economic diversity
- Traffic and work commute - especially on weekends - The Y and Tlaquepaque
- Schools
- 2015 study - options for alternative traffic routes - will be difficult but needs to be done
- "Economic Gardening" - lack of opportunities to diversity the economy (medical, tech, etc.) - how to attract
- Lack of collaboration w/ different entities (USFS, county, etc.)
- Lack of community diversity
- Need better connectivity for multi-modal transportation
- Lack of virtual town hall meeting software
- School system not viewed as good
- land cost
- development cost
- seniors make it difficult for working people
- lack of land
- lack of reliable internet
- lack of good paying jobs
- lack of diversity of employment
- We can't hold on to school teachers due to affordability and lack of housing. Possibly COVID related. Some businesses are not open for long periods.
- Turnover of staff

- Regional level, yes, but local level, Taking expensive properties and hard to build on for affordable housing is unrealistic. Taking off the table the Dells as the most affordable housing option.
- Yes, it resonated that the market is not sustainable and residence who grew up here and raised their kids and having to work multiple jobs to cover costs. Seniors will depend on the product offered. Income level and product.
- Nimby
- Middle housing and schools to attract younger people.
- Zoning, design standards, setbacks, parking requirements.
- Preservation, community opposition, neighborhood opposition to development, topography, fire risk, infrastructure for emergency evacuation routes. Long term housing costs, such as insurance.
- Land, construction and sustainability costs.
- Reasonable adaptation.
- Fire risk is an issue. Less property available so prices go higher. Insurance companies dropping people. Infrastructure s bad including water supply and pressure.. Sedona was never designed to be a large city. It barely supports the residents here.
- 20% down $150,000 down payment. Most will be only to afford a condo or maybe a townhome. That person has to make $12,000 per month.
- It's not a 15 minute city nor should it be. Public service costs will keep growing the more people we have. We are isolated and thus costs will be higher.
- Assoc. pastor took a long time to find an apart. that she could afford. Rent is a challenge
- Absolutely not. I think that the housing study is bologna. The workforce income level is way off and doesn't fit to the housing. Police officers and service providers are different categories.
- Costs, lack of public transportation. Hard to walk and use a bicycle. Walking from Aiden to here caused me to cross 89a where I should not have and had to walk on streets without sidewalks. The heat. We don't have a Walmart or Target, but don't want to have box stores. want Sedona to have a Costco.
- Sedona fire is already overwhelmed with EMS calls. It's a tourist economy and there must be a balance with residents
- Most workforce will not be bringing equity to Sedona to lower their monthly housing costs. Cannot find CNAs to work here. Would rather live and work in Cottonwood
- Lack of housing for seniors, but people have a choice on where they live. We don't have any senior housing. Aging in place is hard. Many homes do have suites that can be used for care takers. Hard to get caretakers here. They have all moved to Phoenix. Nothing we do will change the demographics of Sedona. We want to retire here.
- Yes, it resonated, fair presentation, realistic on what can be achieved, it wasn't just about housing but rather it was about community.
- Zoning code, STR lack of local control, Traffic infrastructure, boundary constraints by FS land, resistance to change, water, lack of affordability

- Cost of housing, affordability, too many STRs, programming for young families, Education-school vouchers has diverted money from the public school system, traffic, lack of services for an aging population/in place
- Commuting is hard
- Rock
- 750 Number - does it matter.
- Reallocate the bus barn funding to local housing
- The infrastructure is stressed.
- Growth from other states
- Short term rentals is a part of problem
- Turnover of a resort staff is not sustainable
- We don't own the water,- trigger before we build
- Land costs
- complex code and process - not transparent or fast
- blind drives make it difficult for pedestrians
- declining population threatening school system
- high costs to build
- limited buildable land
- very high property taxes
- hard for seniors to live here
- hard for families to live here
- limited water and infrastructure
- difficult for businesses to staff
- people living in their vehicles

The Vision for Housing as Recorded in the Round Table Discussions

- Over 60 population - downsized housing options
- Age in place
- More clustered housing, other young people, courtyards with play areas for housing
- Range of senior options- active, skilled nursing, etc.
- Mix of ages in one place
- community - what does that look like? looking out for each other, supporting each other
- support families - inexpensive families for start-up businesses
- Closing philosophical divide - figure out what City's role is
- Bring in developer who knows how to build the continuum of aging living/care
- NAH owns >30 acres around ER - discussion around senior care there
- More efficient travel around town
- Community living - shared resources
- Opportunities for age group as they get older
- Aging in place comes with a cost - may be physically able to live in their home, but in-home care is costly - assisted living is costly - would like to see aging community not have to leave to get the services they need

- Hitting increased enrollment in school system. Increasing inter-generational living/interaction
- Public Transportation
- Less traffic - better managed traffic
- Drop the median age
- Change attitude towards Manufactured housing
- Sense of community again
- Increased home ownership -from renters
- improve health care and facilities
- Increase in diversity in residents - more families
- Enrollment of schools goes me
- Increase home ownership for Hispanic families
- Be more respectful of renters - long term leases
- more kids in schools
- More people that work in the community than live in the community
- Build projects that are rent to own
- more opportunities for seniors
- median cost of a home go down
- Sedona look different because of decisions made now
- Land trust for manufactured housing
- Greater diversity of housing
- close gap between income and the price of a house
- Don't want to be a retirement town for the ultra-wealthy
- Success has been no backlash about what was done in the past, but has been successful , and there has not been negative impacts felt in the past 5-10 years due to that.
- The impact of the community at large absorbing more affordable housing for workers and families for future generations to enjoy.
- City needs to retain its identity as a small town and not allow development creep, traffic, increase in crime and drugs. Add affordable housing, in conjunction with other communities and the needs at the time.
- Accepting a reasonable amount of change. Providing for middle class families with no more than 30% of their income toward housing cost. Teachers, children, etc.
- We came from the beach, 1939, 1800 sq. ft. sold it for 1.3 million, but our subdivision required larger homes with multilevel. - Variety of product. - Has to be small to be affordable. Starter homes., but has to have parking.
- Questions are terrible and leading. We don't want Sedona to look different. no more change. Losing our small town charm. Do not want to urbanize. Affordable housing does not have to be on prime property or in the middle of a community that will lower housing values.
- We need to have better public transportation for our average worker coming in from out of town. Also like to see improved commercial sites that are showing blight on 89A. Facade

improvements in 5 years. More streetside looks get cleaned up. Would rather subsidize a transit system rather than housing.
- Don't understand what it means. Is it purchase, or rent? Where housing and systems that allow a workforce that supports the population that lives here. More of a wholistic look. Builders are just building McMansions. Need upscale townhomes with a sexy kitchen and a place to park your car. That's what is missing.
- 5 years-Added units into housing stock, focus on families, allow seniors to live in homes in a cohabitation situation, improved housing stock of people staying in older homes, so they don't have to move out. Schools are more populated, more programs/activities for families, how do we get a more diverse community engagement, more diverse involvement in city government
- Housing that meets the income of all of the community that lives here, diverse and integrated age, income and style
- Number of units, diverse age and income population, uptick of in school enrollment, residential development along the commercial corridor.
- Like missing middle housing, ownership, not low income
- Contributing to a community should have a right to get a family home
- Get money back if they leave.
- Local housing can never turn into STR
- Home for families with dignity
- Home ownership is the vision.
- City should be involved in helping with home ownership
- Not about building, but creating a balance
- We work here, we should be able to live here
- Homeownership not rental apartments
- ADU need to be easy
- Townhomes, missing middle housing, mixed-use with commercial below and housing above
- Sedona is a community where people live and interact with each other
- existing character is enhanced / matched
- More families living here
- A walkable community
- Converting short-term rentals back into long-term local housing
- Bringing back the community
- Success would look like a demand for more units than needed now
- A diverse population (age, income, interests)
- More outdoor gathering places

Opportunities for Housing as Recorded in the Round Table Discussions

- Live-work; ownership opportunities
- 31 acres behind 89A - Northern Arizona CEO opportunity for housing
- Partnerships for entrepreneurial opportunities; support small business owners

- duplex and triplexes
- Ebikes, car alternatives to support walkability
- improved architecture along frontages
- partnerships with schools
- walkability and community building - bollards
- transition denser housing between 89A and the neighborhood
- more MM along 89A
- cottage court
- Courtyard Homes / Garden Style Homes
- Something like Casa de Sedona
- Santa Fe - Infill in areas where housing is needed - mixed use that blends w/ character of community
- "Upzoning" - must be careful, but if done WELL it could be useful
- Expanding on-demand transit times and locations
- Verde shuttle to VOC
- Factory built homes
- Simplify, update, and modernize the LDC
- tiny homes either on trailer or stick built
- Must retain the character of the community
- look at and implement technology for new types of housing
- Tiny homes communities
- Need to have as much flexibility as possible - minor modifications
- Infill of duplexes, 3-4 units spread throughout the community.
- Smaller, more modest housing for balance.
- Density attached, duplexes, condos, townhomes, land available, two stories, cost to build. Remove the land cost and build vertically for cost effectiveness. How much are we renting, how much are we selling.
- Balanced housing types.
- Community within a community, mixed use and open space.
- 50 Tranquil. 9-acre site would allow smaller scale housing and mixed use and open space.
- Community, prioritization.
- The Dells would allow for the mixed use, open space and limit traffic in town. Underutilized space.
- Original housing that was in Sedona. Smaller homes, ideal neighborhood. Walkable, have character. Smaller scale neighborhoods.
- ADUs and luxury townhomes. It's more about the design. I hate the Jordan lofts. I hate the dark colors. - We are adding on to the church and our current colors do not meet the current codes. - Keep the dark skies.
- Courtyard type community, duplexes, triplexes, creative modular units, staying compact may be needed to become more sustainable
- All the ones that Tony talked about, 2nd story residential added to businesses, Commercial redevelopment, Consider 3 story sites specific areas for residential zoning areas

- Sedona has some projects in the mix, Current City owned lots close to 89A, Community engagement opportunities to empower, Community based local neighborhood, local neighborhood meetings, sustainability practices have been implemented in Sedona that have effectively reduced resource use. Monitoring critical resources such as water
- Prices cycle
- Reduce the fees and streamline.
- Preserve existing stock first then build
- The Dells is the easiest place
- People are so close to being able to afford, just need the help
- Need high tech jobs to encourage more families
- Avion housing project in Texas, mutual ownership
- Library of pre-approved home design
- Create economic opportunities to attract families
- Pre made homes
- Down payment assistance.
- More programs and facilities for families
- Partner with non-profits
- Use the latest technology to build home, like laser printed homes, to drive down the price.
- Smaller single family homes
- Better health care
- Harness tourist dollars for local housing
- opportunities to connect seniors to younger generations
- land trust land (including state land trust)
- avoiding the gift clause while still funding housing development
- cottage court / pocket neighborhood centered around a common area
- more projects like the Sunset Lofts
- infill residential development in existing neighborhoods - increase ADU allowances, incentives for ADUs, would need code changes
- housing on top of retail (e.g. the Wild)
- in existing single-family neighborhoods, should allow duplexes (especially stacked duplex on areas with hills)
- already have a five-story building - could have higher density near those existing buildings
- should also invest in public transportation if we're going to reduce parking requirements
- providing incentives
- really good design guidelines
- building up rather than sprawling out
- group homes / conversions of large single-family houses into assisted living / live-in caregivers

Financing, Funding, and Incentives as Recorded in the Round Table Discussions

- Housing Fund
- Donations to Housing Fund for development incentives (zone change, etc.)

- Surplus budget into the housing fund
- impact fee on housing over X sf to fund affordable housing
- Down payment assistance programs (scaled to local costs)
- Security deposit / move-in assistance programs
- Shared equity or shared appreciation homeownership models
- Fee waivers
- Fee waivers, impact fee reductions, and construction tax rebates (DIGAH)
- Fee waivers, impact fee reductions, and construction tax rebates
- Density bonuses for deed-restricted or workforce housing - LONGER TERM
- Density bonuses tied to workforce or deed-restricted housing (DIGAH)
- Density bonuses for deed-restricted or workforce housing
- Below-market financing or local loan funds
- Bonds, tax credits, increase short-term rental fees.
- Housing Trust Fund (seeded by STR fees, general fund, or deed fees)
- Downpayment assistance program
- Financial incentives for short-term→ long-term rental conversion*
- Reduced impact fees and exactions for eligible projects
- increase property tax to contribute to Housing Trust Fund - should be limited to vacant properties
- could increase the STR registration license up to $250 (if justifiable)
- low interest loans for developers
- Public generosity
- Angels providing money, donations, Sedona 30, partnerships to gap financing, which will provide a small return, tax incentives.
- Have tourism pay. Retail market funding sources without any significant subsidized funding. Long Beach - started a facade program - dollar to dollar match up to $7,000 to make facade improvements. Free market.
- Reprioritized the capital improvement funds to local housing
- City supplies no interest loan to build home and ADU for long term rental and gets money back at sale.
- Incentivize lodging to compete w/ STR
- incentivize conversion for existing units into deed-restricted affordable housing
- Employer-assisted housing programs (down payment support, master leasing)*
- Employers could provide a housing allowance, better wages, transportation
- Incentivize long term leases
- Long term rental incentives
- Down Payment Assistance and Long-Term Rental Assistance need expansion
- Focus on higher-impact projects
- should be tiered so that more affordable projects get more fees reduced
- Funding should focus on working couples, singles and families
- Key housing for essential workers, should pay for themselves, or can buy it. Take them it out of STRS

Housing Preservation/Management as Recorded in the Round Table Discussions

- Naturally Occurring Affordable Housing (NOAH) preservation programs
- Preservation inventories of at-risk housing (only income restricted housing)
- Renovation of aging homes
- Home energy retrofit
- CDBG - Critical Home repair programs
- Expanding the critical home repair program
- Negotiate w/ developers for redevelopment of aging housing stock
- Volunteer force that does preservation work for existing homes - some level of city involvement?
- Verify if apartments meet safety standards
- Property Maintenance Ordinance
- Housing at risk of being lost include apartments, single-family homes, rentals. Seniors housing at risk of remaining affordable, manufactured housing, etc. deterioration, maintenance issues, etc.
- Manufactured housing repair and replacement programs
- protections for manufactured home communities
- ways for older modular homes to get financing for upgrades
- seniors that are house-rich but cash-poor (protecting them)
- Preserve existing stock first then build
- Converting short-term rentals back into long-term local housing
- Convert hotels to rental units when available
- low priced housing stock – manufactured homes converted to houses and STRs
- Apartments will be lost to STRs. Single family housing to STRs.
- Home repair programs - could fund better, but Housing Trust Fund mostly funds new development
- Should have more funds for aging in place programs (could partner with nonprofits for this)
- Long term monitoring
- Need for more long-term rental leases. No more month-to-month leases
- Lease-to-locals / rent-local conversion programs
- Lease-to-locals and master lease programs
- Tenant-based rental assistance (local or state-supported)*

Zoning and Policy Tools as Recorded in the Round Table Discussions

- Allowance for alternative housing types (modular, manufactured)
- Administrative flexibility (minor modifications, dimensional relief)
- Allowing Accessory Dwelling Units (ADUs) with flexible standards everywhere single-family housing is allowed
- Allowing missing middle housing everywhere single-family housing is allowed (duplexes, triplexes, cottage courts, townhomes)
- Mixed-use zoning (residential above commercial)

- Allowing density based on site constraints vs. strict unit caps
- Reduced parking requirements or parking minimum elimination
- Cluster development and small-lot subdivisions
- Streamlined environmental and development review processes for eligible projects
- Pre-approved plans and streamlined permitting
- LDC modifications to lower the cost of construction
- STR Restrictions
- No control over STRs
- Change state law
- Require STRs to comply to same rules as lodging - ADA, etc.
- Expand single-family residential zoning to allow more housing types
- streamline processes at the City
- Missing middle housing
- Expedited permits.
- Waive impact and permitting fees. Expediting permitting. What's the demographic? Median income? Employment type based housing supply.
- Allowing higher density, dwellings/acres of housing units on property. Minimum lot requirements, area, width, parking. Fixing manufactured housing.
- Additional accessory dwelling units, mix of housing types on one property, triplexes are considered multi-family. Allow for manufactured housing in all zoning districts. Factory built buildings.
- Manufactured housing designed as duplexes, triplexes.
- Quality of housing.
- Facade improvements. Subsidies. Would pay property tax if we could reduce tourism. Zoning changes in certain cases. Very minor changes. Do not want extra density. Not less setbacks. Live work ok. Should be transitions between zoning districts. Small density changes if it fits the character of the neighborhood. Has to be a way to stop STR.
- STR legislation, zoning density, identifying site specific places that could be higher density.
- ADUs with STR restrictions, Triplexes with STR restrictions
- Change the codes
- Streamline the codes and requirements
- Focus on ADUs, get rid of all barriers
- Deed restrictions and long-term affordability covenants
- Community land trusts, generational affordability. Affordable in perpetuity. Doesn't allow increases in rent, etc.
- Regulation and management of short-term rentals
- Reduced parking requirements or parking minimum elimination
- Reducing setbacks for eligible projects if it makes sense on site
- Reduce space required for parking
- City already does inclusionary zoning voluntarily
- pre-approved plans for desired housing types
- allowing duplexes where single-family homes are allowed

- Allowing Accessory Dwelling Units (ADUs) with flexible standards everywhere single-family housing is allowed (and allowing more than one)
- at neighborhood scale and HOA could opt out of zoning changes
- design guidelines for missing middle housing so that the form matches buildings that are in the surrounding area
- more mixed-use, with housing above commercial
- opportunity for residential on underutilized commercial - especially along 89A
- allowing smaller lots
- incentivize advanced construction techniques such as SIPs, advanced framing, solar-ready designs
- Build small home communities with good design
- City should supplement small units or master plans including infrastructure, waiving fee so its deed restricted and allow density bonuses
- ADUs
- Reduce the fees and streamline.
- Simplify, update, and modernize the LDC
- Need to have as much flexibility as possible - minor modifications

Partnerships and Collaboration as Recorded in the Round Table Discussions

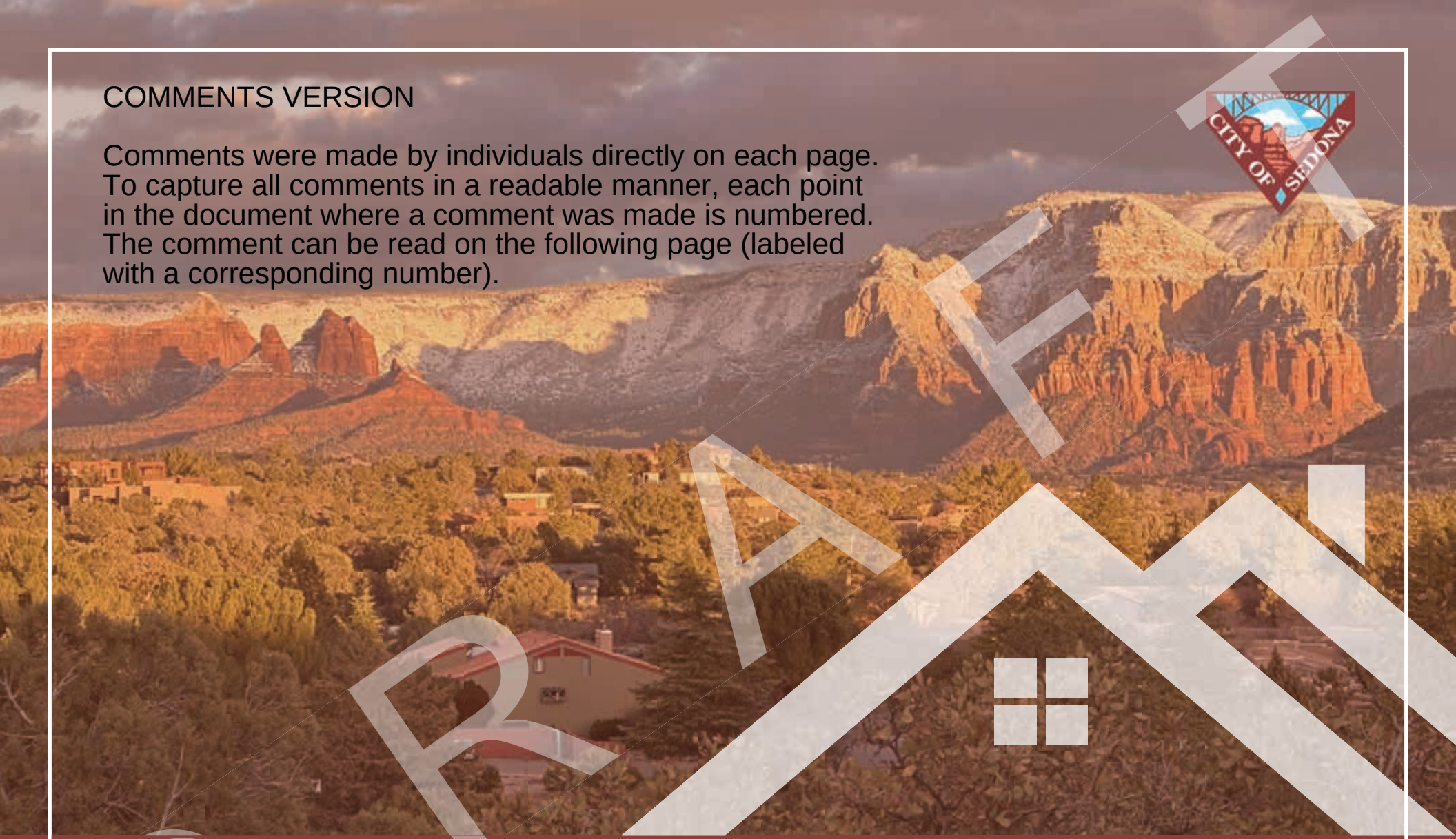
- Community land trusts (e.g., partnership with regional land trust)
- Opportunity to purchase policies (for tenants or nonprofits)
- Regional housing partnerships
- Employer partnerships (hospitality, healthcare, education sectors)
- Partnerships with workforce training and education providers
- Housing Solutions of Northern Arizona has LT currently in place - Verde Valley, Flagstaff
- Public-private development partnerships
- Faith-based and institutional land partnerships
- Healthcare + housing partnerships (e.g., senior services models)
- Partnerships with nonprofit housing developers
- Coordination with housing authorities and community land trusts
- Collaboration with State agencies
- Joint development on publicly owned land
- Big fan of employer assisted housing
- Workforce housing programs tied to employment (Partnership opportunities)
- Community foundation, 501c3. Funding from donors, etc. Discretionary dollars under the umbrella of a non-profit. Threshold shouldn't skew the market.
- Land Trust
- Non-profits
- Selling to large employers who decide how to delegate the housing. Hiring non-profit company to manage. Provide incentives to employers.
- Public private partnerships, tourism economic development money, accessing city housing fund

- Public private partnerships, commitment to sustainability, reduced fees
- Lobbying the state, maximize the use of the regulations that we can (fees, code enforcement), restricting the numbers (cap)
- Need state legislature to allow for local control of the housing market.
- Developers are missing, Realtors, Construction people
- The City has a key role and needs to be a leader, RFPs for the land the City owns, Land trusts, financial incentives/low interest loans, City needs to take the lead in City wide engagement. Need a model for more people to be engaged. City needs to take lead for working with developers.
- Land Trust, more intercity transportation, Regional advocacy to state legislature, working with other cities/towns in Verde Valley/northern Arizona
- City and developer partnerships to develop
- City and state legislators partnerships
- multi-phase development with a developer
- City and USFS partnerships
- City and Arizona State Land Department partnerships
- City and neighboring communities
- Involve developers/contractors in discussions with City
- Main Partners:
    - Habitat for Humanity
    - City
    - State ADOT
    - Housing Solutions of Northern Arizona
    - Developers
    - Residents
    - Out-of-state property owners (they have to pay their fair share)
    - Employers
    - Chamber of Commerce
    - State of Arizona
    - Fire District
    - Public Works
    - Utilities
    - Faith-based organizations
    - Verde Valley caregiver foundation / land trust group
    - Employer-provided housing - now that's often provided outside of Sedona
    - Catholic Charities outreach
- Partnerships with non-profit organizations and schools
- Community engagement opportunities to empower, e.g., community based local neighborhood meetings
- We need to educate the public so they can understand and become more flexible rather than reactive, community engagement. Community willingness for ADUs

- Programs to reach residents such as community outreach and education. Council that does what needs to be done aside of what stakeholders.

Programs as Recorded in the Round Table Discussions

- Deed-restricted homeownership programs (workforce occupancy requirements)
- Workforce housing programs tied to employment
- Live-work housing programs
- Tiny Homes
- Mixed-income and mixed density housing development programs
- Mixed-age housing development programs
- Community Land Trust
- City owned workforce housing fund
- Master plan the Dells
- Start prepositioning sites ahead, pre-plan for Dells
- City can by properties
- City owned properties could sell their property for housing or master plan and sell them
- Master plans for city lots to auction them with a dead restrictions - review of city owned property.
- City partnerships for LIHTC
- LIHTC should be off the table; Section 8 housing should also not be considered. Threshold should be minimum amount. Keep government limited in capacity.
- Convert hotels to rental units when available
- Live-work housing programs provided they are targeted for affordability
- city providing housing for its employees
- Mixed Use - Condos, shopping, Bashas (a failing shopping center)
- Villas at Shelby - model property
- Target appropriate parcels to build more housing
- Short term rental super fund to go towards no money down ADU program
- Put units into a land trust
- City should not be in the housing business
- Government should not be developers.
- Do not think the city should be buying properties to put housing on. It is not the city's responsibility. The city has the ability to buy property, rezone it, have approved plans and developers would be wanting to be buying that.
- What will the city build with a housing fund? Don't want apartments or high density. Another Shelby building?
- No rent control. Our schools need to be better. Lose the children. I didn't come here for them. The free market is what we need although it can be painful.
- Saturation will cause it to stop. Reduce tourism. Balance in tourism. Leave it to market forces.
- Make the programs permanent, build community buy in.



COMMENTS VERSION

Comments were made by individuals directly on each page. To capture all comments in a readable manner, each point in the document where a comment was made is numbered. The comment can be read on the following page (labeled with a corresponding number).

DRAFT

Balanced Housing Strategy

July 2026 DRAFT

City of Sedona, Arizona

ACKNOWLEDGMENTS

Sedona Community Members

Mayor and City Council

Holli Ploog – Mayor
Brian Fultz – Vice Mayor
Melissa Dunn – Councilor
Pete Furman – Councilor
Kathy Kinsella – Councilor
Derek J. Pfaff – Councilor
Charlotte Hosseini – Councilor

City Departments

Tony Allender, AICP – Director of Community Development, Project Manager
Laura Stewart – Housing Coordinator

City Boards

Planning and Zoning Commission

Developers and Builders

John Griffin – General contractor, retired
Jack Sheehan – Wesley Properties
Keith Holben – MK Company

Lenders

Mark Tufte – Pinnacle Bank
Dennis Fontes – Lighthouse Capital Group

Non-Profit Organizations

John Neville – Keep Sedona Beautiful
Marjorie Harris – Sedona Community Center
Turiya Weiss – Hope House
Cathleen Healy-Baiza – Sedona Food Bank
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Mary Chicoine – Verde Valley Community Development Organization
Devonna McLaughlin – Housing Solutions of Northern Arizona

Businesses and Schools

Steve Eiss – Northern Arizona Healthcare
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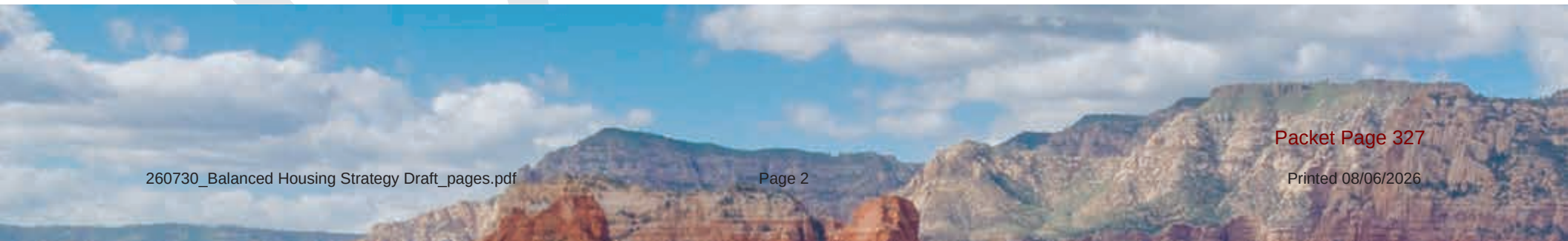


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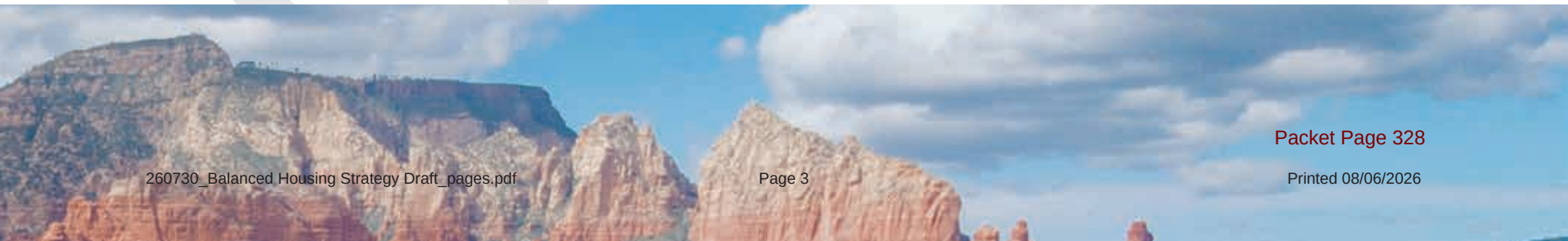
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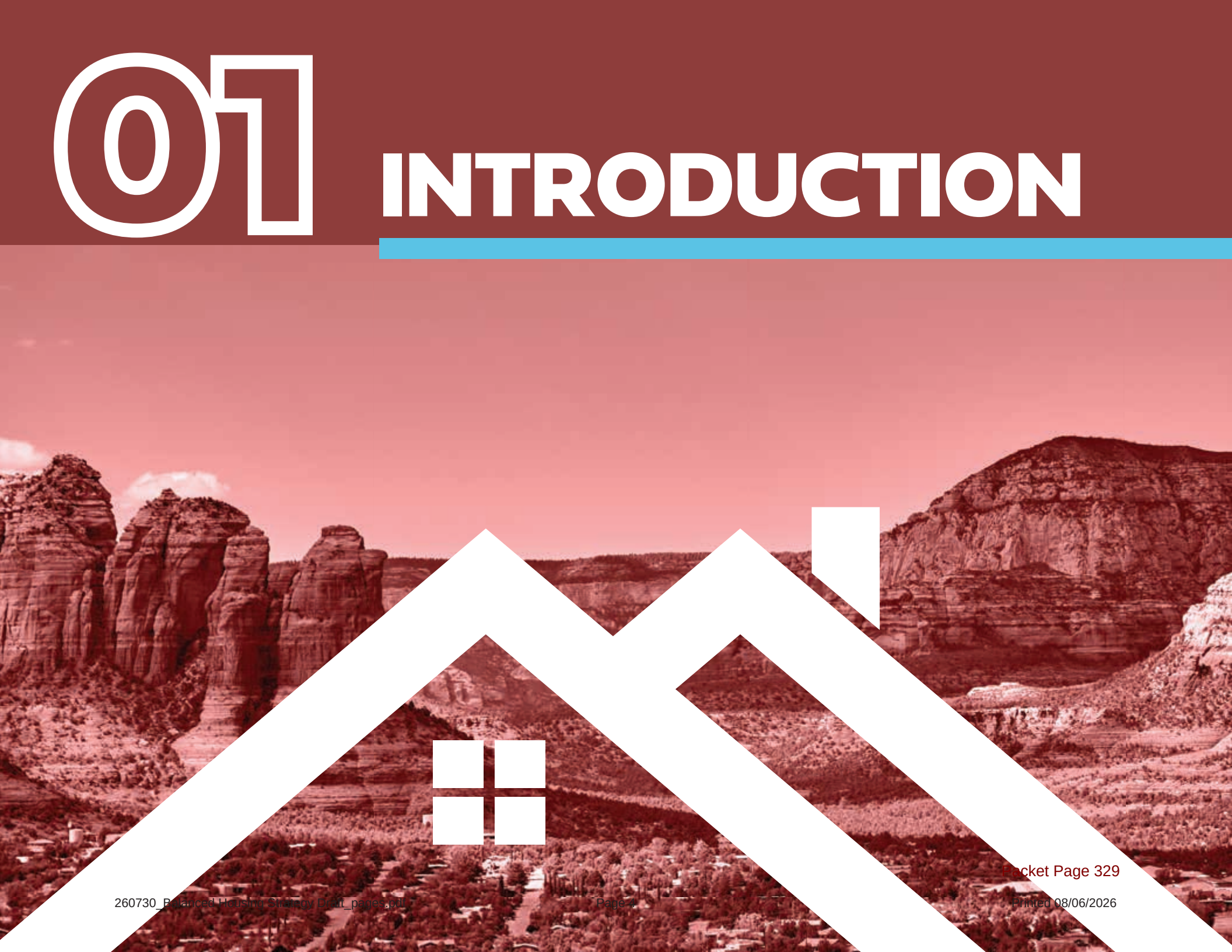
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01 INTRODUCTION





WHY A BALANCED HOUSING STRATEGY

In a city where community character and shared stewardship are highly valued, the composition of Sedona's year-round population matters as much as its overall size. Sedona's housing conditions are changing in ways that directly affect who can live in the community and who must commute from elsewhere. The Balanced Housing Strategy responds to those conditions by focusing on where and how Sedona can expand attainable, context-appropriate housing options for the households that are essential to the community's long-term stability.

For decades, Sedona has been shaped by its extraordinary landscape, its role as a tourism center, and its identity as a desirable place to retire, invest, and visit. Those forces helped create a strong local economy and a high quality of life, but they have also contributed to a housing market that increasingly does not work for many of the people who live in Sedona now or who work in Sedona and keep the community functioning. While Sedona's population has remained relatively stable in recent years, its daytime population is substantially higher because workers commute from surrounding communities. Sedona is the only Verde Valley community where the number of workers exceeds its regular population. That imbalance matters because it means the local economy depends heavily on people who often cannot afford to live in the City they serve.

#001

Posted by **Susan Gorney** on **08/01/2026** at **9:53am** [Comment ID: 35345] - Link

Comment

Agree: 1, Disagree: 0

The statement makes no sense that the housing market does not work for people who live here. A housing market is for people who are thinking of buying and living here. Please don't generalize when you don't know the facts.

#002

Posted by **Sean** on **08/03/2026** at **3:17pm** [Comment ID: 35555] - Link

Agree: 1, Disagree: 0

Commuting needs to take a back seat to the need for workers to be invested in the community, and for a greater socioeconomic range of residents to attract cultural and economic (most importantly healthcare) elements.

#003

Posted by **Sean** on **08/03/2026** at **3:22pm** [Comment ID: 35559] - Link

Agree: 0, Disagree: 0

Keep going here. Why should residents care if workers live elsewhere? I've seen dozens and dozens of messages on social media like: "I never got to live where I worked!", or "let them commute, gas prices aren't onerous".

Need to respond to these statements head on. There is no point in continuing the discussion if a majority of residents don't see the value in having *at least some* workers living here having a vested interest in the community.

Make the point that the percentage of multi-family housing here is way below the national average and that there isn't anything characteristic about Sedona that merits keeping the percentage as low as it is.

#004

Posted by **Susan Gorney** on **08/01/2026** at **9:55am** [Comment ID: 35346] - Link

Comment

Agree: 2, Disagree: 0

False. Commuting workers do not contribute to the local economy. The commute here then go home(per people I

know from other areas). Lunch is too expensive here, fuel is too expensive as well as general shopping.

#005

Posted by **Rich Gay** on **08/03/2026** at **9:04am** [Comment ID: 35438] - Link
Comment
Agree: 1, Disagree: 0
Many, many locations in our country and globally have workers who commute into a town or city. This is normal, and not a crisis needing our city government to engage, subsidize, or otherwise be involved.

#006

Posted by **Susan Gorney** on **08/01/2026** at **10:08am** [Comment ID: 35349] - Link
Comment
Agree: 2, Disagree: 0
I would highly suggest that this project/document be renamed. Looks like a very socialist type of project from its name. "Balanced Housing". Please don't turn Sedona into a giant commune, or take property away from owners for the sake of building slums.

#007

Posted by **Tim Perry** on **08/03/2026** at **9:32am** [Comment ID: 35439] - Link
Suggested Revision
Agree: 1, Disagree: 0
What garbage. Stop talking about the landscape. It's not magic. Also, this passage is sheer whitewashing of the real situation. Sedona was a productive arts and agriculture community for decades where people did real work. Those elements are Sedona's identity and we have to get back to them. Retirement, investment, or tourism work are terrible reasons for anyone to come to Sedona.

#008

Posted by **Tim Perry** on **08/03/2026** at **9:38am** [Comment ID: 35442] - Link
Suggested Revision
Agree: 1, Disagree: 0
A community means people who live together, work together, and share values. Neither people who live in Sedona

and do not contribute as workers or volunteers or people who live outside Sedona and commute in to work can be functionally defined as members of the Sedona community, and this point needs to be made extremely clear.



The need for balanced housing is especially clear in Sedona's demographic trends. Sedona is aging faster than the state and faster than most nearby communities, with a 2025 median age of 64. Since 2000, the share of youth has fallen from 13.7 to 7 percent, while the share of residents age 65 and older has grown from 25.6 to 48.1 perc[009] Household size has also declined, schoo[014]nrollment has dropped sharply, and the City has seen a visible loss [younger working-age adults and families with children. Together, these trends point to more than demographic change; they signal a gradual weakening of long-term [010]munity stability and generational continuity.

This matters now because Sedona is at an inflection point. Housing growth has outpaced population growth, yet much of that growth has not translated into homes available to local residents. By 2025, nearly 24 percent of Sedona's housing stock was classified as vacant, and most of those units are likely second homes or short-term rentals. Short-term rentals alone accounted for 18.1 percent of the housing stock in 2025, which exceeded the share of units available to renters. At the same time, home values and housing costs have reached levels that are out of reach for many of the local workforce, including many teachers, hospitality workers, he[013]care workers, first responders, and other middle-income households.

The result is a pattern of econor[012]leakage and community strain. When workers and families must live elsewhere, household spending, school enrollment, volunteer capacity, and daily community life shift outward to surrounding communities. Sedona still bears the cost of being an employment and service center, but too much of the benefit of local labor and local spending is captured somewhere else. The loss of working-age households and families affects not only housing demand, but also business stab[011]ity, local services, schools, and the community's social resilience.

This strategy recognizes that Sedona's housing needs are not limited to one group. Public conversations throughout this process consistently emphasized the importance of retaining families, supporting local workers, creating opportunities for middle-income households, and allowing seniors to age in place or transition to appropriate housing without being forced to leave Sedona. Participants were also adamant that any housing response must respect Sedona's physical constraints, neighborhood context, environmental conditions, and community character. In that sense, "balanced housing" does not mean unchecked growth; it means supporting more inten[015]al housing that helps keep the community intact.

Protecting the community is the central theme of this strategy; i.e., preserving Sedona as a place where people who contribute to the community can also live in it, where older residents have options to remain connected to the place they call home, where younger households are not steadily pushed out, and where the housing stock better reflects the full range of people needed for a healthy, functioning City. Balanced housing is about maintaining community stability, reducing avoidable displacement and commuting burdens, and protecting Sedona as a living community rather than becoming defined by retirement and visitor accommodation.

This strategy document outlines a clear roadmap to achieving balanced housing in Sedona that meets the Community Plan's goal for Sedona to have diverse[017]using options that are safe, secure, and affordable. The stakes are high. If Sedona can create a balanced housing market, it will be able to sustain the lifeblood of the community – the workforce, families, and seniors who directly contribute to the city's economy, culture, and quality of life. If not, Sedona will become an increasingly difficult place for residents to call home.

[016]

DRAFT

#009

Posted by **Tim Perry** on **08/03/2026** at **9:36am** [Comment ID: 35440] - Link

Suggested Revision

Agree: 0, Disagree: 0

The dishonesty here is real. Go on, say what actually needs to be said. To get Sedona's demographics back to a median age of 37, like the rest of the country, is going to require about 3,000 seniors to pack up and leave. That's going to put about 1,500 homes back on the market, solving the housing problem, to say nothing of new construction. Under no circumstances would it be sane to consider that Sedona will permanently have a disproportionate number of old, nonworking individuals occupying space that could be occupied by young, productive families. That is the very definition of an unhealthy and distorted community.

#010

Posted by **Sean** on **08/03/2026** at **3:23pm** [Comment ID: 35560] - Link

Agree: 0, Disagree: 0

Need to describe how stability is threatened. Put some meat on that bone. What does unstable mean, and what are the impacts?

#011

Posted by **Susan Gorney** on **08/01/2026** at **10:03am** [Comment ID: 35347] - Link

Comment

Agree: 1, Disagree: 0

Sedona is not going to die because there are less school children(to support the mediocre schools) or young people. Fairly well off retirees or older people still working contribute an amazing amount of relative revenue(let's discount the hordes of tourists) through local shopping, restaurants(we eat breakfast out 5 times a week and dinner at least twice) as well as all the very high sales tax we contribute via online sales or in person. As our lives come to a close (Tony A. has a thumbs up here)others move in to our homes and the process continues. Add to that the constant swarms of tourists spending thousands on trinkets, dinner and hotels/strs.

#012

Posted by **Sean** on **08/03/2026** at **3:29pm** [Comment ID: 35562] - Link

Agree: 0, Disagree: 0
economic leakage - Add a parenthesis defining this. Not a standard term. I take this to mean shopping elsewhere.

There really isn't any issue with leakage unless you mean to maximize tax revenue (1/3 coming from sales/TPT by residents). Residents don't care about maximizing the city coffers- we get enough from tourists, pensions are fully funded, and we have massive reserves.

#013

Posted by **Sean** on **08/03/2026** at **3:24pm** [Comment ID: 35561] - Link
Agree: 0, Disagree: 0
Good place to put stat about percentage of multi-family

#014

Posted by **Tim Perry** on **08/03/2026** at **9:37am** [Comment ID: 35441] - Link
Suggested Revision
Agree: 2, Disagree: 0
And still no mention of the fact that half the drop in school enrollment is not families fleeing Sedona, but families fleeing the horrible Sedona school system for private school and homeschooling.

#015

Posted by **Tim Perry** on **08/03/2026** at **9:40am** [Comment ID: 35443] - Link
Comment
Agree: 0, Disagree: 0
By "intentional housing," which is just new age liberal jargon anyway, you mean housing that fits the intentions of the small group of elites running this town, which is to transform it into an even more unequal and discriminatory place.

#016

Posted by **Sean** on **08/03/2026** at **11:48pm** [Comment ID: 35640] - Link
Agree: 0, Disagree: 0
Too vague: "retaining families", "creating opportunities", "protecting the community"
Why is pushing younger families out bad? Many I've talked to feel it's a foregone conclusion that families are lost, and

that efforts required would not justify the cost ($, standard of living). There is a definite feeling that this area is subject to supply and demand and the demand by those that were successful enough in life just is what it is and there's no sense in fighting that. I don't agree but that's the mentality that has to be spoken to here- need to present the deleterious effects of homogeneity in a more stark fashion or you're going to lose a pretty big contingent of residents because you haven't established well enough the need for attainable housing.

#017

Posted by **Tim Perry** on **08/05/2026** at **10:06am** [Comment ID: 35698] - Link

Suggested Revision

Agree: 1, Disagree: 0

"Diverse housing options" is code for diluting single-family homes and property ownership with apartments. The trouble with this proposal, apart from its many inherent flaws, is that it in no way reflects public desire. Nearly 90 percent of Americans want to own a freestanding home, not live in a rental unit. City staff's obsession with filling Sedona with what they call "diverse housing types," meaning things other than creative standalone homes, is in complete opposition to what the vast majority of residents and citizens want. It's blatantly anti-democratic and another instance of staff's eager practice of Leninist central planning.

Plan Process and Public Engagement

The Balanced Housing Strategy was developed through a phased process that combined technical analysis, public engagement, and strategy refinement. The process began with a detailed review of demographic, economic, housing, and market conditions to establish a clear understanding of Sedona's housing gaps, constraints, and emerging risks. The work created the factual foundation for subsequent conversations about what kinds of housing solutions are needed, who they should serve, and what tools would be most appropriate in Sedona's context.

Public engagement was designed to build understanding first and then confirm direction. The engagement process began with a series of focused stakeholder meetings designed to supplement the broader public process with detailed feedback from key sectors. Outreach was structured around group-specific conversations with developers and builders, real estate and lending professionals, nonprofit and faith-based organizations, businesses, schools, workforce representatives, community preservation stakeholders, and other public and private partners experienced with housing and construction in Sedona.

A public open house was held on April 6th at The Hub to introduce the housing data, demographic trends, and pertinent issues facing Sedona. This open house enabled those who attended to understand the updated data and facts, and to give participants an opportunity to react to the data.

The Sedona Housing Think Tank was held at The Hub on May 18th and 19th. This two-day event brought together local officials, residents, housing stakeholders, and community partners, in a structured and collaborative workshop focused on practical housing solutions. Day 1 reviewed existing data, best practices, and missing middle housing concepts before moving into facilitated discussions about community strengths, weaknesses, opportunities, and implementation tools. Day 2 focused on confirming recurring themes, identifying what was missing, and sharpening priorities for the next phase of work.

Two subsequent open houses were held in June and July to present the draft Sedona Balanced Housing Strategy. Participants confirmed which strategies were most important to them and gave feedback that led to updated action-oriented strategies that were clearer and more meaningful when read on their own without the supporting action statements.

The results of the community engagement approach showed strong consistency across conversations. Participants repeatedly called for a clearer shared vision for balanced housing; more housing options for workers, families, and seniors; better alignment between housing strategies and code requirements; and an implementation approach that would be accountable over time. They also stressed that housing solutions must be practical, well-designed, and responsive to Sedona's context – meaning a variety of solutions that include building new housing, preserving the existing housing stock, facilitating strategic infill, leveraging underutilized land on commercial corridors for larger-scale housing, creating renter and owner opportunities, and providing opportunities for current residents to age in place if they choose. These themes directly informed the strategies and implementation actions that follow in this document.





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#018

Posted by **Tim Perry** on **08/03/2026** at **9:41am** [Comment ID: 35444] - Link

Suggested Revision

Agree: 1, Disagree: 0

Accuracy requires that the document disclose that most of the participants were allies of city council and staff and inappropriately included council members, so the process was foredoomed to produce nothing but a pile of bull that amplified decisions council and staff had already made behind closed doors.

#019

Posted by **Rich Gay** on **08/03/2026** at **12:02pm** [Comment ID: 35460] - Link

Comment

Agree: 1, Disagree: 0

The April open house should be considered unsuccessful. Very few people came, and those of us who did attend found it to be unhelpful.

#020

Posted by **Tim Perry** on **08/03/2026** at **9:43am** [Comment ID: 35445] - Link

Comment

Agree: 1, Disagree: 0

At no time was there ever a stakeholder group made up of under-30 Sedona residents. Nor was there ever a group for those in the arts community. Nor was there ever a group of construction workers. Instead, the groups were simply composed of the same old wealthy elitists who have every interest in building a more unequal Sedona in which more workers depend on them and more individuals are deprived of their rights.

#021

Posted by **Susan Gorney** on **08/01/2026** at **10:05am** [Comment ID: 35348] - Link

Comment

Agree: 0, Disagree: 0

Thank you! I'd like to age in place.

#022

Posted by **Tim Perry** on **08/03/2026** at **9:44am** [Comment ID: 35446] - Link

Comment

Agree: 1, Disagree: 0

Amazing what nonsensical jargon you guys generated! You managed to strip out all the demands for more home ownership, for smaller and less wasteful homes, and massive code reform in favor of these vague, meaningless objectives that you'll never even pretend to implement.

#023

Posted by **Rich Gay** on **08/03/2026** at **12:07pm** [Comment ID: 35462] - Link

Comment

Agree: 1, Disagree: 0

Some present also suggested no housing strategy is needed. Presenting the feedback without also noting that there is significant opposition in the community to the proposed strategy is problematic, to say the least. Some opposition is to parts, some is the entirety.

The foundational premise that there is a critical need is also challenged by many residents, but completely unaddressed in this document. The premise that commuting to work in Sedona is a problem to be solved is also widely disputed in the community, and not addressed in this document.

Relationship with other documents

This strategy should be read as part of a larger body of work rather than as a stand-alone document.

The Sedona Community Plan serves as the foundation for all strategies outlined in this document. The Plan calls for more variation in housing types and collaboration with regional partners to promote the development of affordable and market-rate housing in Sedona that meets community needs.

As Phase 1 of the Balanced Housing Strategy, the Housing Needs and Understanding Analysis document provides the factual basis for understanding Sedona's demographic trends, housing conditions, affordability gaps, workforce dynamics, and target populations. It explains quantitatively why balanced housing is needed and identifies the specific gaps this strategy addresses.

The Best Practices report expands that foundation by showing how other communities have approached similar issues through land use changes, development incentives, housing programs, partnerships, and design-sensitive implementation tools. These examples also clarify which approaches are feasible within Arizona's legal framework, including state housing laws and local authority.

The Think Tank summary records the community values, concerns, and priorities that shaped this strategy and helped test which approaches are most viable locally. The data explains the problem, the best practices identify possible tools, and the Think Tank summary shows how the community responded to those choices. This Balanced Housing Strategy draws those strands together into a focused policy and implementation direction for the City.

Taken together, these documents form a single planning framework. The data explains the problem, the best practices identify possible tools, and the engagement materials show how the community responded to those choices. This Balanced Housing Strategy draws those strands together into a focused policy and implementation direction for the City.



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#024

Posted by **Rich Gay** on **08/04/2026** at **8:43pm** [Comment ID: 35694] - Link
Agree: 1, Disagree: 0
The Sedona Community Plan is a city council/city staff document, and not approved by residents.

#025

Posted by **Rich Gay** on **08/03/2026** at **12:08pm** [Comment ID: 35464] - Link
Comment
Agree: 1, Disagree: 0
The community plan has not been voted on or in any way approved by residents, but presented here as a fait accompli.

#026

Posted by **Tim Perry** on **08/03/2026** at **9:45am** [Comment ID: 35447] - Link
Comment
Agree: 0, Disagree: 0
The Sedona Community Plan is the result of a rigged process that produced a document that embodies city staff's priorities, not the public. "Variation in housing types" is code for forcing workers into monolithic apartment builders and permanent dependency.

#027

Posted by **Tim Perry** on **08/05/2026** at **10:09am** [Comment ID: 35699] - Link
Suggested Revision
Agree: 1, Disagree: 0
Community values did not shape this strategy. City staff merely revamped documents they had already prepared and then conducted ineffective meetings for show attended largely by the gang of known city bootlickers to appear to put a stamp of approval on what staff had already decided. In particular, the values of the people who actually work in the community were ignored, since almost none of them were able to attend the meetings purposefully scheduled during the work week.

How to Use This Document

This document functions as both a policy guide and an actionable implementation tool. It identifies the City's housing priorities, outlines the strategies best suited to address Sedona's needs, and organizes those strategies in a way that can guide decision-making over time. It is not meant to remain as a static strategic plan. Instead, it is designed to spur action, coordination, sequencing, and accountability as conditions and the market evolve.

For that reason, this Balanced Housing Strategy should be treated as a living document. Public input during the Think Tank specifically called for a Strategy that moves from analysis to action, includes accountability, and enables adjustments over time. This document should, therefore, be used with benchmarking and annual progress reviews so the City can measure what is working, respond to changing market conditions, and refine its approach as needed.

This strategy bridges policy and implementation. Some recommendations are legislative or regulatory, such as targeted amendments to the Land Development Code to include procedural improvements or revised standards for housing types. Others are programmatic or operational, such as funding tools, partnerships, preservation efforts, pre-approved plans, or City-led coordination with nonprofit, employer, and regional partners. The Strategies document will help to clarify that balanced housing will not be achieved through a single action; it will require a coordinated set of policy, investment, and partnership decisions over time.

This document should also be understood in relation to Arizona housing law and the City's policy framework. Several strategy directions discussed throughout this process align with current state-level housing issues and enabling authority, including accessory dwelling units (ADUs), missing middle housing options, streamlined review and permitting, adaptive reuse, and other efforts to expand housing opportunity while reducing unnecessary barriers. In Sedona, those tools must still be applied in a way that responds to local constraints such as topography, wildfire risk, infrastructure capacity, water considerations, and neighborhood compatibility. The purpose of this strategy is not simply to add housing units; it also is intended to align available policy tools with Sedona's values and long-term community goals.

Critical Assumptions of this Strategy

Sedona is a small, tourism-based community that has been highly desired as a retirement and seasonal-living destination for decades.

Sedona does not have the space to house all of the people that would prefer to live here without degrading community character and exceeding capacity.

Sedona is part of the larger Verde Valley area, including a variety of communities that offer a unique character of their own and their own mix of housing options (and their own approach to housing).

Not everyone wants to live in Sedona. Some may prefer the master planned history of Clarkdale, the space and (relative) affordability of Camp Verde or even the college community life of Flagstaff.

As a major tourism destination Sedona relies on a substantial workforce in hospitality and services. Employment and business opportunities outside of hospitality and services are limited.

Strategies aimed at assisting cost burdened households to remain in place are as important as creating quality alternatives that require moving.

Housing is a critical element for balance, but it does not stand alone. It requires consideration of other important factors including amenities, employment and business opportunities, and strong education and health systems, among others.

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#028

Posted by **Tim Perry** on **08/03/2026** at **9:49am** [Comment ID: 35450] - Link
Suggested Revision
Agree: 0, Disagree: 0
Excuses. For those of us who do, you've created, through government interference in the market via codes and regulations, a situation in which it is artificially impossible for most of those who want to live in Sedona to do so. It has nothing to do with external demographics. It's the city's fault.

#029

Posted by **Tim Perry** on **08/03/2026** at **9:47am** [Comment ID: 35448] - Link
Suggested Revision
Agree: 0, Disagree: 0
Sedona needs to stop being a retirement and tourism community and pivot back to being an arts and agriculture community in which the vast majority of the population is productive and independent, and housing strategy assumptions must facilitate that, prioritizing home ownership, freestanding single-family homes, and access to sufficient land for each resident to produce some or all of their own calories.

#030

Posted by **Tim Perry** on **08/05/2026** at **10:12am** [Comment ID: 35700] - Link
Suggested Revision
Agree: 1, Disagree: 0
More city interference in the private market, in other words. More trying to use coercive government as a substitute for individuals' and families' ethical responsibilities. Reminds me of the time Linda Martinez, the city's primary housing shill, stood up at a meeting and lamented how one of her relatives was struggling to find housing--without mentioning that she, in her retired comfort with resources available to her, had refused to share any of those resources, hence leading to the struggle. The shamelessness of advocating for the government to do something you're unwilling to do yourself is despicable--and that really is one of the key threads behind this so-called housing strategy: It's an excuse to try to substitute government for individual initiative and moral responsibility.

#031

Posted by **Tim Perry** on **08/03/2026** at **9:48am** [Comment ID: 35449] - Link

Suggested Revision

Agree: 0, Disagree: 0

False. Once the 3,000 retirees who are doing nothing but waiting to die while they waste our community's space and resources leave, and once the building and land codes are repealed to allow new construction of possibly thousands of homes on hundreds of acres of available land, there will be plenty of room for all the workers who want to live in Sedona.

#032

Posted by **Tim Perry** on **08/03/2026** at **9:52am** [Comment ID: 35451] - Link

Comment

Agree: 0, Disagree: 0

This is sheer fatalism. There's no reason for opportunities in Sedona to be limited to tourism--except that council and staff are using oppressive codes and regulation in an attempt to drive businesses other than tourism out of Sedona, especially arts-related businesses, in their push to turn this into a pure retirement community.

#033

Posted by **Susan Gorney** on **08/01/2026** at **10:10am** [Comment ID: 35350] - Link

Comment

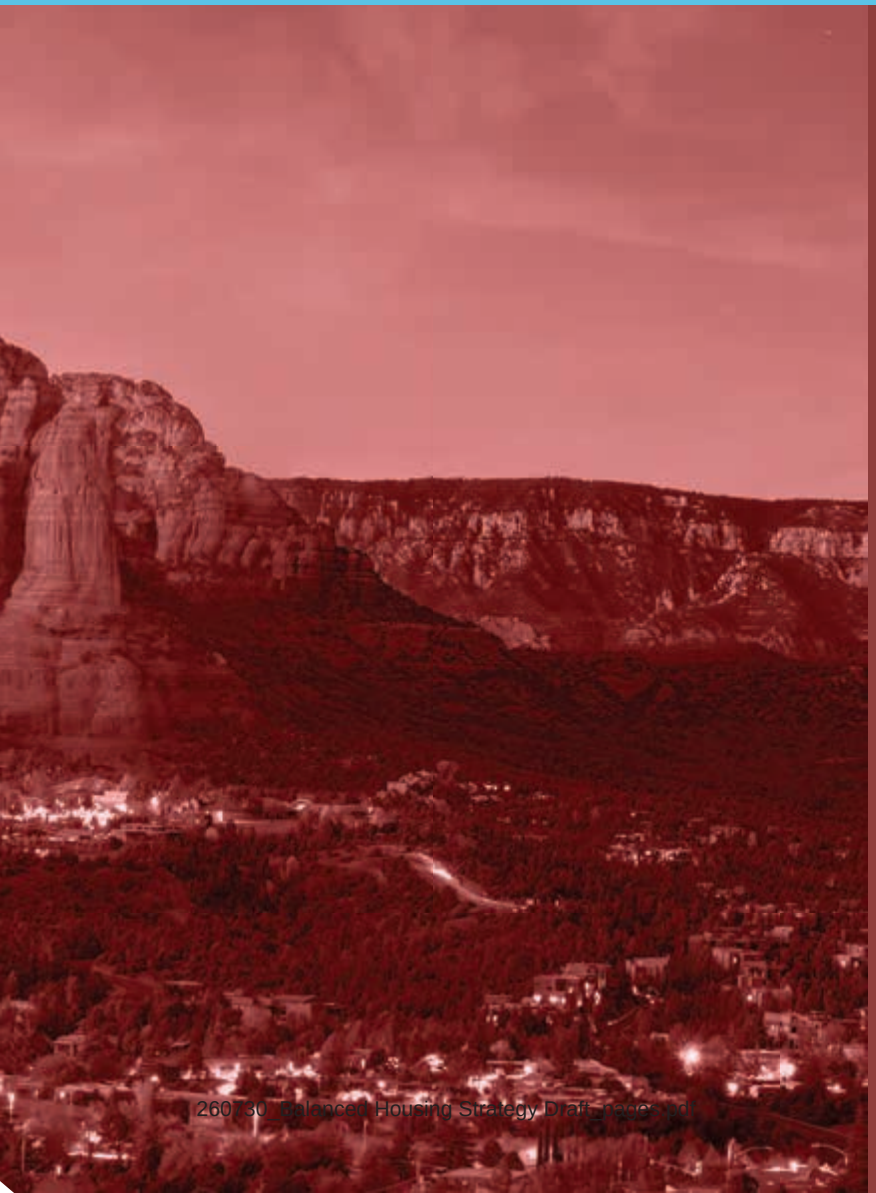
Agree: 0, Disagree: 0

These are good and valid assumptions. The document needs to stay on track and honor these.

02 DATA ANALYSIS A
RECOMMENDED TA



ND
ARGETS



OVERVIEW

Data analysis provides the factual basis for the Balanced Housing Strategy by identifying the demographic, economic, and housing trends that are shaping Sedona's current conditions.

The data shows a set of interconnected patterns:

- a rapidly aging population;
- a shrinking share of younger and working-age residents;
- a high level of inbound commuting;
- limited availability of year-round housing; and
- affordability conditions that exclude many of the households needed to sustain the community over time.

This is a high level summary of the data analysis. [The full report is on the City's website.]

#034

Posted by **Susan Gorney** on **08/01/2026** at **10:11am** [Comment ID: 35351] - Link
Agree: 1, Disagree: 0
Which will be naturally replaced and the City will continue just fine.

#035

Posted by **Rich Gay** on **08/03/2026** at **12:10pm** [Comment ID: 35466] - Link
Comment
Agree: 1, Disagree: 0
Many residents do not consider inbound commuting to be a problem needing a solution.

> Reply by **Sean** on **08/03/2026** at **11:52pm** [Comment ID: 35642] - Link
> *Agree: 1, Disagree: 0*
> Second this. Can count the number of times on social media someone has said "let them commute! I did for decades and never lived where I worked!"

#036

Posted by **Tim Perry** on **08/03/2026** at **4:44pm** [Comment ID: 35619] - Link
Suggested Revision
Agree: 0, Disagree: 0
Not that it's any of the city's business, but getting back to being a small, rural community means eliminating this commuting thing entirely. You live where you work, you work where you live, your allegiances are in the same place. That's what makes for community spirit. Someone who works in Sedona and sleeps in Cottonwood likely doesn't feel real allegiance towards and isn't a part of either community.

Commuting any distance is also a modernist invention dating from the late 19th century for the most part and should be rejected as a wasteful and unnecessary addition to the human experience tied up with industrialization and the strange elitist schemes of Robert Moses.

Socioeconomic Profile

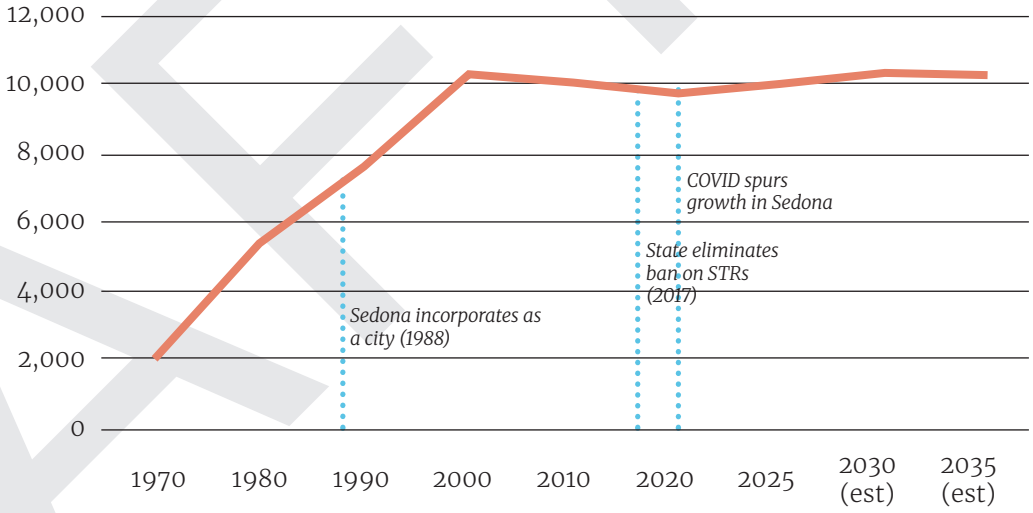
Sedona's 2025 population is estimated to remain relatively stable at over 10,000 residents over the next 10 years. Despite limited overall population growth, Sedona's daytime population reaches 15,571, and is the only Verde Valley community where workers exceed total population. **The City's future housing needs are less about accommodating large population growth and more about rebalancing who can remain, enter, and age within the community.**

The City's median age has increased substantially over the past two decades, while the share of children and younger households has declined. Household sizes are also small, with most households consisting of one or two people, and only a small share include children. Declining school enrollment further reflects the loss of family households and highlights the challenge of maintaining a balanced, multi-generational community.

Sedona's economy relies heavily on a workforce that increasingly lives outside the City. Employment is concentrated in tourism-related sectors such as accommodation, food services, and retail, while local income patterns indicate that wealth is present but not evenly tied to local wage-based earnings with only half of households receiving their income through salary or wages. About 80.2 percent of employees in Sedona commute into the City for work, and nearly one-quarter commute from 50 miles away or more.

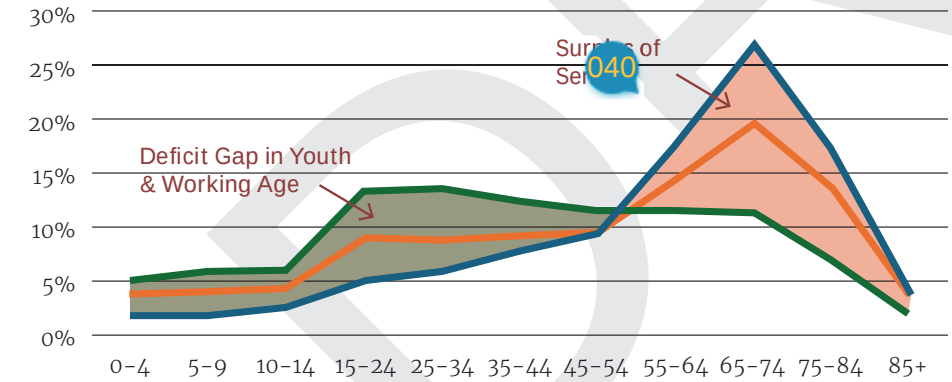
Together, these trends underscore the importance of expanding housing opportunities that support working households, sustain the local economy, and help preserve Sedona as a place where people of different ages, incomes, and occupations can live.

Population



Sources: U.S. Bureau of the Census, ESRI

Age Gaps

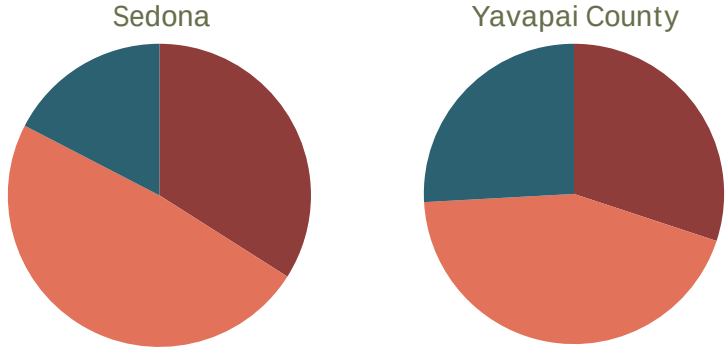


Sources: U.S. Bureau of the Census, ESRI

Sedona Yavapai County State of Arizona

Household Size





#037

Posted by **Sean** on **08/03/2026** at **11:55pm** [Comment ID: 35645] - Link
Agree: 0, Disagree: 0
Need to state what are the benefits of a balanced multi-generational community- for those who fear what seeking balance requires.

#038

Posted by **Rich Gay** on **08/03/2026** at **12:11pm** [Comment ID: 35468] - Link
Comment
Agree: 1, Disagree: 0
"workers exceed total population" — what data supports this assertion?

> Reply by **Sean** on **08/03/2026** at **11:54pm** [Comment ID: 35644] - Link
> *Agree: 0, Disagree: 0*
> Citing a reference would be good here and the other place above where you mention this stat.

#039

Posted by **Susan Gorney** on **08/01/2026** at **10:14am** [Comment ID: 35352] - Link
Comment
Agree: 1, Disagree: 0
How can the population remain stable if you keep building large apartment complexes to stuff in workers? Yes, if the rate of STR keeps going up the population will decline but a huge influx of low wage, pay check to paycheck workers will not properly sustain the city.

> Reply by **Sean** on **08/03/2026** at **11:53pm** [Comment ID: 35643] - Link
> *Agree: 0, Disagree: 0*
> Target the national average percentage of bedrooms of multi-family.

#040

Posted by **Rich Gay** on **08/03/2026** at **12:13pm** [Comment ID: 35469] - Link

Comment
Agree: 1, Disagree: 0
"surplus of seniors" — this is patently offensive. Worse though is that these are comparisons to Yavapai County and the State of Arizona. Why should Sedona be compared to these? What is the logic?

#041

Posted by **Sean** on **08/03/2026** at **11:56pm** [Comment ID: 35646] - Link
Agree: 0, Disagree: 0
Need to sell people on why this matters. Cite some sociological studies that says when the x gets down to y percent then z happens.

#042

Posted by **Sean** on **08/03/2026** at **11:57pm** [Comment ID: 35647] - Link
Agree: 0, Disagree: 0
The implicit statement by many that post on social media is- Why is social heterogeneity required

Housing Supply and Affordability

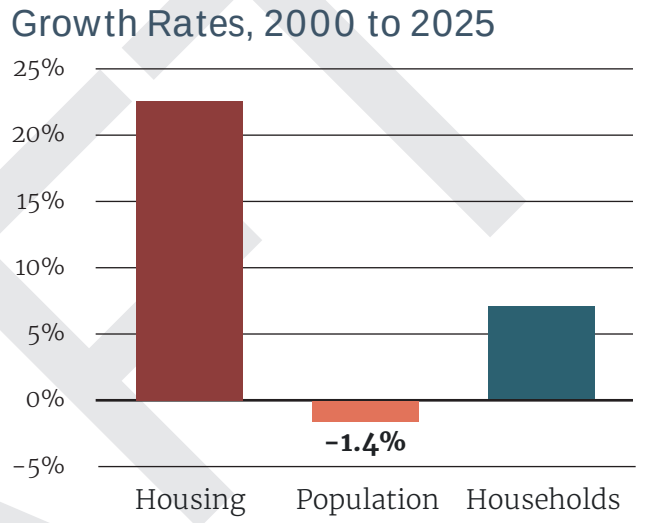
Sedona had 6,941 housing units in 2025, the highest number in the Verde Valley, but the City ranks near the bottom in housing growth rate since 2000. Between 2000 and 2025, housing units increased by 22.3 percent while population declined slightly and household growth remained comparatively modest. The data report identifies this gap as one of the clearest signals that a significant share of housing growth has been directed toward second homes, investment properties, and short-term rentals rather than housing for full-time residents.047

Housing tenure patterns show the same trend. In 2025, 58.6 percent of units were owner-occupied, 17.6 percent were renter-occupied, and 23.8 percent were classified as vacant. This "vacant" category is very likely dominated by second homes and short-term rentals.046 The share of Sedona's housing stock used as short-term rentals (STRs) rose from 9.8 percent in 2020 to 18.1 percent in 2025. By 2025, the percentage of housing devoted to short-term rentals exceeded that of long-term rentals.

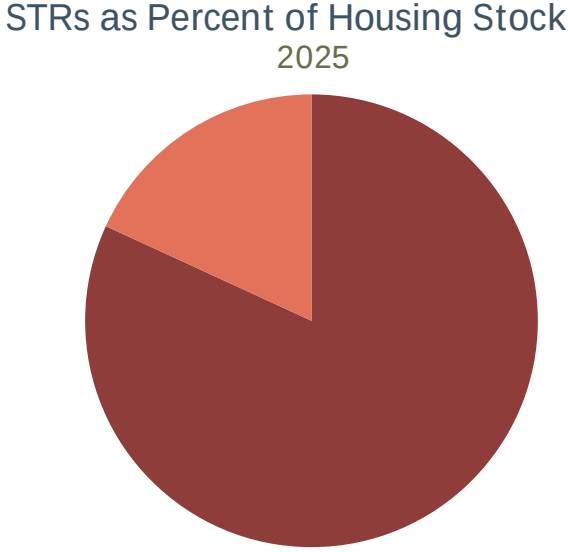
Sedona's average home value is $844,267 and median home value is $769,824, while the City's Housing Affordability Index is just 40, indicating that a household earning the median income cannot reasonably afford the median-priced home. **The average household with a mortgage pays 64.5 p045ent of monthly income toward housing, more than double the HUD-recommended standard.** More than half of owners with a mortgage and 46 percent of renters are cost burdened, meaning they spend more than 30 percent of income on housing044

Average gross rent for a two-bedroom home in Sedona is estimated at $3,047, compared with $2,108 for Yavapai County and $2,266 statewide. The report further estimates that a Yavapai County household of four would need to earn 2.4 times the median income to afford the median purchase price of a home in Sedona. By occupation, even many critical workers, including teachers, police officers, firefighters, and nurses, cannot realistically purchase housing in Sedona, and many lower-wage workers cannot afford market rents without severe cost burden.

More than 77 percent of housing in Sedona is comprised of single family homes - a higher percentage than any of the Verde Valley communities, Yavapai County, or the state. This lack of housing dive043y further contributes to limited supply that local residents can afford.



Sources: U.S. Bureau of the Census, ESRI



Sources: City of Sedona

DRAFT

#043

Posted by **Tim Perry** on **08/03/2026** at **9:57am** [Comment ID: 35453] - Link

Suggested Revision

Agree: 0, Disagree: 0

Housing dominated by single-family homes isn't a lack of housing diversity or a problem, it's the natural, democratic, diverse choice. It's a crock of progressive, neoliberal lies that owning your own home is somehow a less "diverse" form of housing. In reality, it's apartments that are soulless and formulaic, while single-family homes offer immense diversity in design, land--and most of all, the ability to reshape your property to be even more innovative and outstanding, something impossible in apartments. Apartments are not diverse; they're prisons.

Also, our housing stock is dominated by single-family homes because that's what Americans want. 88 percent want to own their own home. Only 8 percent want to live in an apartment. Based on that demographic fact, apartments should play no role in Sedona's housing strategy.

#044

Posted by **Sean** on **08/04/2026** at **12:04am** [Comment ID: 35649] - Link

Agree: 0, Disagree: 0

These are frightening conditions- to spend that much on housing. But the retort is always: Let them live elsewhere. The case you're making implicitly is that bad things result from workers not being invested in the community and having only retired wealthy residents living off investments with paid-off houses. Unless we can connect the dots to a bad way of living here without these housing burdened people, you'll be continually be fighting those who haven't been sold on the value proposition of socioeconomic diversity.

> Reply by **Rich Gay** on **08/04/2026** at **8:46pm** [Comment ID: 35695] - Link
>
> *Comment*
>
> *Agree: 1, Disagree: 0*
>
> Sean it's a bogus metric. Seniors have a strategy regarding mortgage, investment, and tax. Including this meaningless metric here is incredibly dumb.

#045

Posted by **Rich Gay** on **08/03/2026** at **12:20pm** [Comment ID: 35470] - Link

Suggested Revision
Agree: 1, Disagree: 0
This is not a reliable metric. I will use myself to illustrate why.

My wife and I are retired. My wife receives a pension from the State of California, I have no pension. We have made a financial decision to not pay off our mortgage, although we could, as a financial strategy — we can earn money investing the funds and paying the mortgage interest, as well as receive the mortgage interest tax deduction. Yet, by this City's metric, we are included in the cost burdened category of spending more than 30 percent of our incoming on housing. And we are not burdened, we have investments which secure our retirement.

But here is are in a retirement community populated by relatively affluent individuals and couples — many of whom have the same financial strategy that I describe regarding mortgage, taxes, and investment. This metric is meaningless in Sedona, and should not be included in this document or any planning.

I've spoken about this to Tony previously and I'm surprised to find this metric and assertion still present.

#046

Posted by **Tim Perry** on **08/03/2026** at **9:54am** [Comment ID: 35452] - Link
Suggested Revision
Agree: 0, Disagree: 0
Still the attempt to demonize STRs. Change this. It's not STRs, it's SECOND HOMES. Almost all STRs are second homes; almost none are investment/corporate properties. The people like Brian Fultz who think they can buy a home here and let it sit empty apart from occasional renters for 16 years while they wait to retire are the problem. The second homeowners are the problem here. Second homeowners cause STRs.

#047

Posted by **Sean** on **08/04/2026** at **12:00am** [Comment ID: 35648] - Link
Agree: 0, Disagree: 0
Cynical view: So what if even half of houses are for lodging? The impacts on the community have thus far not been enumerated, and those that have don't seem to move the needle in people's minds into the need for action. The impact is too nebulous. There just aren't stories out that that paint a picture of doom or really of even slight inconvenience.



Identified Gaps and Targets

The data analysis identifies four priority household groups that are essential to restoring a healthier demographic and economic balance in Sedona. These groups were identified because their absence has broader effects on local services, schools, workforce stability, and community resilience.

Working Age & Children

The report identifies working-age families with children as critical to long-term community stability. Their decline is reflected in the shrinking youth population, rising median age, falling household size, and long-term school enrollment losses. The absence of these households also contributes to economic leakage, as spending, enrollment, and day-to-day community participation shift to surrounding communities where those households can still find housing.

Working Age Households Earning $50,000 to $200,000

Sedona is missing housing that works for households employed in essential and professional roles, such as teachers, nurses, first responders, and other skilled workers. The data show that Sedona has a deficit of households in the $75,000 to $199,999 income bands compared with the state, even though these are precisely the households that help sustain long-term economic and civic life. Expanding opportunities for this group is important for workforce retention while restoring greater upward mobility and reducing dependence on households that arrive only after accumulating wealth elsewhere.

Working Age Hospitality & Service Workers

Sedona's economy depends heavily on accommodation, food service, retail, and other service-sector workers, yet these are among the workers least able to afford local housing. Because they are highly cost-burdened and often commute long distances, this group is closely tied to workforce turnover, service instability, and traffic impacts. The report does not recommend that Sedona attempt to house every tourism and hospitality worker locally; instead, it recommends increasing housing availability for a meaningful share of this workforce to reduce strain on employers and improve local stability.

Cost Burdened Sedona Seniors

Sedona also has a significant need among older adults who wish to remain in the community but face increasing difficulty doing so. The report estimates that 565 senior households age 65 and older pay more than 35 percent of income toward housing costs. For some, the issue is the mismatch between existing housing and changing physical or care needs. Providing attainable senior housing, assisted living, and aging-supportive options can help older residents remain in Sedona while also allowing some existing homes to return to the market for other households.

DRAFT

#048

Posted by **Sean** on **08/04/2026** at **12:14am** [Comment ID: 35654] - Link
Agree: 0, Disagree: 0
Most people did their upward mobility and feel they deserve to be here because they could outbid others for housing. Then they want to shut the door behind themselves. What is the detriment of not supporting upward mobility?

I just never hear about what exactly this demographic is sustaining? If people stop being willing to commute the labor rate keeps going up to a level that entices workers to commute. That translates to higher costs for goods and services that can likely be procured in nearby towns or online. So what is lost exactly? That needs to be more clearly elucidated.

#049

Posted by **Sean** on **08/04/2026** at **12:09am** [Comment ID: 35652] - Link
Agree: 0, Disagree: 0
Are we at risk of something catastrophic happening if we don't provide an attainable housing product for these folks? Are they going to revolt and not take jobs here anymore? We can never get all that work here and want to live here a product they can afford. What percentage of these groups does this plan hope to provide for, and how do you defend that percentage as moving the needle towards staving off bad outcomes (and what are those feared outcomes again?)

#050

Posted by **Sean** on **08/04/2026** at **12:05am** [Comment ID: 35650] - Link
Agree: 0, Disagree: 0
Why is it essential to maintain balances in these categories? I feel strongly they matter, but the why they matter keeps not being presented (over the years) so you're just not bringing enough along with you.

#051

Posted by **Sean** on **08/04/2026** at **12:06am** [Comment ID: 35651] - Link
Agree: 0, Disagree: 0
Reason they are critical?

#052

Posted by **Tim Perry** on **08/03/2026** at **11:30am** [Comment ID: 35456] - Link

Suggested Revision

Agree: 0, Disagree: 0

The number of falsehoods and inappropriate priority signals crammed into this paragraph is hard to break down, but I'll give it a shot.

Earning $50K to $200K? That's a luxury bracket. Where is the very specific, #1 priority of ensuring that a Sedona worker making minimum wage--$31,512--can support a spouse and child on the basis of home ownership? That is the goal around which any housing plan must be built: restoration of the single-income, single-family home model. Setting the floor of the only specific salary range in here at $50K says the city council and staff aren't even interested in the normal workers who make much less than that. This is an anti-work, anti-blue collar, anti-minimalism strategy, not a housing strategy for young workers.

The only people in Sedona who are going to fall into this price bracket, other than the retirees, are going to be people employed doing a non-work job for some organization or institution--such as the city of Sedona itself, conveniently--or remote work yuppies. That's who council and staff have designed this strategy and this priority point in part to appeal to. They want to replace people who can do real jobs with people who sit in air-conditioned condos all day doing nothing on computers.

And that brings us to this notion of essential workers. Who are the real essential workers? They're the ones who do the jobs without which human beings organized into communities could not exist. The essential workers are hunters, farmers, artisans, and craftsmen. "Skilled workers," meaning professional service workers in bureaucracy-speak, are completely inessential workers who do no actual work and are extraneous to the normative functioning of a society.

This plan continues to push the lie that "teachers, nurses, first responders," are the most essential workers to attract to Sedona. By making this claim, the psychopaths--individuals who seek dominance through aggression, hierarchy, and lack of empathy--who drew up this plan are declaring their intention to attempt to attract still more psychopaths to Sedona to continue to erode our freedom and our quality of life. Teachers, so-called--to abuse kids in the state indoctrination system and train them to be wage slaves while suppressing their cognition? Nurses and doctors--to torture people in those prisons called hospitals and provide them with false medical information while sadistically exploiting them for their pleasure and financial benefit? First responders--meaning cops to beat up residents on the street and keep extracting the taxes and firefighters to impose groundless fire regulations that keep us from building housing? These specializations of violence and abuse are supposed to be essential to a functioning community? Only

in the minds of those who want to make Sedona into a place where they can violently impose their priorities upon others. Cops, doctors and nurses, and indoctrinators are not essential workers.

There weren't any of these so-called "essential" professions in Sedona in the old days, back when the quality of life was acknowledged to be far better and the housing was all affordable. That was when it was a working community of farmers and artists.

Then there's this "upward mobility" bit, which again signals city staff's commitment to the destructive myth of infinite growth, in which you're always expected to be acquiring more stuff and moving up in the world and getting a bigger house and so on, all for the make-work benefit of your economic masters. That's not how rural communities work. Rural communities are about sustainability, about neither losing nor gaining, but remaining comfortably in balance. The attitude here is completely alien to the perspective of agrarian communities and the rural West.

It is nonsense to think that a particular income bracket of luxury resident is essential to maintaining long-term community life. What is essential to maintaining community life and long-term residents is home ownership, particularly when the homes in question have been built by their owners with their own hands.

Your priorities are entirely wrong, entirely alien to those of the working community, and entirely manipulative.

#053

Posted by **Sean** on **08/04/2026** at **12:11am** [Comment ID: 35653] - Link

Agree: 0, Disagree: 0

This is great. A clear reason stated: workforce retention. Now finish connecting the dots. How would the average resident be affected if the business community shrinks to a level supported by workers that can afford to live here + those willing to commute here?

#054

Posted by **Susan Gorney** on **08/01/2026** at **10:19am** [Comment ID: 35353] - Link

Comment

Agree: 1, Disagree: 0

Oops. Reminds me of a comment made wanting seniors to go to assisted living and give up their houses. Remember, aging in place is good, makes seniors independent and they live longer. Hmmm. That's not what you want to hear is it?

#055

Posted by **Tim Perry** on **08/03/2026** at **10:01am** [Comment ID: 35454] - Link

Comment

Agree: 0, Disagree: 0

The solution to cost-burdened seniors has nothing to do with the city. It has to do with rebuilding an ethical society in which the extended family is the norm, younger generations personally care for the elderly in the same household, and no person would ever be so evil to think of pushing their relatives off into an "assisted living" prison or leaving them to struggle on their own.

Aside from questions of family demographics and proper moral behavior, there is, again, no reason to try to maintain a population of nonproductive seniors in Sedona at an abnormally high level. If they don't move and make room, there simply won't be room for young people to come here. When resources are finite and currently consumed by one dominant use, that use must change in order to make other uses possible.

Since the city loves blowing so many of our tax dollars on advertising, perhaps the city should start advertising to attract young people to Sedona and to discourage old people from coming here.

#056

Posted by **Rich Gay** on **08/03/2026** at **12:21pm** [Comment ID: 35471] - Link

Suggested Revision

Agree: 0, Disagree: 0

See my comment on the previous slide — this is a meaningless metric, due to investment and tax strategy.

10-Year Targets

To return Sedona to a healthier, more dynamic and sustainable balance as a community, this report proposes a series of targets as well as alternative scenarios for reaching those targets. Each is designed to address the gaps identified by this report.

- Create or preserve **600 units** dedicated for working age households
- Create or preserve **176 units** dedicated for Sedona's seniors
- Stabilize and increase total student enrollment in Sedona schools by **5%**
- Increase the percentage of population that is below age 65 to **6**
- Increase the percentage of critical employees living in Sedona by **15%**
- Reduce the percentage of seniors that are cost-burdened by **35%**
- Reduce the number of employees that commute into Sedona for work from 80% to **63%**
- Roughly half of units for working age households to be **owners**

Proposed Units and Yield

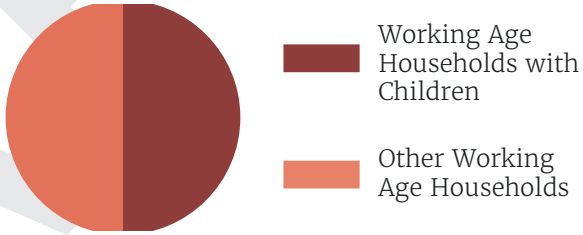
Achieving these 10-year targets would bring Sedona significantly closer to maintaining community stability, reducing avoidable displacement and commuting burdens, and protecting Sedona as a living community rather than becoming defined by retirement and visitor accommodation.

By deploying balanced housing strategies that serve an even split of working age households with and without children, as well as providing options for Sedona's aging population, Sedona could accommodate approximately 440 children and 744 working age adults over the next ten years. There are currently 22 units approved or under construction that could serve to meet these targets, as well as an estimated 88 units formerly occupied by seniors that could be redeployed into the long-term rental or homeownership market.

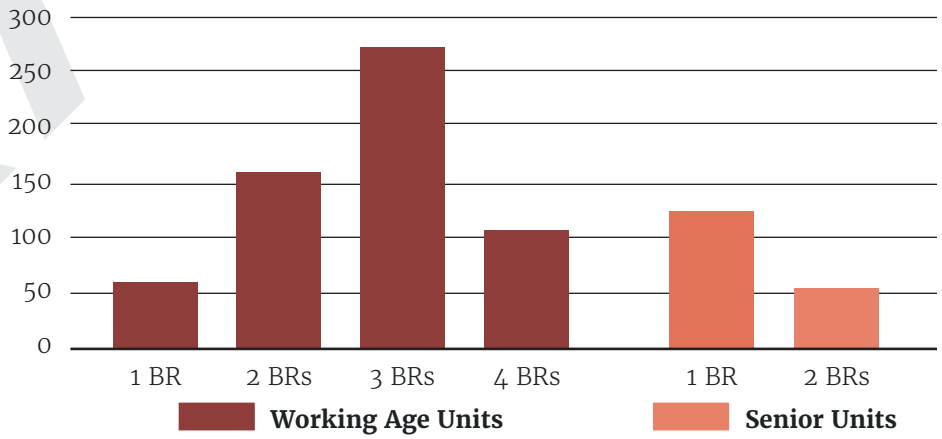
600 Units
Working Age Households

175 Units
Income Restricted Sedona Senior Households

Focus of Working Age Households



Units by Number of Bedrooms



#057

Posted by **Sean** on **08/03/2026** at **11:51pm** [Comment ID: 35641] - Link

Agree: 0, Disagree: 0

Need to speak to the sentiment that doesn't care about displacement and don't see how the burdens would ever rise to a level they would start caring about.

#058

Posted by **Tim Perry** on **08/03/2026** at **11:44am** [Comment ID: 35458] - Link

Suggested Revision

Agree: 0, Disagree: 0

Number one, the demographics of Sedona are none of the city's business. This isn't the Soviet Union where we get central planning--yet. Incidentally, did you know which country was the first in history to impose a national building code? The USSR.

Number two, the goal for those of us in the community should be to get this number to 80 percent, not 60 percent, if we want a healthy and sustaining community.

#059

Posted by **Tim Perry** on **08/03/2026** at **12:08pm** [Comment ID: 35463] - Link

Suggested Revision

Agree: 0, Disagree: 0

This statement is a slap in the face to every working Sedonan and reminds us once again that council and staff's priorities are not ours. 88 percent of Americans want to own a home, not rent; only 8 percent want to live in an apartment. This goal of a mere half ownership sends us a clear signal that council and staff want to keep as much of the working population vulnerable and dependent as possible--and ideally, if housed in units that the city owns and for which it makes the rules, controlled according to the city's political ideology. Home ownership is the goal and the standard in the rural West. Rental is not. Remove and replace.

#060

Posted by **Tim Perry** on **08/03/2026** at **11:43am** [Comment ID: 35457] - Link

Suggested Revision
Agree: 0, Disagree: 0
The 600-unit number is derived, as we have been told, based on this goal of increasing Sedona school enrollment by 50 percent. That goal is entirely inappropriate and morally bankrupt. The Sedona public school system, like all public school systems, is a state indoctrination system designed to suppress children's creativity and cognition while impressing upon them the holy trinity of modern American civil religion: worship of the government, obedience to authority, and acceptance of a life of wage slavery in humble servitude to a "professional" elite. SOCSD is nothing but a child abuse system and it is entirely inappropriate to propose that its continued existence should be encouraged.

If the city genuinely wants to attract young working families back to Sedona, it needs to do two things: Repeal its elitist building and land codes to give them a chance to own their own homes, and work to see that SOCSD collapses as soon as possible to be replaced by a wide variety of small private schools, which will prove genuinely attractive to families. Families will relocate to Sedona from all over the country if the private school situation and support for homeschooling is favorable, and such a school shift would also diversify Sedona's economy where it matters: among small businesses. They're not going to come to Sedona for one of the worst-ranked school districts in the state which continues to fail, can't even field the most basic sports teams, and doesn't even have an arts and theatre program even as it sits selfishly on one of the best performing arts campuses in the state. The sooner SOCSD fails, the better. Get this nonsense off the housing plan and redesign it around private school support.

#061

Posted by **Susan Gorney** on **08/01/2026** at **10:21am** [Comment ID: 35354] - Link
Comment
Agree: 1, Disagree: 0
Is this really a bad thing? Being known for tourism and retirement can be a plus especially if the retirees are have stable retirement incomes and contribute to the city. Many do.

#062

Posted by **Susan Gorney** on **08/01/2026** at **10:23am** [Comment ID: 35355] - Link
Comment
Agree: 1, Disagree: 0
How can the city designate living units for working households? Very discriminatory. See Shelby Villas as an example.

#063

Posted by **Tim Perry** on **08/03/2026** at **12:10pm** [Comment ID: 35465] - Link

Suggested Revision

Agree: 0, Disagree: 0

Why would anyone who works in Sedona not be living in Sedona? Why would someone be living in Sedona and working elsewhere? That's not how community works. It's none of the city's business to control that, but it's also a poor reflection on how staff think about the community in which they choose not to live.

#064

Posted by **Tim Perry** on **08/03/2026** at **11:46am** [Comment ID: 35459] - Link

Suggested Revision

Agree: 0, Disagree: 0

These "critical employees" are not only not critical, they make life worse and much more costly for everyone else.

Also, where's the requirement that all city employees be required to live in the city, which is the only thing the city has any say in? How about a requirement that the city hire no one who hasn't already lived here for five or ten years?

#065

Posted by **Rich Gay** on **08/03/2026** at **12:22pm** [Comment ID: 35472] - Link

Comment

Agree: 1, Disagree: 0

This is an assertion without evidence.

#066

Posted by **Tim Perry** on **08/03/2026** at **12:11pm** [Comment ID: 35467] - Link

Comment

Agree: 0, Disagree: 0

All of these approved units are apartments or townhomes, not freestanding single-family units where the owner controls the land, reminding us again that city staff's priority is to cram us normal people into characterless, sterile boxes and overcharge us for them.

#067

Posted by **Tim Perry** on **08/03/2026** at **12:06pm** [Comment ID: 35461] - Link

Suggested Revision

Agree: 0, Disagree: 0

The idea that the number of young people will increase and the median age will go down while you busily build more units to attract seniors can only be described as hallucinatory.

Describe this accurately in the document as what it is: a bribe to attempt to reassure seniors that their cultural and political dominance of Sedona will not be diminished by those noisy, annoying young people.

03 ADDRESSING THE



GAPS



BALANCED HOUSING STRATEGY RECOMMENDATIONS

The strategies and actions recommended in this chapter are intended to guide City policymakers toward the specific combination of tools most likely to close Sedona's housing gaps and keep the community balanced over time. Rather than pursuing a blanket increase in the number of housing units, the Plan targets interventions that help meet the 10-year targets.

Six main areas of recommendations are identified in this chapter. These are:

- Improve Administrative Tools and the Customer Experience
- Update Development Standards and Requirements
- Preserve Existing Housing for Long-Term Residents
- Facilitate New Development and Redevelopment
- Refine and Pursue Funding Options
- Support Housing Stability through Quality-of-Life Improvements

Each of these areas contains specific actions the City can take to advance the Balanced Housing Strategy. Refer to the Implementation Matrix on page 49 for a detailed breakdown of how each action will be carried out, who is responsible, the resources needed, and timeline.

How the Strategy will Meet Targets

Meeting targets for working-age households with children, working-age households earning $50,000 to $200,000, working-age hospitality and service workers, and cost-burdened Sedona seniors depends on the degree and durability of the City's involvement. As the graphic below illustrates, methods that involve direct City ownership, acquisition, or long-term control of land such as city-owned land, ground leases, or community land trusts, offer the strongest and most lasting impact, both for filling identified housing gaps through new construction and for limiting conversion of existing housing stock to short-term rentals (STRs). Recorded covenants and deed restrictions provide a similarly durable, though slightly less absolute, level of protection. Tools such as development agreements, gap financing, master leases, and down payment or rehabilitation assistance can still move the needle, but their impact is time-limited, tied to the length of the agreement or funding commitment rather than to the property itself. Rental assistance programs, while valuable for immediate needs, offer the shortest duration of impact and must be renewed continually to sustain results.

This range of tools points to two related questions the Plan must answer together: once a household lives in Sedona, how do we keep them here, and how do we stop losing units to STR conversion going forward? The answer is the same for both: the more permanent and City-controlled the mechanism, the more reliably it keeps units both occupied by local residents and out of the STR market long-term. Achieving a more balanced housing system will require coordinated progress across multiple strategies, layering durable, City-controlled tools with medium-term agreements and shorter-term assistance programs to address both immediate needs and long-term stability.

Method	Meeting Targets & Filling Gaps	Limiting STR Conversion
City Ownership/Acquisition of Land/Long Term Ground Lease	Very Strong	Very Strong
Community Land Trust/Shared Equity Ownership	Very Strong	Very Strong
Recorded Covenant/Deed Restriction	Strong	Strong
Development/HOA Covenants, Conditions & Restrictions	N/A	Strong but Amendable
Development Agreement with Terms	Time Limited, Medium to Long	Time Limited, Medium to Long
Gap Financing, Preservation Agreement, Rehab Assistance	Time Limited, Short to Long	Time Limited, Short to Long
Master Lease/Employer Assisted Housing	Time Limited, Short to Medium	Time Limited, Short to Medium
Down payment Assistance, Rehab Loans with Commitments	Time Limited, Short	Time Limited, Short
Rental Assistance/Rent Local Program	Time Limited, Very Short	Time Limited, Very Short

#068

Posted by **Donna Joy Varney** on **08/02/2026** at **5:32pm** [Comment ID: 35423] - Link

Comment

Agree: 2, Disagree: 0

Reduce the bed tax and sales tax back to 3.0% STOP marketing Lodging which includes STRs. Let the businesses do their own marketing. Target marketing is much more successful and will slow down the day trippers and STRs. The free marketing is a big part of the problem.

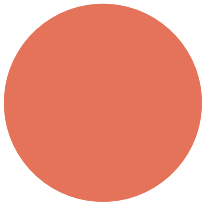
Focus Areas for the Balanced Housing Strategy

Sedona's Balanced Housing Strategy is organized around six interconnected focus areas that together provide a comprehensive framework for addressing housing gaps in Sedona. Each area covers a distinct piece of the housing puzzle, from administrative efficiency to funding, ensuring the strategy is both actionable and helps meet the targets established during Phase 1.



Improve Administrative Tools and the Customer Experience

This section aligns City investments with community priorities while streamlining processes, improving applicant support, and strengthening performance tracking.



Update Development Standards & Requirements

This section calls for updating Sedona's LDC to support housing while preserving community character, safety, and consistency with the Community Plan.



Preserve Existing Housing for Long-Term Residents

This section focuses on preserving Sedona's existing year-round housing and reducing the loss of homes needed by local workers, families, and seniors.



Facilitate New Development & Redevelopment

This section supports new housing through ADUs, public and partner land, mixed-use redevelopment, and area-specific planning.



Refine & Pursue Funding Options

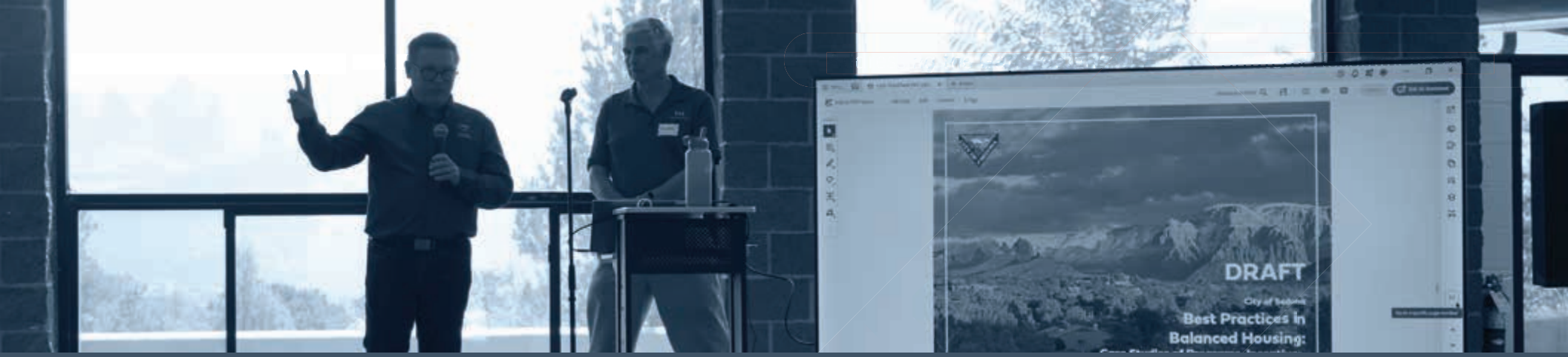
This section focuses on securing local, state, and federal funding to support the creation and preservation of housing.



Support Housing Stability through Quality of Life Improvements

This section focuses on partnerships and quality-of-life improvements that help workers, families, and seniors remain in Sedona over time.

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To ensure success, the Sedona Balanced Housing Strategy will be implemented in a clear, logical, consistent and transparent manner consistent with the Community Plan and other City policy documents and that builds on the foundation of work that has led to the adoption of this Strategy document. It is intended that as much as possible, the implementation of these housing strategies and actions will be supported by Sedona residents.

Strategy 1. Establish a more holistic approach to guide City participation in housing and community development-related projects, programs, and other implementation efforts.

Action 1.1 Adopt a Community Priority and Investment Policy.

- √ Establish a set of Community Priorities that defines the "what long-term community needs has the City determined require ongoing public attention and investment?"
- √ Each community priority should be evaluated based upon the documented need, why the priority is important to the community, the expectation that the need will persist over the long term without intervention, and whether community investment could reasonably influence the outcome.
- √ Verifiable need should be derived from supporting documents such as the Community Plan, various Community Focus Area studies, the Balanced Housing Strategy, and the Climate Action Plan and described with a level of clarity. These do not necessarily have to fully match annual priorities by Council.
- √ Develop an accompanying Investment Policy that then defines the circumstances in which the City will invest.
- √ The Investment portion of the policy establishes the framework for evaluating projects, programs, and other initiatives.
- √ Examples of Community Priorities could include:
  - A Complete Community
  - Community Priority Housing
  - Redevelopment and Reinvestment
  - Wildfire Resilience and Public Safety
  - Sustainability and Resource Stewardship

#069

Posted by **Tim Perry** on **08/03/2026** at **12:54pm** [Comment ID: 35488] - Link
Suggested Revision
Agree: 2, Disagree: 0
Buzzword. This word does not belong in city documents since no one actually practices it.

#070

Posted by **Rich Gay** on **08/03/2026** at **12:25pm** [Comment ID: 35474] - Link
Comment
Agree: 2, Disagree: 0
The Community Plan is not a relevant document to verify need, as the residents have not approved it.

#071

Posted by **Rich Gay** on **08/03/2026** at **12:25pm** [Comment ID: 35475] - Link
Comment
Agree: 3, Disagree: 0
The Climate Action Plan is not approved by the community, clearly lacks broad support, and is not relevant to housing.

#072

Posted by **Tim Perry** on **08/03/2026** at **1:35pm** [Comment ID: 35534] - Link
Suggested Revision
Agree: 2, Disagree: 0
The Climate Action Plan must be abolished. The majority of residents oppose it and the hypocrites on staff aren't doing anything to actually implement it other than pretending that green power is magic. If you want genuine sustainability overall, Sedona must become a foraging or farming community again, because only those economic models are sustainable. If you simply want energy-efficient homes, require the use of thermal massing, passive solar, anaerobic digesters, and evaporative cooling. None of the above has anything to do with the CAP.

- Economic Vitality
- Community Character
- Priorities are established as "public purposes"

Action 1.2 Establish a Complementary Evaluation Guide.

√ Develop an evaluation tool that is intended to compare a project or program to community priorities to determine the level of impact and a reasonably proportional level of community investment.

√ Methods of assessment could include the number of priorities addressed, community beneficiaries (residents, employees, tourists, etc.), scope/magnitude of benefits, length of time of benefits, public investment requested or reasonably proportionate, methods of protecting public investment.

Action 1.3 Replace the Development Incentives and Guidelines for Affordable Housing (GAH) with the Sedona Community Partnership Program.

√ Design a public-facing document that includes all of the necessary information to describe how the city can be an active partner on projects and programs from community priorities and the types of assistance available to development of a community benefits agreement and methods of measuring success.

√ Contents of the Community Partnership Program should include:

- Purpose and an introduction to the partnership process
- Description of the "Partnership Toolkit" that includes the various types of administrative, regulatory, financial, and property assistance available.
- The evaluation process
- Agreements and commitments
- Monitoring and success

Strategy 2. Improve current administrative procedures and practices to improve overall customer service.

Action 2.1 Craft a Development Process Improvement program.

√ Collaborate with staff to critique and amend procedures and practices, particularly in preparation for the citywide implementation of new software platforms.

√ Review procedures by asking questions such as:

- Which reviews can occur concurrently?
- Which requirements are duplicates?
- Which steps add little value?
- Which submittal requirements don't actually affect decisions?
- Which forms and checklists can be simplified?

Action 2.2 Improve applicant education efforts.

√ Seek out and document issues that have proven consistently difficult such as specific code requirements, questions that are frequently raised or other items that would benefit from additional information/education efforts.

√ Utilize a series of techniques such as guides, videos, checklists, or step-by-step instructions to tackle these issues.

√ Manage efforts to determine if they have been impactful.

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#073

Posted by **Tim Perry** on **08/03/2026** at **2:52pm** [Comment ID: 35544] - Link
Suggested Revision
Agree: 0, Disagree: 0
Tourists are not a part of the community and are therefore not a community beneficiary.

#074

Posted by **Tim Perry** on **08/03/2026** at **2:53pm** [Comment ID: 35545] - Link
Suggested Revision
Agree: 0, Disagree: 0
The city shouldn't ever be a "partner" on projects. That way lies disaster. And pretending that the person telling you "no" is your partner sharing the same goal is an obvious lie.

#075

Posted by **Tim Perry** on **08/03/2026** at **2:51pm** [Comment ID: 35543] - Link
Technical Edit
Agree: 0, Disagree: 0
Incorrect usage of impact. If there's no physical blow or contact, there's no cause to use this word.

#076

Posted by **Tim Perry** on **08/03/2026** at **12:55pm** [Comment ID: 35490] - Link
Suggested Revision
Agree: 0, Disagree: 0
We have been given no details of this "community partnership program" thus far. What this presumably means is that the city will once again pick some of its allies and fellow travelers within the community to form a "work group" to rubber-stamp whatever staff comes up with.

You want real community partnership? Bring back the citizen commissions and make staff take direction from members of the public on housing issues. Set up a housing commission empowered to reform the codes and policies without any reference to what staff want or think is possible or practical.

#077

Posted by **Tim Perry** on **08/03/2026** at **1:36pm** [Comment ID: 35535] - Link
Suggested Revision
Agree: 0, Disagree: 0
Take this phrase out every time it appears in the document. It is absurd to visualize the city enforcing community character at the point of a gun, which is what it's proposing to do, and community character does not override property rights.

#078

Posted by **Tim Perry** on **08/03/2026** at **12:55pm** [Comment ID: 35489] - Link
Suggested Revision
Agree: 0, Disagree: 0
Repeal/abolish the DIGAH entirely and replace it with nothing.

There was once a famous exchange between Voltaire and Casanova over dinner. Casanova, who was schizophrenic, was defending the temporal power of the Catholic Church after just having escaped from a prison of the Inquisition. He challenged Voltaire, "Suppose you abolish the church--with what will you replace it?"

Voltaire replied, "Oh, I like that. When I deliver humanity from a ravenous beast which is attempting to devour it, can I be asked what I will put in its place?"

#079

Posted by **Tim Perry** on **08/03/2026** at **12:56pm** [Comment ID: 35491] - Link
Suggested Revision
Agree: 0, Disagree: 0
You want to improve customer service? First off, FIRE CARI MEYER, who is the most hated official at the city. For those who have never bothered to observe her, she takes genuine joy in obstructing projects--she can barely hide her smile when she delivers bad news or things fail--and she's miserable when council or P&Z approves anything. We often have to ask if government officials are being either malicious or ignorant; in her case, it's always both. She has no aesthetic sense or concept of what makes a good building or plan, and to the best of my knowledge, she has no experience in doing single-family construction herself, which should disqualify her from holding any position related to housing.

Beyond getting rid of the incompetent official, start introducing programs through which people can build by right, with no need for permits or inspections. Cut the number of inspections down from dozens. Cut the amount of the fees down from tens of thousands. And above all, let people actually build in a timely fashion.

Ultimately, community development, so-called, is never going to be a department that will have a good reputation with a public or be perceived as providing good service--for the simple reason that it exists to obstruct residents in doing what they want to do for no good reason, so they will automatically hate it unless they're civil religionists for whom government is god and can do no wrong.

#080

Posted by **Tim Perry** on **08/03/2026** at **12:58pm** [Comment ID: 35493] - Link
Suggested Revision
Agree: 1, Disagree: 0
Collaborate with staff? No, get staff out of the picture entirely and let the people who do the work make a simple set of rules. Staff don't know anything about this topic. I asked a couple years ago who in the community development department actually had experience as a construction laborer, and the answer was two out of twelve people. Those who haven't ever put a roof over their own heads in their lives have no business making rules for people who can.

#081

Posted by **Tim Perry** on **08/03/2026** at **1:00pm** [Comment ID: 35495] - Link
Comment
Agree: 0, Disagree: 0
That this immensely bureaucratic system exists at all is the problem, not how apparently friendly it is. Putting a kinder, gentler face on it won't help solve real people's real problems. Putting lipstick on a pig won't put ham in people's mouths. Being nice about saying "no" is meaningless. The city needs to get out of the way of private individuals trying to build and stop saying "no" at all.

#082

Posted by **Rich Gay** on **08/03/2026** at **12:28pm** [Comment ID: 35477] - Link
Suggested Revision
Agree: 2, Disagree: 0
An action should be added to provide staff training on how to better engage with and interact with residents.

An action should be added to implement a Net Promotor Score system as I described in an earlier comment — this allows measurement and accountability for the quality of service provided by staff.

#083

Posted by **Rich Gay** on **08/03/2026** at **12:27pm** [Comment ID: 35476] - Link

Suggested Revision

Agree: 1, Disagree: 0

Which requirements can be eliminated?

#084

Posted by **Tim Perry** on **08/03/2026** at **12:57pm** [Comment ID: 35492] - Link

Suggested Revision

Agree: 0, Disagree: 0

Delete. This is a grotesquely inappropriate proposal. Applicant education? The applicant is not the problem; city staff are the problem. If the applicant can't meet staff's standards, the standards will be lowered to conform to the average applicant's ability. See, as an example, HB2096 proposed by Barbara Parker two legislative sessions ago, which set out language that should be a model for every jurisdiction in Arizona: "The site plan and sketch must be prepared only to the level of detail and quality that would reasonably be expected of a nonprofessional with a high school education." If any law or code is too complicated for the average person to understand and apply, it must be repealed.

Strategy 3. Devise methods to measure customer satisfaction and feedback.

Action 3.1 Establish a means or tool for successfully measuring customer satisfaction and feedback.

- √ Discover and implement the most efficient means of collecting feedback such as an onsite survey panel, personal follow-up calls, or a very short, minimal "click" survey.
- √ Rather than measure "happiness," consider measuring courtesy, professionalism, technical competence, responsiveness and consistent application of guidelines.

Action 3.2 Create a performance dashboard that highlights major department performance measures.

- √ Define a limited number of performance measures most important to applicants and the general public that address issues of timely service/responsiveness, customer experience/service, community outcome/impact and strategic implementation.
- √ Regularly update the dashboard as appropriate.



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#085

Posted by **Rich Gay** on **08/03/2026** at **12:30pm** [Comment ID: 35478] - Link

Comment

Agree: 1, Disagree: 0

Net Promoter Score (NPS) and keep it simple. Implement a comprehensive review system internally at all levels of management, and Council monthly review of metrics. Accountability requires correcting deficiencies.

#086

Posted by **Rich Gay** on **08/03/2026** at **12:31pm** [Comment ID: 35479] - Link

Comment

Agree: 1, Disagree: 0

Define frequency of review by council. Define expectations for Staff — leadership review, accountability, etc.

#087

Posted by **Tim Perry** on **08/03/2026** at **12:59pm** [Comment ID: 35494] - Link

Suggested Revision

Agree: 0, Disagree: 0

We already have monthly reports on all different types of permits granted in complete detail. We don't need some RAM-heavy app or separate website for that. What we do need is for the information to be provided immediately and accurately--and for the time to completion on each project to be tracked, along with the amount of time the project was delayed due to interference by city staff, with interference defined as permit process, inspections, and so forth.

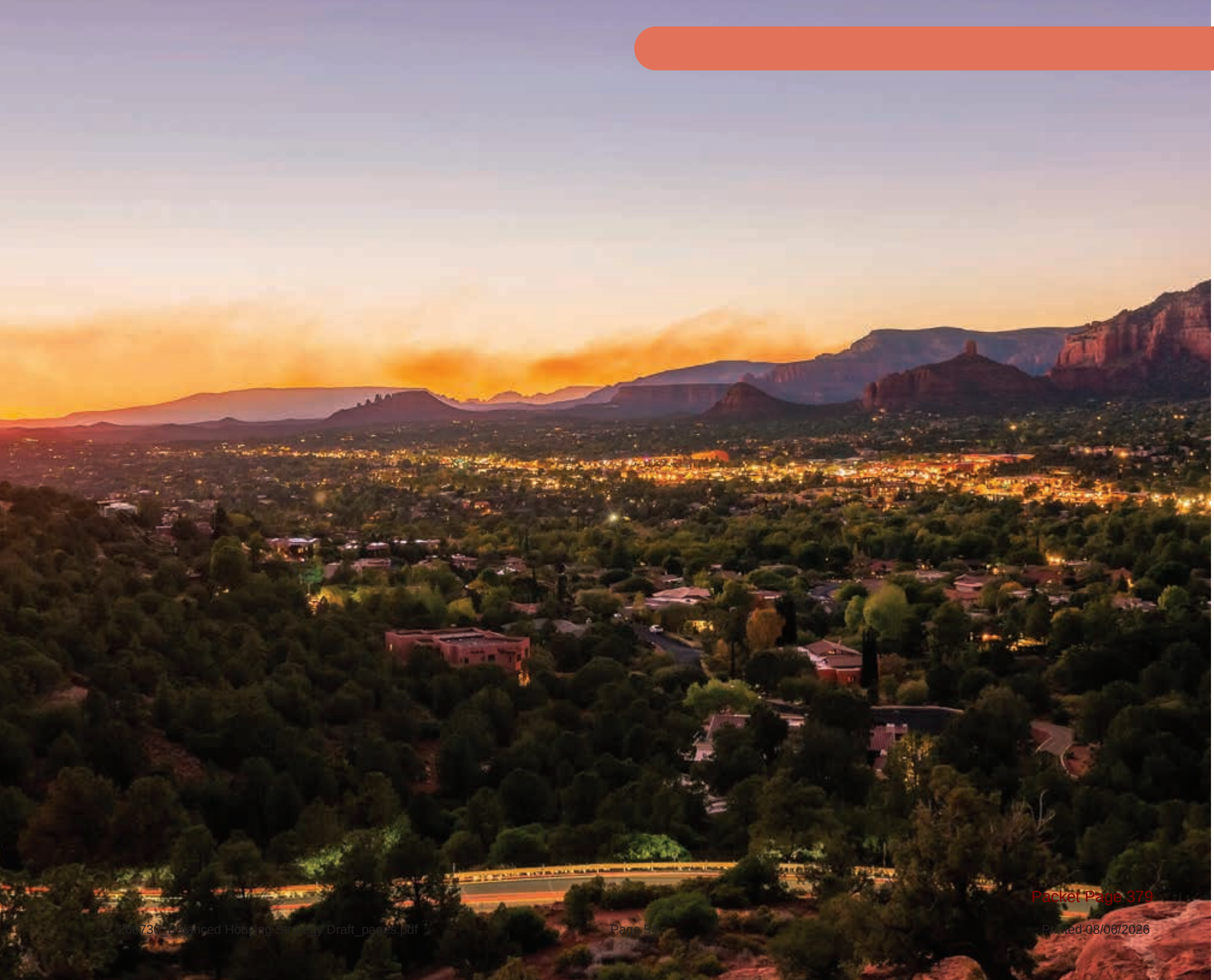
#088

Posted by **Tim Perry** on **08/03/2026** at **2:54pm** [Comment ID: 35546] - Link

Suggested Revision

Agree: 0, Disagree: 0

How about measuring how quickly city staff got out of the way?





The strategies and actions included in this section include ideas for how to update existing City and, where applicable, other agency's regulatory documents without compromising on community character and saf089to support the City's goals of increasing a range of affordable housing options.

A key consideration for updating the City's development and other regulatory requirements is to ensure that consistency with the Sedona Community Plan is maintained. As necessary, the City may have to process a minor or major amendment to the Community Plan to ensure that any proposed new regulations support and implement Community Plan policy direction.

Sedona's Land Developme090ode (LDC) has evolved over 30-plus years to include standards and procedures to regulate development consistent with the goals of the Sedona Community Plan. While these standards and procedures are indeed necessary, inevitably, as is the case with many communities, these standards and procedures may also create barriers to the production of housing in Sedona by causing unforeseen increases in construction costs or limiting opportunities for development consistent with today's best practices.

Strategy 4. Pursue targeted updates to City regulatory documents, including the Land Development Code (LDC092and Building Code.

Action 4.1 Update Table 3.1 (Table of Allowed Uses) to allow additional housing types.

- √ Update Table 3.1 (Table of Allowed Uses) in the LDC to expand the range of housing typ091n appropriate zoning districts, including duplexes, triplexes, cottage courts, bungalow courts, rowhouses, mixed-use housing, and other missing middle forms suited to Sedona. This would include specifying that duplexes, triplexes, and ADUs are allowed by right in all residential zones subject to updated design standards.
- √ Redefine multi-family residential uses as four units or more.
- √ Update Table 3.1 to allow day 093facilities for adults and children by right in residential and mixed-use zoning districts with approval by the Community Development Director.
- √ Update Table 3.1 (Table of Allowed Uses) to expand administrative approvals for residential uses that meet the intent of the zoning district and do not require a discretionary public hearing.

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#089

Posted by **Tim Perry** on **08/05/2026** at **4:35pm** [Comment ID: 35734] - Link

Suggested Revision

Agree: 0, Disagree: 0

Remove every mention of safety from this and every other document. The idea that building and land codes today have anything to do with safety is historically and pragmatically false.

In 1926, one hundred years ago, 80 percent of US cities did not have any kind of a building code. No rural area had a building code. Building codes did not come to Coconino and Yavapai counties until 1983. For fifty thousand years, humans built homes without the need for a building code to keep them safe from themselves. In Sedona's case, up to 40 percent of the community's housing was built without reference to any building code--and it's still standing there doing just fine. Reality refutes the idea that the government has to save us from ourselves.

The idea that we need building codes for "safety" only benefits three groups, and it benefits them in a mutually supportive fashion: bureaucrats, insurers, and contractors. Bureaucrats want to gain additional power over ordinary people's lives and tell them "no" because they gain sadistic enjoyment from doing so. Creating thousands of pages of petty, trivial building regulations is an excellent way to achieve that goal. Insurers want to reduce their risk, which they figure they can accomplish by getting the government to impose supposed risk-reduction measures at gunpoint. Contractors want to make inflated profits doing what used to be everyone's job as part of the takeover of life by "professionals." The bureaucrat-contractor relationship is particularly important, given the symbiosis that exists between the two groups. Professional builders don't want simple codes or code repeal; their ability to legally exploit the public would disappear. Bureaucrats don't want people doing things at all, but since that can't be prevented, it's better to have less done than more. They work with contractors to develop codes too complicated for the average person to reply, something convoluted enough that it takes a specialist to complete legally. They both make money off normal people and exploit them while claiming that the codes are about "safety." But if you go look at the absurdities in the building and land codes, it's clear they're not about safety. There's no safety reason to allow a habitable structure to be built out of 2x4s, for example.

Finally, the idea that the government, which extracts money from us and tries to force us to do its bidding at the point of a gun, threatening our safety, is somehow interested in preserving our safety through building codes is ridiculous nonsense.

#090

Posted by **Tim Perry** on **08/05/2026** at **4:46pm** [Comment ID: 35735] - Link

Suggested Revision

Agree: 0, Disagree: 0

Be honest. Evolution of the LDC has been driven by NIMBYs for NIMBYs in order to squeeze the people who built Sedona out of Sedona. It does not reflect the values and standards of the working portion of the community, who are the people who count. It reflects the values of corporate thieves who made killings in NYC and LA and Chicago and then decamped here with their ill-gotten gains. Abolishing the current LDC in its entirely is the best way to signal that bureaucrats and robber barons will not be allowed to run a rural community.

#091

Posted by **Tim Perry** on **08/03/2026** at **3:02pm** [Comment ID: 35548] - Link

Suggested Revision

Agree: 0, Disagree: 0

Rather than expanding the usage table, just collapse the massively complicated zoning setup itself. Why should there be any other zoning categories than residential, commercial, and community? The zoning categories and associated usage regulations serve no real purpose. They only exist so bureaucrats and elites can play games to their own advantage at the expense of normal people who just want to use their land. Pursuing that line of inquiry further, why should the city be allowed to make any distinction at all among what uses the property owner is graciously allowed to have on what is, after all, his property rather than the city's? Residents have every right to run a business from their residential property, as the courts have recognized.

Also, the entire zoning map must go. It is outrageous and revolting for city staff to declare a master plan for how they want the community to evolve with zero regard for the property owners' wishes.

#092

Posted by **Tim Perry** on **08/03/2026** at **1:01pm** [Comment ID: 35496] - Link

Suggested Revision

Agree: 0, Disagree: 0

This section is the biggest farce in the whole so-called plan, because it doesn't mention a single specific element of code that needs to be repealed or changed, when in fact Sedona's building and land codes, which were designed on purpose to inhibit construction, are the only reason we have a housing shortage.

To make up for city staff's total unwillingness to confess that the regulations are the problem, here's a partial list of

some of the many things wrong with the LDC, which should have been included in this plan, but that would have given staff too concrete a set of objectives:

1.2E, about sensitively fitting things into the landscape, is a great general idea for planning, and probably something most people here would agree on, but this conflicts with the remainder of the code in a number of ways, such as the very use of the IBC to begin with and any other standards that propose modular or frame construction.
1.3C: Code needs to have a cutoff limit, as the county does at 400 square feet, below which permitting is not required and codes are inapplicable. Or, as an intro, allow buildings that meet a greatly simplified set of construction criteria and are below a certain square footage to be constructed without permits or inspections. By-right construction has to become a concept again as it was less than fifty years ago.
1.3E: The zoning map has to go. It's quite frankly un-American as well as inefficient; for the inefficiency aspects of centrally-managed resource use, see Elinor Ostrom, Governing the Commons. The city is not going to determine how Sedona develops spatially in the future; Sedona will be allowed to develop naturally. For instance, Brian Fultz may have this obsession with trying to get high-end retail into Uptown, and Kali Gajewski may be fantasizing about a giant walking mall in Uptown, but the reality is that retail is dying in Uptown and future development, or more properly redevelopment, up there is going to involve reconversion of a lot of the properties that were once residential back to residential or mixed use from their current commercial zoning. (Which, incidentally, would help solve what if any traffic problem there is--as would putting the second northbound lane back, hint hint.) If staff and council don't recognize that fact, we're going to run into a lot of situations where reality and city expectations diverge and cause legal and political issues.
2.1A: The number of zoning districts needs to be vastly reduced. Residential, commercial, community space, and mixed use should be sufficient--as well as an agricultural district again. Reintroducing agricultural zoning could be combined with an experimental lessening of building restrictions in a three-way trade with sustainability.
2.1B: Delete.
2.1C(2): The overlay districts and special zoning districts need to go.
2.24: Delete all setback requirements as incompatible with both 1.2E and reality.
2.6B: The minimum 6,000-square-foot lot size has to go. To create new, efficient, sustainable housing integrated both structurally and aesthetically with the landscape, individuals have to be allowed to build small, odd houses on small, odd pieces of land created by subdividing what Jessica Williamson called "silly sizes" of lots at will. This is one of the two biggest obstacles in the code to getting real affordable housing built.
2.7: No reason to differentiate between manufactured and site-built residential; if the codes are sensibly written, site-built can easily be made cheaper and more attractive than manufactured, preventing an incursion of mobile homes without having to regulate them.
2.8, 2.9, and 2.10: There should be no special provisions for multifamily.
2.20 and 2.21: Delete.

3.2: Reform and simplify. Residential is residential, commercial is commercial, mixed use is both, community is neither.
3.3: Delete most or all of it. Of special concern is 3.3C, which imposes prohibitive requirements on agriculture within city limits and contradicts 1.2E again. Also limitations on mobile food vendors need to go. The adult entertainment section is sheer bigotry.
3.4: All the anti-ADU and anti-agriculture provisions need to go. 3.4B(2) is really all that's necessary to be said.
3.5E(4)a: The limits on events must go. That is not in accord with having a town friendly to either families, small businesses, or nonprofits.
4.4: How much of 4.4 can be replaced with a director's determination and an overall provision to keep things as invisible as possible?
5.2B: Delete.
5.3D: Delete. Don't nitpick and don't assume people are idiots.
5.4: Delete. No central planning, and transit does not need to be in city code.
5.5: Delete. None of the city's business.
5.6: Delete. None of the city's business.
5.7A(2): Again incompatible with 1.2E.
5.7 and 5.8: Delete entirely. If you want to get specific...
5.7D(1)(d): Promoting design environments built to human scale requires the adoption of specific, simple scale requirements, such as a flat limit on heights and square footage, as well as the creation of design standards that rule out things such as extra-high ceilings.
5.7D(2)(b): Why allow exposed block walls at all? And stucco looks horrible. Plastic spray coating.
5.7D(2)(c): This isn't enforced. It should rarely be necessary to have to remove a tree of any size when doing construction, yet people routinely scrape lots and the department is indifferent. Either remove it or rewrite it in such a way that those doing construction will want to comply.
5.7D(3)(b): All references to open space need to be taken out. The city is surrounded by 1.8 million acres of undevelopable open space in the form of forest; it is not necessary to sacrifice the limited land within the city to create an insignificant increase in open space.
5.7E(2) and (3): These impede maximum use of oddly-shaped land.
5.7(F)(1)(c): Not compatible with continued permitting of frame construction using dimensional lumber.
5.7(F)(2): Eliminate entirely; this is a set of rules designed to give the department reasons to say no and has nothing to do with making buildings look good.
5.7(F)(3): Probably violates the Permit Freedom Act at this point.
5.7(F)(3)(c)(4)(ii): Particularly nitpicking and obnoxious.
5.7(F)(4) and (5): Could be completely replaced, as could many of the fireproofing and structural rules in the building code, by a simple rule that all structures must be constructed of stone, brick, rammed earth, adobe, or logs with a

minimum thickness of twelve inches.
6: Delete entirely. This sign code and its biased enforcement are one of the most common things that business owners complain about in this town. In spite of all the language written into the code, it is still in violation of the First and Fourteenth Amendments, since a legislative body may make no laws regarding freedom of speech or publication, either with regard to the content or the manner of publication.
7: Delete entirely. Subdivision is a right of the property owner; also conflicts with 1.2E
8.4: Permitting requirements need to be progressively revoked altogether for residences and any non-public space. What an individual does with their own space is of no concern to the public.
8.4A(4)b(5): noncompliance with plans reason for director to stop work on project--what about the garage?
8.5: Simplify to recognize by-right subdivision with the city's only role being recording of the fact.
8.7: Either the historic district and zoning requirements must be changed to eliminate any interference with the property owners' rights, relying on voluntary compliance for maintenance of the historic character, or the requirements must be changed to include the consent of the owner for designation of either an individual landmark or the consent of every owner in a historic district.

If you're looking for the three biggest single obstacles to housing in Sedona, it's LDC 2.6B, the setback requirements, and chapter 1 of the design manual, which itself needs to be abolished in its entirety.

The Sedona building and land code needs to be reduced to a single document of perhaps three pages in length that includes all rational building and land use regulations and sets out a bifurcated building process. If an owner-constructed building meets a set of simple criteria, it may be built without a permit or inspections. If it does not meet those criteria, its approval goes straight to a director's determination. Such an approach would massively reduce city workload and intrusion in the building process while facilitating workforce housing construction and delaying the construction of luxury homes.

#093

Posted by **Tim Perry** on **08/03/2026** at **3:02pm** [Comment ID: 35549] - Link
Suggested Revision
Agree: 0, Disagree: 0
Why would this have ever been disallowed? I smell a lawsuit waiting.

Table 3.1 establishes the uses that are allowed in each zoning district by defining what use is allowed or not allowed, as well as the approval body for the use, i.e., either the Director or Planning and Zoning Commission. Eliminating requirements for Conditional Use Permits and having more uses allowed by right removes an administrative barrier to the production of housing.

The American Planning Association released a policy guide in 1997 that underscored how "affordable, conveniently located, quality childcare is one of the most pressing concerns of contemporary family life."

Action 4.2 Add missing middle, small-scale, and mixed-use housing standards to the LDC.

- √ Update the LDC to include building form standards for the types of missing middle housing desired in Sedona (duplex, triplexes, cottage courts or bungalow courts, rowhouses, etc.) and standards for where these building types are allowed.
- √ Add the concept of cottage courts or bungalow courts to the LDC for application in the appropriate locations in the City.
- √ Allow conversion of existing single-family homes into up to three dwelling units when the exterior form remains neighborhood-compatible and the project meets adopted standards.
- √ Allow homes under 500 square feet as primary structures within cottage court or bungalow court formats when built on permanent foundations and compliant with adopted Building and Fire Code standards.
- √ Expand mixed-use housing standards to allow residential units above or behind commercial uses and pair those standards with fee reductions, shared parking, and administrative review where appropriate.
- √ Add a small lot subdivision option sized for Sedona's topography, vegetation, and site constraints rather than a one-size-fits-all minimum lot option.

- √ Add a regulatory path for more manufactured housing in appropriate locations, including updated standards for placement, appearance, infrastructure, and neighborhood compatibility.

Action 4.3 Reduce parking requirements where possible and appropriate.

- √ Update the parking regulations based on best practices to reduce the amount of required parking.
- √ Allow on-street parking where appropriate.
- √ Expand shared parking between residential and non-residential uses.



Source: Build South Bend Initiative

Studies in jurisdictions such as Phoenix, AZ and Park City, UT, have identified strict parking standards and setback requirements as major barriers to creating new housing supply. Updating the LDC's parking regulations consistent with best practices will support more affordable residential development.

#094

Posted by **Tim Perry** on **08/03/2026** at **3:15pm** [Comment ID: 35554] - Link

Comment

Agree: 0, Disagree: 0

You know, Tony, this is really an extraordinarily dishonest way to evade and subvert this critical point that I've been hammering you on for months.

#095

Posted by **Tim Perry** on **08/03/2026** at **3:11pm** [Comment ID: 35552] - Link

Suggested Revision

Agree: 0, Disagree: 0

Adopt an 800 or 1000 square foot limit as the basis for the primary component in a revised building code through which structures smaller than that size which meet a limited set of additional criteria may be constructed by right by their owners without any permits, codes, or inspections. See, again HB2096 for inspiration. Such a revised code could be tested on the Sunset, 2411, or Madole-Rigby properties.

#096

Posted by **Tim Perry** on **08/03/2026** at **3:14pm** [Comment ID: 35553] - Link

Suggested Revision

Agree: 0, Disagree: 0

NO! Not an option! Repeal LDC 2.6B ENTIRELY AND ALLOW LOTS OF ANY SIZE! This is a property rights state and not allowing people who want to do so to build a 200 square foot cottage on a 900 square foot lot both interferes with the property rights of both potential buyers and sellers and prevents housing from developing organically as the topography allows. Hopefully people start filing SB1487 complaints against the city for refusing to allow them to split off and sell chunks of their property.

#097

Posted by **Tim Perry** on **08/03/2026** at **3:03pm** [Comment ID: 35550] - Link

Suggested Revision

Agree: 0, Disagree: 0

"Missing middle" is both meaningless jargon and signals city staff's intent to pursue the development of luxury housing for those who, like themselves, earn six figures in a year. Duplexes and triplexes are not desired in Sedona, period.

#098

Posted by **Tim Perry** on **08/03/2026** at **3:20pm** [Comment ID: 35558] - Link

Suggested Revision

Agree: 0, Disagree: 0

How about something like trying to persuade the owners of these massive parking lots who selfishly let the lots sit empty all the time to use them more effectively? Heck, maybe even pay them for public access--now that might be an appropriate use of the public dollar, since the public gets something out of it.

#099

Posted by **Susan Gorney** on **08/01/2026** at **10:30am** [Comment ID: 35356] - Link

Comment

Agree: 0, Disagree: 0

Where would you put such a development? Sedona is not an urban sprawl type city. We are constrained by topography and National Lands. Please do not delete open space but rather increase it for the use of residents.

#100

Posted by **Tim Perry** on **08/03/2026** at **3:19pm** [Comment ID: 35557] - Link

Suggested Revision

Agree: 0, Disagree: 0

Allow? How about putting back the on-street parking for workers that you stole to create millionaires' sidewalks to signal how greenly virtuous you are?

#101

Posted by **Tim Perry** on **08/03/2026** at **3:18pm** [Comment ID: 35556] - Link

Suggested Revision

Agree: 0, Disagree: 0

Where possible and appropriate? Are you trying to be funny?

The automobile didn't exist in its earliest form until 1769. Behaviorally-modern humans have a 50,000-year or longer history. Having parking for cars is by no stretch of the imagination an essential component of human life or planning. Also, again!--property rights. There should be no requirement whatsoever for any parking of any kind.

Plus, requiring parking just makes city staff look like even bigger hypocrites when they talk about how they're trying to get cars off the road.

Missing middle housing is defined as "a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood" (Source: www.missingmiddlehousing.com).

Introducing the universally applicable and tested missing middle housing tool to Sedona will ensure that the City can provide a wide range of housing options within established residential neighborhoods as well as within new infill projects while still maintaining the character, form, and scale of the community.

Cottage courts or bungalow courts could provide significant advantages to the City, especially if modular or prefabricated small homes were utilized to reduce construction costs.

A cottage court or bungalow court is a group of small (1 to 1.5-story, detached structures arranged around a shared court (i.e., an open area) that is visible from the street. The shared court is an important community-enhancing element that can include play areas and other amenities.

A bungalow court development allows relatively high density to be achieved (e.g., 10-20 units per acre) while still retaining a house scale form so it is appropriate in areas contiguous to existing single-family homes. By utilizing small modular or prefabricated housing units, significant construction savings may be realized.



Missing Middle Housing Spectrum. Source: missingmiddlehousing.com

#102

Posted by **Tim Perry** on **08/03/2026** at **3:32pm** [Comment ID: 35563] - Link

Suggested Revision

Agree: 0, Disagree: 0

Buildings with multiple units are not compatible with single-family homes. This has nothing to do with physical design standards and aesthetics, but rather with the fact that they represent incompatible philosophies. Apartments represent elite control and the dependency of the people who actually do the work, while single-family homes represent independence, self-reliance, sustainability, efficiency, and freedom. Preserving and expanding the role of the single-family home is about preserving and getting back to the centrality of the family farm. No apartments. This is the rural West.

#103

Posted by **Tim Perry** on **08/03/2026** at **3:36pm** [Comment ID: 35564] - Link

Suggested Revision

Agree: 0, Disagree: 0

Cottage courts will develop naturally with no city involvement once LDC 2.6B, DREAM chapter 1, the setback requirements, and the rest of the codes applicable to small structures are removed. It will then become possible, for instance, for four friends to buy a quarter-acre lot, split it four ways, and each build their own small cottage, giving them home ownership and control over their own lives and futures at less than $100K, meaning a mortgage payment of less than $700/month. That, of course, in turn means that they'll have to work less and can be more involved in community-benefiting activities and the arts. Once again, all the city has to do to create the opportunity is to get out of the way of the people who are capable of doing things.

#104

Posted by **Susan Gorney** on **08/01/2026** at **10:31am** [Comment ID: 35357] - Link

Comment

Agree: 0, Disagree: 0

This is not indicative of Sedona's style and people who have lived here and know its history understand that.

#105

Posted by **Tim Perry** on **08/03/2026** at **3:38pm** [Comment ID: 35565] - Link

Suggested Revision

Agree: 0, Disagree: 0

No modular or prefabricated housing should be encouraged. It's wasteful, inefficient, aesthetically grotesque, and tied to systems of industrialization and globalization. It's also totally unnecessary when we can build houses for next to nothing using materials harvested at low cost from the forest. If people want to do it, they have that right, but by no means should the city be encouraging it. And if the city got out of the way and let us build normal houses inexpensively, there'd be practically no interest in modular anyway.

The LDC's dimensional standards, including setbacks, lot coverage, site coverage, building height, and lot size, dictate the placement and design of buildings. Updating these standards will enable and encourage more infill development by allowing more flexibility and creativity with site and building design for both primary and accessory structures.

Flexible setbacks for residential projects, rather than strictly enforced setback requirements allow for variety and for customized site planning. For example, instead of requiring a side setback to be 10 feet in width (i.e., a total side setback of both sides of 20 feet), the setback could be written as a range of "minimum 5 feet; maximum 15 feet."

Similarly, projections into required setback areas within the residential zoning districts should be allowed, which would enable additional flexibility for building placement. These projections, applicable to bay windows, exterior stairs, ADA ramps, porches, stoops, and other entry features, should be allowed to encroach into setback areas (especially front setbacks).

Action 4.4 Update the LDC's dimensional standards.

- √ Update the setback standards in the LDC to include flexible setback standards for primary and accessory structures and to enable more projections into setback areas.
- √ Update other dimensional standards such as lot coverage, site coverage, building height, lot size, etc. across all zoning districts where residential uses are allowed.
- √ Review the standards for building height, massing, and alternate standards provisions to see if more flexibility can be incorporated, if they are determined to be an impediment to cost-effective new residential development.



Cottage Court Example. Source: missingmiddlehousing.com

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#106

Posted by **Tim Perry** on **08/03/2026** at **1:04pm** [Comment ID: 35497] - Link

Suggested Revision

Agree: 0, Disagree: 0

Setback requirements must be completely eliminated. It's none of the city's business where a property owner wants to build, and the setback rules are one of the biggest tools that staff use to keep owners from building. Along with LDC 2.6B and DREAM Chapter 1, they're part of the trifecta of biggest obstacles to housing construction in Sedona.

#107

Posted by **Tim Perry** on **08/03/2026** at **3:39pm** [Comment ID: 35566] - Link

Suggested Revision

Agree: 0, Disagree: 0

Not flexible setback standards. NO SETBACK STANDARDS.

Municipalities in Arizona with a population of over 75,000 are required to enable the construction of Accessory Dwelling Units (ADUs). This requirement does not apply to Sedona; however, the legislation includes standards that could be replicated in Sedona, such as reductions in setback requirements, which together with new standards for maintaining privacy, limiting height, or reducing parking requirements, will make it easier for property owners to construct ADUs.

Removing regulatory barriers to the construction of ADUs should also be paired with incentive programs to encourage ADUs that can house local residents, including, for example, creating pre-approved plans for ADUs (casitas) similar to those available from the City of Tucson and encouraging voluntary deed restrictions.

Action 4.5 Encourage ADU construct[109]n.

- √ Update the LDC to support the construction of ADUs in all residential and mixed-use zones by reducing setback requirements and adding standards for maintaining privacy, limiting height, reducing parking requirements, etc.
- √ Allow ADUs wherever single-family units are allowed.
- √ Update the LDC to facilitate more than one ADU on residential lots over an established minimum threshold, including different types of ADUs, (i.e., attached, detached, or integral) subject to new minimum standards, including a restriction on their use as STR[108]
- √ Expand the types of ADUs allowed in the LDC, i.e., attached, detached, or integrated ADUs.

An effective zoning strategy to encourage housing production is for the City to adopt form-based zoning regulations. Form-based codes can help guide the development of healthy neighborhoods and developments by focusing on quality design standards for streets, the physical features of the built environment, and public spaces, rather than the strict application of separation of building types or uses typical of traditional Euclidean zoning.

"Form-based codes (FB[110]are a land development regulation that fosters predictable built results and a walkable public realm by using physical form—rather than separation of uses—as the primary basis and focus for the code and standards. Communities can apply form-based codes in different contexts and scales. Form-based codes are legally binding regulations, not optional guides, and offer municipalities an alternative to conventional zoning for shaping development. FBC primarily differs from Traditional Zoning in how uses and the form of the built environment are considered; traditional zoning is defined by the separation of uses, which has led to auto-dependent development patterns, whereas FBC focuses on the form and shape of the built environment and focuses on creating mixed-use, people-oriented development patterns." (Source: Smart Growth America).

Action 4.6 Identify where form-based regulations are appropriate in specific areas of the City.

- √ Identify infill areas that can benefit from using form-based regulations to encourage development on underutilized parcels while providing community assurance of the quality of the developments to allay community concerns and boost housing supply.

#108

Posted by **Tim Perry** on **08/03/2026** at **3:45pm** [Comment ID: 35570] - Link
Suggested Revision
Agree: 0, Disagree: 0
Stop trying to steal from people in violation of ARS 9-834(D).

#109

Posted by **Tim Perry** on **08/03/2026** at **3:45pm** [Comment ID: 35569] - Link
Suggested Revision
Agree: 0, Disagree: 0
Encourage? Just allow it by right. Again, back to the concept of an owner-builder, self-enforced simple code of a few pages that applies to all small buildings. Get out of the way.

#110

Posted by **Tim Perry** on **08/03/2026** at **3:44pm** [Comment ID: 35568] - Link
Comment
Agree: 0, Disagree: 0
Stated like this, form-based sounds like a reasonable idea, but we can't possibly trust city staff to implement it well. It would apparently be compatible with getting ride of the zoning codes and categories, but the transition would have to be complete and done once, without creating a mishmash of grandfathered zoning rules overlapping with the form-based rules.

Most of the action recommendations described above are specific to the City's LDC. Updates to other regulatory documents, some administered by other agencies and City departments, are also recommended. The City will need to be an advocate for these changes with outside agencies and other Departments to ensure that appropriate amendments to support housing production can be approved.

Community safety is essential, especially given the risk of wildfire. Overly burdensome yet well-intentioned regulations can be a barrier to housing production. Updates to the Sedona Fire District's standards developed in cooperation with the City would allow more flexible requirements for certain small residential buildings such as detached ADUs and tiny homes. Modifications must be tailored to maintain life-safety protections while reducing unnecessary cost barriers.

Action 4.7 Update other City and agency regulations.

- √ Advocate for, and coordinate with, the Sedona Fire District to update the Fire Code to allow more flexible requirements for certain small residential buildings such as detached ADUs and tiny homes while maintaining minimum standards for public safety.
- √ Review and update the Building Code and other adopted City Codes (e.g., the 2020 Municipal Sustainability Plan) to remove unintentional barriers to the production of affordable housing.

Strategy 5. Speed up the approval process as a tool in the Partnership Program Toolkit.

Action 5.1 Create an expedited "Concierge Service."

- √ Update and streamline the City's approval and permitting processes to include new technologies and procedures and implement performance metrics to monitor the steps in the approval process.
- √ Example traits of expedited services include:
  - A dedicated project coordinator
  - Coordinated interdepartmental review
  - Early issue identification
  - Solution oriented problem solving
  - Executive level coordination where appropriate

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#111

Posted by **Tim Perry** on **08/05/2026** at **4:48pm** [Comment ID: 35736] - Link
Suggested Revision
Agree: 0, Disagree: 0
There are no minimum standards for public safety. It is not the responsibility of either the city or SFD to prevent fires. It is the job of SFD to put fires out when they occur. Period. Any city collusion with SFD to maintain any kind of "fire safety" standard is a purposeful roadblock to fixing housing.

#112

Posted by **Tim Perry** on **08/05/2026** at **5:20pm** [Comment ID: 35740] - Link
Suggested Revision
Agree: 0, Disagree: 0
Okay, why don't you start with removing the intentional barriers first? The I-codes, LDC, and DREAM are nothing but barriers to affordable housing, and they're there for a reason--because Sedona's bureaucrats and the elitists who keep them in power don't want Sedona to have affordable housing like it did in the old days when they weren't here.

Where in this plan is there a commitment to the degree by which the number of city code regulations will be reduced in order to facilitate affordable housing? A quantifiable commitment? Is the city going to commit to repealing 20 percent of code regulations to simplify the building process? 35 percent? Of course not. Staff won't commit to any number--because that would make it crystal clear, beyond any shadow of doubt, that we're going to come out of this process with way more regulations and complexity.

#113

Posted by **Rich Gay** on **08/03/2026** at **12:33pm** [Comment ID: 35480] - Link
Suggested Revision
Agree: 1, Disagree: 0
Eliminate water sprinkler requirements for residential housing. Eliminate unnecessary and costly requirements such as electric car chargers.

#114

Posted by **Tim Perry** on **08/03/2026** at **3:50pm** [Comment ID: 35573] - Link

Suggested Revision

Agree: 0, Disagree: 0

Well-intentioned? You people are crazy. SFD's regulations aren't well-intentioned, they were intentionally developed in tandem with city code to prevent anyone but millionaires compliant with the bureaucrats' whims from building housing. SFD has no scientific evidence to back the standards they pull out of their rear ends, openly alleging that the standards are based only on their professional expertise, which is a logical fallacy. Far from cooperating with them, the city needs to do a complete 180 and immediately bring governmental, public, and legal pressure on SFD to get out of the business of creating any fire regulations. SFD can go back to putting out embers and stop trying to play bureaucrats, and a responsible city shouldn't be abetting them. All sprinkler, artificial material, and WUI requirements in particular must go.

"Safety" is a word that must be completely expunged from any city plan, both because it opens the door to cowardice and because it opens the door to city staff inventing new functions for themselves excused by "safety."

#115

Posted by **Tim Perry** on **08/03/2026** at **3:51pm** [Comment ID: 35575] - Link

Suggested Revision

Agree: 1, Disagree: 0

Code for hiring more staff! NO MORE STAFF!

#116

Posted by **Tim Perry** on **08/03/2026** at **1:04pm** [Comment ID: 35498] - Link

Suggested Revision

Agree: 0, Disagree: 0

Forget concierge permitting. Start creating categories of construction that are permitted by right with no permits or inspections required as a precursor to evolving back towards a self-certified code oriented towards the needs of owner-builders. "Concierge permits" are elitism for those who can afford to pay.



Existing housing in Sedona is one of the most important resources for local workers, families, and seniors. Safeguarding homes already occupied by year-round residents is more cost-effective than building new housing, particularly in Sedona's high-cost market with limited available developable land near jobs, services, and amenities. The actions below focus on strengthening City programs, reducing loss of year-round housing, preserving at-risk units, and supporting residents who want to remain in Sedona over time.

Strategy 6. Bolster existing City housing programs. 117

Action 6.1 Update the down payme 118 assistance programs.

- √ Index assistance amounts to current home prices in Sedona and the Verde Valley.
- √ Create a two-tier assistance structure that provides one assistance amount for homes purchased in the Verde Valley area and a higher assistance amount for homes purchased in Sedona.
- √ Update income limits, match requirements, and eligible assistance tiers so the program serves workforce and middle-income households priced out of the market but not served by traditional affordable housing programs.
- √ Annually require a recurring annual program review schedule so staff adjusts assistance levels, AMI thresholds, and match requirements using current local sales and wage data.
- √ Coordinate with local lenders and realtors to integrate the program into standard lending and real estate practice by preparing lender guidance, realtor guidance, counseling materials, and a standard application workflow that identifies eligible participants early in the home search process.
- √ Consider using forgivable loan terms, repayment triggers, and deed restrictions or shared-equity provisions where appropriate to preserve long-term affordability and local benefit.
- √ Formalize employer participation options, including matching funds, shared-equity investments, or forgivable loans for employees purchasing homes in Sedona or nearby Verde Valley communities.

Action 6.2 Create the Sedona Housi 120 Renewal Initiative.

- √ Establish the Sedona Housing Renewal Initiative with three program components: Home REPAIR, Home RESILIENCE, and Home REPLACEMENT.
- √ Create the Hom 119 REPAIR program, which should address

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#117

Posted by **Tim Perry** on **08/03/2026** at **1:08pm** [Comment ID: 35499] - Link
Suggested Revision
Agree: 0, Disagree: 0
Cancel all existing city housing programs. They have been a farcical failure with single-digit usage after years of waiting around. City staff openly admit that the down payment assistance program has not actually helped anyone purchase a home in Sedona, but only in the surrounding Verde Valley. It is also no business of the city to be attempting to use public funds to determine who can and can't buy a house in Sedona. Completely inappropriate.

#118

Posted by **Tim Perry** on **08/03/2026** at **3:52pm** [Comment ID: 35577] - Link
Suggested Revision
Agree: 0, Disagree: 0
Cancel the down payment assistance programs. They're useless until you get the rest of the obstructions out of the way and allow the construction of sub-$100K homes.

#119

Posted by **Tim Perry** on **08/03/2026** at **3:51pm** [Comment ID: 35576] - Link
Suggested Revision
Agree: 0, Disagree: 0
None of the city's business. This is just a way for the city to get staff into residents' homes and for the city to push ideological upgrades that they want.

#120

Posted by **Tim Perry** on **08/03/2026** at **1:08pm** [Comment ID: 35500] - Link
Suggested Revision
Agree: 0, Disagree: 0
At no point in the housing strategy meetings has it been explained what this is. Presumably more meaningless bureaucracy that will provide an excuse to hire another staffer or two at $80K-$100K a year while people who do actual work struggle to find housing. Scrap the nonsense.

health, safety, deferred maintenance, accessibility, and other rehabilitation needs for owner-occupied homes and, where appropriate, rental properties if requested by the owner and tied to long-term occupancy commitments.

- √ Increase funding and maximum assistance levels for repair and resilience work and broaden eligibility to serve a wider range of incomes.
- √ Create the Home RESILIENCE program, which combines or aligns housing resiliency efforts such as the Home Energy Retrofit Project, weatherization, wildfire mitigation, and related programs intended to improve safety, durability, efficiency, and long-term habitability.
- √ Raise the maximum assistance available through the Home Energy Retrofit Project so participants can complete more substantial retrofit projects.
- √ Expand eligibility for energy retrofit assistance to landlords who keep units in long term rental use for a defined affordability or occupancy period.
- √ Create the Home REPLACEMENT program, which creates a pathway to replace dated manufactured housing and mobile homes where rehabilitation is no longer viable.
- √ Set aside a portion of the City Housing Fund, and other available resources, to continue repair, resilience, and replacement work as CDBG funding is exhausted.
- √ Maintain and refine delivery partnerships with Northern Arizona Council of Governments (NACOG), Habitat for Humanity, and other organizations to administer programs.
- √ Implement a single intake and referral process so households can be matched to repair, retrofit, replacement, accessibility, weatherization, and wildfire mitigation support through one point of entry.
- √ Use a mix of City funds, grants, donated labor and materials, and nonprofit and faith-based partnerships to enhance the initiative.
- √ Offer a stewardship option in which the City and partners provide limited repairs or resilience improvements for households that cannot complete work on their own, including those with code violations and no realistic way to make corrections.



Source: Brooklyn Park NOAH Preservation Program

Action 6.3 Enhance the Rental Program.

- √ Offer tiered incentives tied to one-year, two-year, and three-year commitments, so owners receive larger incentives for longer affordability periods.
- √ Prioritize two-bedroom and three-bedroom units that serve families and workforce households.
- √ Provide participating landlords with model leases, screening guidance, and landlord support resources to ease the transition from short-term to long-term rental management.
- √ Align program terms, incentive amounts, and rent caps with current market conditions and update them on a recurring schedule.
- √ Allow property owners to reapply when an initial three-year commitment expires, with the option to structure incentives over a longer affordability period (such as five or six years) to manage program costs while encouraging sustained participation.

Action 6.4 Expand the Deed Restriction Program.

- √ Add deed term options so owners can choose between multiple long-term commitment periods, including a longer-term option such as 99 years and exclusion of short-term rentals.
- √ Connect deed restrictions to visible benefits such as down

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#121

Posted by **Tim Perry** on **08/03/2026** at **3:53pm** [Comment ID: 35579] - Link
Suggested Revision
Agree: 0, Disagree: 0
Cancel the retrofit program, which is literally putting a band-aid on an amputation for all the effect it has. Instead, write a small home code that results in naturally energy-efficient buildings which will in time replace current structures.

#122

Posted by **Tim Perry** on **08/03/2026** at **3:55pm** [Comment ID: 35580] - Link
Suggested Revision
Agree: 0, Disagree: 0
Again, are you serious? Are you serious about this when the city has systematically been trying to get rid of every mobile home in Sedona because the elitist councilors are so offended by how low-class they are? Of course you're not serious and if you're allowed to get your way, there won't be a single mobile home left in town in a decade or two.

#123

Posted by **Tim Perry** on **08/03/2026** at **3:55pm** [Comment ID: 35581] - Link
Suggested Revision
Agree: 0, Disagree: 0
Meaningless drivel.

#124

Posted by **Rich Gay** on **08/03/2026** at **12:34pm** [Comment ID: 35481] - Link
Comment
Agree: 1, Disagree: 0
This seems unnecessary for this balanced housing document. This shouldn't be a wishlist for other things.

#125

Posted by **Tim Perry** on **08/03/2026** at **3:56pm** [Comment ID: 35582] - Link
Suggested Revision
Agree: 0, Disagree: 0
Abolish the farcical Rent Local program. You know you're not offering enough to make it convincing and have no chance of doing so.

#126

Posted by **Tim Perry** on **08/03/2026** at **3:56pm** [Comment ID: 35583] - Link
Comment
Agree: 0, Disagree: 0
Whence the hallucination that making the program even more unattractive will increase participation, I wonder?

#127

Posted by **Tim Perry** on **08/03/2026** at **1:09pm** [Comment ID: 35501] - Link
Suggested Revision
Agree: 0, Disagree: 0
The deed restriction program, in addition to being another unwarranted form of big government interference in the private market, is simply illegal. ARS 9-834(D) states that "a municipality shall not request or initiate discussions with a person about waiving that person's rights." A city-initiated discussion of a deed restriction to waive a property owner's rights in favor of the city and in fact, as Kurt Christianson admitted, to transfer part of that owner's rights in a property to the city, is a clear violation of the statute.

Either abandon the whole deed restriction program, or do what Aspen did, since Sedona's officials seem to love the idea of being Aspen, and pay fair market value for the restrictions. I seem to recall that's costing the city of Aspen about $70K per property. Sedona city staff and council seem to have this fantasy that hundreds of Sedona property owners would just love to give the city a 10 to 15 percent chunk of their property value for zero in return. Farcical.

payment assistance (see Action 6.1), reduced permit fees, eligibility for rehabilitation or retrofit assistance, or priority access to selected homeowner support programs.

- √ Provide enhanced financial benefits for longer affordability periods, including options that support permanent affordability through community land trusts. For interested owners, the City and its partners may offer pathways to sell the property or land to a land trust and lease the home back, preserving the unit for long-term affordable housing while allowing the household to remain in place.
- √ Market the program as a long-term preservation tool tied directly to the City's year-round housing goals, with deed restrictions and land trust options prioritized for units that meet defined affordability and occupancy criteria (such as year-round residency, workforce or moderate-income households, and price points aligned with the City's target ranges).
- √ Clarify in program guidelines that only deed restrictions and land trust arrangements meeting these criteria are counted toward the City's housing goals, so that deed-restricted high-value properties that do not serve local residents do not dilute measurable progress.
- √ Structure incentive amounts so owners receive larger payments for longer deed restriction terms and for units that meet priority affordability and occupancy criteria, recognizing that extended affordability periods represent a more efficient public investment.

Longer affordability periods of 99+ years represent a more efficient public investment, with more generations of Sedona community members able to benefit from the same initial subsidy.

Strategy 7. Partner with employers and developers to expand housing opportunities for Sedona's workforce.

Action 7.1 Create an Employer Housing Partnership Program.

- √ Convene major employers in hospitality, health care, education, and service sectors to collaboratively define the program, including employer contributions to housing solutions.
- √ Implement employer housing support tools such as rental stipends, down payment matches, transportation assistance, direct employee housing, or master leasing arrangements.
- √ Structure public-private and public-private-philanthropic partnerships for mixed-income housing that includes workforce-serving units.
- √ Provide due diligence, zoning, infrastructure, environmental, and permitting information to potential workforce housing partners to reduce predevelopment uncertainty.

Strategy 8. Protect existing housing stock for Sedona's workforce, families, and seniors.

Action 8.1 Create a local acquisition and preservation fund through the City Housing Fund or dedicated set-aside to acquire small apartment buildings, duplexes, single-family homes, and scattered-site rentals.

- √ Dedicate a portion of the City Housing Fund to support the acquisition and preservation of existing housing, as well as greenfield development sites, as detailed in section (see Strategy 16). Structure the fund so that the City can partner with mission-driven nonprofit organizations, community land trusts, housing providers, and/or developers to acquire and preserve homes for local residents, reserving direct City ownership for cases where no qualified partner is available or where City ownership is clearly necessary.
- √ Establish processes that allow the City and its partners to have flexibility to act quickly when opportunities become available to preserve housing that may otherwise be lost to speculation, redevelopment, or conversion to short-term rentals.

#128

Posted by **Tim Perry** on **08/03/2026** at **3:57pm** [Comment ID: 35585] - Link
Suggested Revision
Agree: 0, Disagree: 0
Stop marketing anything to citizens. Citizens make the calls and council and staff will obey. Trying to sell the public on the virtue of an idea is completely inappropriate and a reversal of how the democratic process works. Go look at your own org chart.

#129

Posted by **Donna Joy Varney** on **08/03/2026** at **7:24pm** [Comment ID: 35639] - Link
Comment
Agree: 1, Disagree: 0
The city shouldn't be involved.

Us old timers' business owners invested in Sedona housing and rented to our employees. housing units we purchased. The business owners worked together, had contact with others business owners that owned property for rent. We got calls on a regular basis asking if we had anything for rent. We rented the units at rates the workers could afford.
The city couldn't even manage the hotels employees housing units. Now they are flipped into sellable rooms. One hotel owner took 2 duplexes that was employee housing units and made them STRs. then you gave him money to build an employee housing unit on the back of one of these units.

#130

Posted by **Tim Perry** on **08/03/2026** at **1:10pm** [Comment ID: 35503] - Link
Suggested Revision
Agree: 0, Disagree: 0
Remove. Unwarranted interference in the private market. Also pandering to special interests--ie large corporate operators, which are the last kind of businesses we want in Sedona anyway.

#131

Posted by **Rich Gay** on **08/03/2026** at **12:36pm** [Comment ID: 35482] - Link

Comment

Agree: 0, Disagree: 0

I don't see a justification here for why Sedona city government should be doing anything regarding employer housing assistance.

#132

Posted by **Tim Perry** on **08/03/2026** at **1:11pm** [Comment ID: 35504] - Link

Suggested Revision

Agree: 0, Disagree: 0

Delete. It is not the city's business to spend public funds on becoming a landlord and trying to control the behavior and preferences of the people who live there, which is staff and council's intention. Next week, the Saddlerock renewal will be coming up, and let us not forget that when those apartments were approved, council was very keen on regulating what potential future tenants years down the road would be allowed to have on their balconies. This didn't just include things like barbecues, which council and staff presumably thought low-class and wanted to ban in their attempt to impose bourgeois aesthetics, but also things like flags--and we know what that was really about. Council didn't want future tenants flying political sentiments opposed to their own, which was why they put the ban in far in advance. This is the city's real intent with these plans to become a landlord and intervene in the market. It's not just to deprive property owners of the chance to make extra income through STR use, it's mostly about trying to impose and filter council's values. Drop the whole idea.

#133

Posted by **Tim Perry** on **08/03/2026** at **1:14pm** [Comment ID: 35505] - Link

Suggested Revision

Agree: 0, Disagree: 0

This nonsense about apartments must stop. 88 percent of Americans want to own their own home as opposed to 8 percent who want to live in an apartment. Apartments are designed to keep workers in wage slavery by charging them rents to the limit of their capacity without the opportunity to acquire equity and thus to increase inequality and discrimination. Delete all references to encouraging any kind of apartment construction or continued development. If property owners want to build apartments, they have that right, but there will be no pretense that doing so is a good thing for Sedona or for any free society.

#134

Posted by **Tim Perry** on **08/05/2026** at **4:53pm** [Comment ID: 35737] - Link

Suggested Revision

Agree: 0, Disagree: 0

Under no circumstances should the city partner with any land trust that does not vest control over rulemaking within the development in the residents of the development. Otherwise, the land trust is just a reeducation camp intended to train its occupants into a certain kind of lifestyle preferred by the people who set up the rules for the trust. Very sinister and sadistic, actually.

- √ Partner with mission-driven nonprofit organizations, community land trusts, housing providers, and/or developers to acquire and preserve homes to serve locals.
- √ Where deed restrictions or ground leases are used, target long-term terms (e.g., 99+ years) consistent with best practices for permanent affordability, while recognizing that community land trust ownership can also provide comparable long-term preservation.

Action 8.2 Track trends related to short-term rentals.

- √ Maintain and regularly update local data on the number of short-term rentals, geographic distribution, occupancy rates and trends, and number of bedrooms.
- √ Use this data to identify areas and property types at greatest risk of conversion from year-round housing to short-term rentals.
- √ Target outreach, preservation tools, and incentive programs (such as Rent Local and the Deed Restriction Program) in those areas to encourage owners to keep or return units to long-term housing for local residents.
- √ Create a list of homeowner associations (HOAs) that currently limit short-term rentals in their subdivisions.
- √ Encourage homeowner associations (HOAs) to adopt, maintain, and strengthen short-term rental restrictions that are consistent with their original declarations and applicable law, focusing on clarifying and reinforcing limits for future purchasers and on upholding existing restrictions in communities that already prohibit short-term rentals.

Action 8.3 Develop an inventory of naturally occurring affordable housing properties.

- √ Develop an internal inventory of both subsidized and market-rate affordable housing properties that are at risk of speculative investment, short-term rental conversion, or price increases - including LIHTC housing, apartment complexes, manufactured housing and mobile home communities, and older housing stock.
- √ Prioritize investments and potential acquisitions based on this inventory as appropriate.
- √ Leverage the Home REPLACEMENT program within the Sedona Housing Renewal Initiative, as described in Action 6.2.

Action 8.4 Create inspection and certification programs as appropriate for older manufactured and mobile homes.

- √ In addition to enhancing repair programs as detailed in Action 1.3, leverage resources available through Arizona Department of Housing (ADOH) to create manufactured and mobile home inspection and certification programs to extend the useful life of existing units while improving residents' safety and well-being.
- √ Provide financial support and technical assistance for residents of manufactured and mobile home parks to purchase the land beneath their homes to become a resident-owned community (ROC), partnering with organizations such as ROC USA.

Strategy 9. Implement a marketing and navigation program for Sedona's Housing resources.

Action 9.1 Launch a coordinated housing program outreach campaign.

- √ Work with major employers, including hospitality businesses, schools, health care providers, brokers, realtors, and public agencies, to receive current housing program materials for employee distribution through newsletters, orientation packets, benefits meetings, and human resources channels.
- √ Keep housing resources visible to residents and commuters by using flyers, mailers, social media, local radio, newspapers, community events, and partner organizations to share information that links to the City's housing resources webpage.

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#135

Posted by **Tim Perry** on **08/03/2026** at **4:03pm** [Comment ID: 35587] - Link
Suggested Revision
Agree: 0, Disagree: 0
NO MORE CITY PROPERTY PURCHASES.

#136

Posted by **Tim Perry** on **08/03/2026** at **1:15pm** [Comment ID: 35507] - Link
Suggested Revision
Agree: 0, Disagree: 0
Delete. None of the city's business. This is a community function, something the chamber or the library should be doing.

#137

Posted by **Tim Perry** on **08/03/2026** at **4:03pm** [Comment ID: 35586] - Link
Suggested Revision
Agree: 0, Disagree: 0
Again a violation of ARS 9-834(D) is proposed. What's more, although city staff will not admit this publicly and don't want to talk about it, most HOA attempts to regulate STRs were invalidated by the Court of Appeals in Bonham v. Village of Oakcreek Association, where the court found that STR restrictions in an HOA's rules were not allowed unless those restrictions had been reasonable and foreseeable in the HOA's original covenants. Since most HOA STR restrictions long postdate their original covenants, having been added in a panic in the last decade or so, all of those restrictions are now invalid. Attempts by the city to encourage HOAs to maintain their restrictions in the face of the law will just get the city sued yet again.

#138

Posted by **Tim Perry** on **08/03/2026** at **1:15pm** [Comment ID: 35506] - Link
Suggested Revision
Agree: 0, Disagree: 0
Drop the whole effort to harass and suppress short-term rentals. This is not within the city's power to control, and if it

were within the city's power to control, it would be theft. "Tracking trends" will do zero to help the housing situation. If you want to have fewer STRs, let us build the kind of normal housing that will make Sedona unattractive as a luxury STR destination.

#139

Posted by **Tim Perry** on **08/03/2026** at **1:17pm** [Comment ID: 35508] - Link

Suggested Revision

Agree: 0, Disagree: 0

Or just grandfather them in, or accept the state's standards as Sedona's standards. Time and again we hear the lie that Sedona will allow any manufactured home that meets state code. That's not true. There's plenty of people in Sedona who can testify otherwise. As an easy start, strip Sedona's excessive regulation back to state minimums.

#140

Posted by **Tim Perry** on **08/03/2026** at **1:18pm** [Comment ID: 35509] - Link

Suggested Revision

Agree: 0, Disagree: 0

Delete. Again, none of the city's business. A combination of a make-work program for staff and an attempt to relocate likely voters for the incumbent council to Sedona.

#141

Posted by **Tim Perry** on **08/05/2026** at **4:54pm** [Comment ID: 35738] - Link

Comment

Agree: 0, Disagree: 0

Do you really think you're going to find many businesses willing to display your propaganda that glosses over the damage you're doing to them and their workers? Businesses in this town--which are not, by and large, members of the Chamber--hate the city administration. Stop listening to your sycophants if you hope to come up with any kind of a workable plan.



New development and redevelopment are essential to closing Sedona's housing gap, since preservation alone cannot meet the community's current and future needs. With limited vacant land and high construction costs, Sedona must use every available tool to expand the supply of housing that local workers, families, and seniors can actually afford. The actions below focus on activating underutilized land, leveraging public land, streamlining development where appropriate, and removing regulatory and institutional barriers so new housing options can be delivered efficiently and at the scale Sedona needs.

Strategy 10. Establish a program to spur accessory dwelling units (ADUs) as long term rental units and other small-scale, neighborhood compatible housing options.

Action 10.1 Create an ADU housing support program.

- √ Provide low-interest loans, deferred-payment loans, or small grants for homeowners who build ADUs, cottage courts, or other compact units from the City Housing Fund, and commit to long-term occupancy by local workers, seniors, or multi-generational households.
- √ Provide pre-approved plans for ADU designs, including allowing manufactured and modular ADUs.
- √ Host workshops, online materials, and one-on-one assistance to walk homeowners through permitting, zoning, building requirements, financing options, and long-term management considerations.
- √ Tie financial support and expedited review for ADUs with voluntary deed restrictions that keep supported units in long-term housing.

Strategy 11. Use public land and strategic land acquisition to construct new housing.

Action 11.1 Construct housing on 2411 W. State Route 89a & 220 Sunset Drive properties.

- √ Issue a single RFP covering both properties simultaneously to streamline the development process, reduce administrative duplication, and attract a stronger pool of qualified development partners.
- √ Create new design concepts for both sites that prioritize the housing types most needed today, including larger 2-4-bedroom units suitable for families.

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#142

Posted by **Tim Perry** on **08/03/2026** at **1:18pm** [Comment ID: 35511] - Link
Suggested Revision
Agree: 0, Disagree: 0
You don't need a program. Simply allow construction of units of 400 square feet or less by right, no permit required, if they meet a simple set of guidelines. If you want a sample regulation, see HB2096. A program would be a farce intended to whitewash the fact that no real progress would be made under said program.

#143

Posted by **Tim Perry** on **08/03/2026** at **4:04pm** [Comment ID: 35588] - Link
Suggested Revision
Agree: 0, Disagree: 0
"2-4 bedroom units" implicitly means apartments, not houses and not ownership. Stop pushing apartments.

#144

Posted by **Tim Perry** on **08/03/2026** at **1:19pm** [Comment ID: 35512] - Link
Suggested Revision
Agree: 0, Disagree: 0
Absolutely not. End all city programs to acquire land and either sell the city's land to individuals to build housing or donate it to land trusts. In fact, the city has a number of large parcels of land that it's currently wasting that could be used for housing--such as the 10+ acres north of Posse Grounds that are being used for a disc golf course, as if that were more important than housing. Sell or donate the land back to those who should be in charge of it.

#145

Posted by **Tim Perry** on **08/03/2026** at **1:20pm** [Comment ID: 35513] - Link
Suggested Revision
Agree: 0, Disagree: 0
Subdivide these parcels and sell them to individuals or donate them to land trusts for the purpose of building small single-family, one-and-a-half story cottages. Sunset Lofts was originally supposed to have 46 units on 2.25 acres. That could be turned into 22 4,000-square-foot lots that could be used to build small homes not exceeding 800 square feet,

leaving 80 percent of the property as open space and not going over 18 feet in height. The 2411 property could be developed in a different style, along the lines of both an old-fashioned urban community and Sedona's first non-car community. The property should be sufficient in size to accommodate up to forty or so small lots, of a size around 40 feet by 30 feet, laid out in a U-shaped configuration around a central path of decomposed granite, which would be sufficient to allow for small stone-built, one-and-a-half story houses with front, rear, or side gardens while preserving the existing topography of the property. Design criteria for this site could reflect similar aesthetics to that of the Vicars' Close development in Wells, Somerset, a successful example of 14th-century urban planning. Both sites would offer excellent opportunities to allow owner-builders to test out a massively simplified building code that would permit by-right owner-builder construction as a practical reality, or a land trust model that would give the occupants actual control over their future homes, or both.

- √ Encourage mixed-income approaches where financially feasible to support a range of household incomes.

Action 11.2 Evaluate other City-owned land for the possibility of new housing and pursue housing where appropriate.

- √ Complete a City-owned site inventory that evaluates access to jobs, services, transit, infrastructure, topography, wildfire risk, and Community Plan consistency, so Sedona can move from general interest in public land strategies to a clearer understanding of which sites are realistic candidates for future housing development.
- √ Implement long-term ground leases and public-private or public-nonprofit partnerships to allow housing on public land to preserve City land ownership and prohibit short-term rental use.

Action 11.3 Pursue and strategically acquire property for infill housing or other housing development.

- √ Develop and update quarterly an internal inventory of high-priority properties for potential acquisition, and consider property owner willingness to partner, land and construction costs, and proximity to services.
- √ Use the local acquisition and preservation fund detailed in Action 8.1 to fund strategic acquisition of high-priority properties identified in the inventory.

Strategy 12. Seek partnership with other public and institutional partners to utilize non-city owned property for residential development.

Action 12.1 Activate underutilized institutional and faith-based land.

- √ Identify underutilized institutional and faith-based properties located near services or transportation that may be appropriate for housing.
- √ Provide technical assistance on zoning, entitlements, financing, partnerships, and site constraints to organizations interested in housing development.
- √ Structure long-term ground lease models that allow institutional partners to retain ownership while enabling housing development.
- √ Connect institutional landowners with community land trusts and mission-driven housing providers that can preserve long-term affordability.

Strategy 13. Spur commercial redevelopment with a residential component.

Action 13.1 Enable mixed-use development along commercial corridors.

- √ Coordinate with updates to the development standards detailed in Strategy 4 to encourage and allow mixed-use development, especially along commercial corridors such as the SR 89A corridor.
- √ Develop a mixed-use redevelopment incentive package that offers regulatory incentives, such as density bonuses, height flexibility, parking reductions, or expedited review, in exchange for housing that will be available for local residents.
- √ Prioritize infrastructure improvements, streetscape enhancements, and multimodal investments within targeted commercial corridors to improve both the feasibility of housing in commercial areas and the quality of life for future residents living in those new units.
- √ Track redevelopment activity annually and adjust incentives or development standards as needed to respond to changing market conditions.

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#146

Posted by **Tim Perry** on **08/03/2026** at **4:04pm** [Comment ID: 35589] - Link
Suggested Revision
Agree: 0, Disagree: 0
A meaningless make-work project.

#147

Posted by **Tim Perry** on **08/03/2026** at **4:05pm** [Comment ID: 35590] - Link
Suggested Revision
Agree: 0, Disagree: 0
Do not attempt to preserve city land ownership. Quite the reverse: sell the land to the public.

#148

Posted by **Rich Gay** on **08/03/2026** at **12:38pm** [Comment ID: 35483] - Link
Suggested Revision
Agree: 1, Disagree: 0
Many residents strongly oppose the city's continued efforts to acquire and develop property. Suggest eliminating this action.

#149

Posted by **Tim Perry** on **08/03/2026** at **1:20pm** [Comment ID: 35514] - Link
Suggested Revision
Agree: 0, Disagree: 0
Where are the admissions of exactly how much land the city owns that might be used for housing? 32 acres at 20 Carruth Drive. 18.2 acres in Uptown that they call open space and claim is unbuildable, but you could get some creative owner-builders putting some fun little houses on that if they had the chance. Another 10 acres at 555 Soldier Pass Road. Another 8.7 acres at 2070 Buena Vista Drive that's being ignored as open space. Another 6.9 acres adjoining the Carruth Drive parcels. Another 5.8 acres in the Jordan Park Glen subdivision in Uptown. That's more than 80 acres in town the city of Sedona, which is supposedly so concerned about housing, is allowing to sit empty. List these parcels in the plan and state that they will be subdivided and placed on the market to private individuals who

are currently residing or working in Sedona for the purpose of future owner-builder construction.

#150

Posted by **Tim Perry** on **08/03/2026** at **1:21pm** [Comment ID: 35515] - Link

Suggested Revision

Agree: 0, Disagree: 0

Absolutely not. No city buying of land. You want infill, slash the codes back so people can build infill effectively and creatively. Go do a count on how many lots are supposedly unbuildable because there's a wash running through them, for example. It's perfectly possible to build on those lots if you fling a stone arch across the wash and build on that, or go with a tower house design on a level corner--but city staff would never approve any such proposal at an affordable cost. Not without several millions dollars' worth of engineering work. That's an artificially-created and unnecessary obstacle to land use. The rules, not the ownership, are what make infill housing unattainable.

#151

Posted by **Tim Perry** on **08/03/2026** at **1:21pm** [Comment ID: 35517] - Link

Suggested Revision

Agree: 0, Disagree: 0

Translation: Just say that city staff and Linda Martinez are bound and determined to turn St. John Vianney into a for-profit apartment complex with zero regard for either the Christian faith or the Sedona community. And that council is hungry for a deal with NAH. Because that's all this sentence means. Accuracy in public documents is important.

#152

Posted by **Tim Perry** on **08/03/2026** at **1:22pm** [Comment ID: 35518] - Link

Comment

Agree: 0, Disagree: 0

It is outrageous and dishonest that this supposed goal of facilitating new development says nothing about increasing home ownership and attempting to ensure that as much of new development as possible is single-family and freestanding homes. Instead, this whole plan is oriented towards institutional development of apartments in large blocks that either the city can control--state capitalism and forced collectivization, in other words--or a landlord developer in close collaboration with the city can control. In either scenario, the outcome is greater financial exploitation of the working people and the further reduction of their freedom to live their lives as they choose.

It is also dishonest and further evidence of how meaningless this plan is that nowhere in this final strategy document is any emphasis placed on the necessary replacement of the developer model of new construction with an owner-builder model of new construction. Owner-builder, by-right construction of freestanding homes is the only way to supply Sedona's housing needs quickly and in a fashion compatible with the philosophies of free enterprise, sustainability, minimalism, and aesthetic excellence. It is also, and most importantly, the way to guarantee that families can build sweat equity in Sedona and enjoy the freedom of a rural lifestyle in the rural West, rather than having their living choices controlled by either a landlord or city government.

#153

Posted by **Tim Perry** on **08/03/2026** at **4:07pm** [Comment ID: 35591] - Link

Suggested Revision

Agree: 0, Disagree: 0

No partnering with big developers and outside corporations. Just let normal people do their work without interference.

#154

Posted by **Tim Perry** on **08/03/2026** at **4:11pm** [Comment ID: 35593] - Link

Suggested Revision

Agree: 0, Disagree: 0

In other words, use the housing strategy as an excuse to build yet more bike paths the size of airport runways--special roads for yet another category of vehicle. NO!

#155

Posted by **Tim Perry** on **08/03/2026** at **1:23pm** [Comment ID: 35519] - Link

Suggested Revision

Agree: 0, Disagree: 0

As explained at the final open house, this "redevelopment" is apparently envisioned as involving the demolition of existing buildings and the reconstruction of particular corridors as two-story buildings. Such a proposal is complete waste and completely unnecessary. As retail naturally shifts away from Uptown to West Sedona, plenty of existing buildings suitable for conversion or reconversion to housing will become available in Uptown without having to destroy the town's historic charm and ad-hoc character. All those little stone buildings along Jordan with shops now? Those used to be houses and could be houses again. Is the brilliant city staff aware that the Star Motel is for sale? That would be a very easy conversion to ten apartments if, God forbid, anyone wanted to pursue more apartments.

"Redevelopment" should mean just that, not wasteful demolition; this plan makes no clear distinction between the two.

#156

Posted by **Susan Gorney** on **08/01/2026** at **10:37am** [Comment ID: 35358] - Link

Comment

Agree: 1, Disagree: 0

The more people you try to stuff into Sedona the more strained our infrastructure becomes as well as its resources. I have noticed how crowded markets have become and emptier shelves. When people rent STRs(a fairly new concept) they also shop for provisions and cook rather than rely on restaurants. We don't need to feel more pinched. Let's add to that local traffic, higher density in our parks/recreation areas, utility usage etc.

#157

Posted by **Tim Perry** on **08/03/2026** at **4:10pm** [Comment ID: 35592] - Link

Suggested Revision

Agree: 0, Disagree: 0

The city has no business engaging with any land trust that is just a scam for the gang of elitists running the land trust to control the lives of the workers who occupy it. Any well-designed land trust will place responsibility for management of the community and rule creation in the hands of the people who live there, not in the hands of outsiders. Any support by the city for a trust in which the occupants are effectively at the mercy of an outside board is both an inappropriate form of public involvement in housing and an attempt to extend tyranny in general.

Strategy 14. Complete special area plans and long-range planning e orts to help meet current and future housing demand.

Action 14.1 Complete Communi Focus Area studies for West Sedona, Th ells, and for the area from Uptown to Hillside to help meet current and future gaps.

- √ In each study, evaluate the land use framework, circulation, infrastructure, open space, and housing mix needed to move each area toward implementation.
- √ Identify opportunities for infill, adaptive reuse, and redevelopment that respect each area's existing character, scale, and community identity.
- √ Engage property owners, residents, and business owners in each community focus area early in the process to ground recommendations in on-the-ground conditions and local priorities.
- √ Coordinate findings with corridor and development standard updates so that recommended housing types and densities are supported by existing zoning and infrastructure investment.

Action 14.2 Continue to pursue legislative amend ents to Arizona statutes to better manage the number and impacts of short-term rentals.

- √ Advocate at the State level for changes to SB1350, adopted in 2016, which prohibits Arizona municipalities from restricting or limiting the number of short-term rentals.
- √ Collaborate with other Arizona municipalities most impacted by short-term rentals, including Flagstaff and Scottsdale.

Strategy 15. Work with homeowner's associations to remove barriers to a broader range of housing op ions.

Action 15.1 Support HOA education and code alignment.

- √ Prepare HOA education materials that address ADUs, missing middle housing, parking, property values, density, and neighborhood character.
- √ Provide model CC language that allows housing flexibility consistent with Ci policy.
- √ Offer technical assistance to HOAs that want to update private restrictions that block housing forms otherwise permitted by City code.
- √ Partner with local housing organizations to conduct workshops and neighborhood outreach.

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#158

Posted by **Tim Perry** on **08/03/2026** at **4:11pm** [Comment ID: 35594] - Link
Suggested Revision
Agree: 0, Disagree: 0
The appropriate future use for the Dells is as agricultural property leased to the residents of Sedona, not as a housing development.

#159

Posted by **Tim Perry** on **08/03/2026** at **1:23pm** [Comment ID: 35520] - Link
Suggested Revision
Agree: 0, Disagree: 0
Drop all proposals for CFA plans and abolish all existing CFAs. CFA plans are nothing but more regulation that makes it difficult to build. Any proposal to develop additional CFA plans gives the lie to any pretense that the city is serious about reforming code to speed construction. Pure bureaucracy.

As for the Dells, the future of the Dells, wisely chosen, would be for the city to lease the land in parcels to residents for agricultural use, not for commercial development. 220 acres of land have the potential to produce food for 2,200 Sedona residents, providing economic diversification, sustainability, resiliency, financial independence, and reconnection to Sedona's history and agricultural heritage. In tandem with the conversion of a hundred or so acres of landscaping within Sedona to edible plants, Sedona would then be roughly self-sufficient in plant calories.

#160

Posted by **Tim Perry** on **08/03/2026** at **1:24pm** [Comment ID: 35521] - Link
Suggested Revision
Agree: 0, Disagree: 0
Drop all efforts to restrict STR use. Attempting to deprive people of the ability to make money with their properties is theft and precisely the sort of thing the legislature enacted SB1487 to prevent. If the codes were designed to facilitate the construction of genuine workforce housing--small-scale, owner-built--over the construction of McMansions, the STR problem would be considerably less significant in any case. If you don't want people using their homes as STRs, hit the streets and protest and shame them--but for the government to steal from them, especially for so paltry a reason as that a few whiny former executives want the retirement of which they always dreamed, is completely unacceptable as

a proposed solution to the problem. 90-plus percent of Sedona residents don't care about STRs.

#161

Posted by **Tim Perry** on **08/03/2026** at **4:12pm** [Comment ID: 35595] - Link
Suggested Revision
Agree: 0, Disagree: 0
Stop trying to insinuate city policy into private legal documents. Disgusting.

#162

Posted by **Rich Gay** on **08/03/2026** at **12:39pm** [Comment ID: 35484] - Link
Comment
Agree: 0, Disagree: 0
This is Orwellian. Suggest the city not try to coerce HOAs into consistency with city policies.

#163

Posted by **Tim Perry** on **08/03/2026** at **1:24pm** [Comment ID: 35522] - Link
Suggested Revision
Agree: 0, Disagree: 0
How about working at the state level to get HOAs and their attacks on property rights abolished? It might stand a better chance than some of the city's legislative priorities.



Many of the recommended strategies outlined in this document require funding to be implemented, especially in the context of Sedona's high housing and land costs. Local funding and financing sources should be combined with state and federal sources to leverage private investment and facilitate both creation and preservation of diverse housing types that serve Sedona workers, families, and seniors.

Strategy 16. Actively use the existing City Housing Fund to achieve housing targets

164 165

Action 16.1 Deploy existing City Housing Fund resources to advance top-priority actions, subject to legal review and clear funding guidelines.

- √ Utilize the new Community Partnership Program to assist in implementation of the highest priorities outlined in this Balanced Housing Strategy document with existing funding available in the City Housing Fund. See the implementation matrix on page 47 for details.
- √ Conduct a legal review to ensure compliance with the Arizona Constitution's Gift Clause and other applicable requirements, ensuring that public resources are used for a clear public purpose tied to housing outcomes.

As of June 2026, the City has appropriated $19.3 million in reserves for affordable housing initiatives. The fund is primarily funded through General Fund transfers, with expenditures supporting low-interest loans to affordable housing developers, dedicated housing staff, and down payment assistance programs.

To position Sedona well to implement the strategies outlined in this document, the City should include additional revenue sources to grow the City Housing Fund. Since most state and federal financing sources for affordable housing are limited to benefit households earning less than 80 percent AMI, increasing local sources of revenue will give the City more flexibility to meet the housing needs of community members that have higher incomes but still struggle to find housing that suits their needs.

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#164

Posted by **Rich Gay** on **08/03/2026** at **12:40pm** [Comment ID: 35485] - Link
Comment
Agree: 0, Disagree: 0
Suggest sunsetting this fund to discourage continued city efforts to play developer.

#165

Posted by **Tim Perry** on **08/03/2026** at **1:26pm** [Comment ID: 35523] - Link
Suggested Revision
Agree: 0, Disagree: 0
Either abolish the city housing fund or loan it to private individuals and land trusts via a local building & loan association to enable them to acquire their own self-built homes.

Case study: The Madole-Rigby House property, with 10 acres attached, is currently on the market. Apparently the owners are seeking something in the neighborhood of $5 million or more for the property. Last I heard, city officials were claiming there was $19 million in the housing fund. Great. The city can loan $5M to the B&L, which then puts up the funds for 100 buyers to each acquire a 4,000-square-foot lot on the property, or thereabouts, for $50,000 each. The city can then loan another $2.5M to the B&L to allow it to make construction loans of $25,000 apiece, sufficient to build a one-and-a-half story, 600-square-foot home--if you're doing it yourself--to those buyers. Their mortgages would be around $75,000 with all said and done. They'd be paying 2 percent or 3 percent at the B&L and their payments would be under $700 a month--to OWN, NOT RENT, and build sweat equity and families in Sedona. And the city would actually make money on the deal, since it would be loaning to the B&L at interest, albeit low interest, and it would get its principal back to be recycled in other housing proposals. Taxpayers would earn interest, instead of the city dumping six and seven-figure sums of our tax dollars into corporate welfare projects for developments that never pan out. Use the money for the public benefit, directly, or give it back to the public.

As for those who will attempt to deploy a paranoid and selfish fear that owner-builder properties will become STRs in order to derail this argument, it would be quite easy for the city to attach to such properties, as a condition of approval for their construction, the requirement that they must be occupied by the owner and builder as the primary residence for a minimum of, oh, say ten years, thereby encouraging the growth of long-term community spirit in Sedona and cutting out potential for STR growth without doing anything to impair individuals' property rights.

Strategy 17. Monitor and add to the City's housing fund when needed to achieve housing targets.

Action 17.1 Establish diverse and sustainable revenue sources for the City Housing Fund, such as through private donations, excise taxes, development fees, and/or an interest-accruing revolving loan fund.

- √ Grow the City Housing Fund through increased General Fund transfers, development fee or in-lieu fee revenue where legally supportable, negotiated contributions associated with major development approvals, private philanthropic donations, and strategic use of public land lease revenues.
- √ Evaluate whether a Government Property Lease Excise Tax (GPLET) structure may be an appropriate redevelopment tool in limited circumstances where a public ownership and leaseback model supports long-term housing objectives, recognizing that GPLET is a project-specific tax mechanism rather than a general revenue source.
- √ Examine the feasibility of an interest-accruing revolving loan fund to provide access to a flexible, local source of capital for developers in coordination with the proposed Community Partnership Program (see Action 1.3). Revolving loan funds should have competitive rates and act as a bridge between sources the developer can obtain in the private market and the amount needed for the housing project to be feasible, with a clear public benefit nexus in compliance with the Gift Clause.
- √ Identify what short-term rental-related revenues, where legally available, or other future voter-approved local revenue measures could support housing priorities, particularly given the strong relationship between visitor demand, short-term rentals, and housing pressures in Sedona.

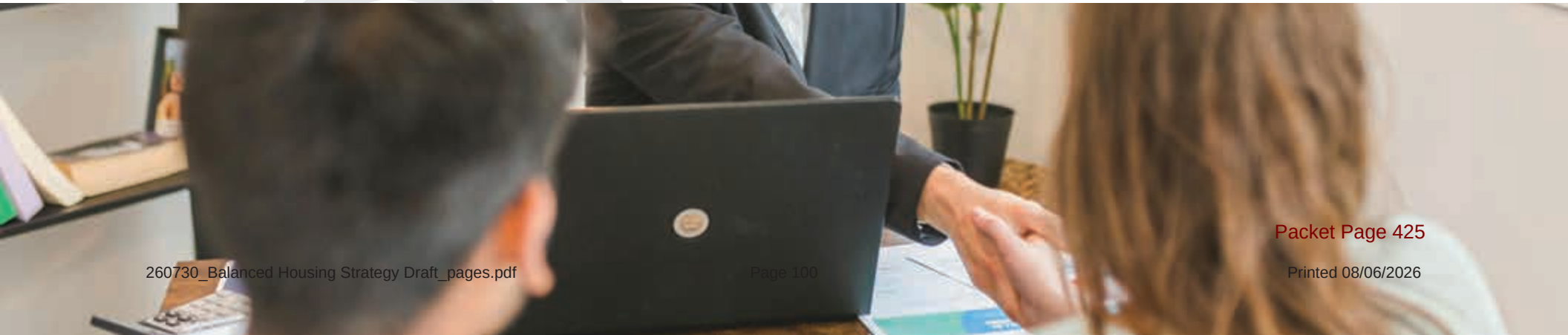
Action 17.2 Establish an annual reserve target to meet the needs of expanded housing programming.

- √ Account for expected commitments across homeownership assistance, rehabilitation programs, developer incentives, acquisition, and other housing initiatives.
- √ Maintain sufficient flexibility with this target to position the City well to respond to emerging opportunities and changing market conditions.

Action 17.3 Offer low-interest loans to developers that address financing gaps for workforce and senior housing developments, with forgivable terms in exchange for long-term affordability, to the extent legally allowable under Arizona law.

- √ Structure loan terms to allow partial or full forgiveness in exchange for longer affordability periods, local occupancy requirements, or deed restrictions that preserve housing opportunities over time.
- √ Coordinate with the proposed Community Partnership Program provisions to improve project feasibility while ensuring public investments provide a clear community benefit in compliance with the Gift Clause (see Action 1.3).

Source: Home in Five Program, Maricopa County, AZ



DRAFT

#166

Posted by **Tim Perry** on **08/03/2026** at **1:27pm** [Comment ID: 35527] - Link
Suggested Revision
Agree: 0, Disagree: 0
Consideration of city funding options and further city intrusion in the private market would not have to be a consideration at all without the lie that the city pushes that it's impossible to build a home for less than $300K in Sedona. Owner-builder homes would easily have a cost under $100K, including land, with a materials cost in the neighborhood of $25,000. The supposed high cost of building housing is a scam purposefully fostered by collusion between contractors and building officials so that the contractors can rake in the enormous profits associated with being the only specialists who can meet code and the officials can expand their staffs, budgets, and regulations--such as by creating new financing programs for housing. Everybody wins--except the consumer. Get building officials and contractors out of the process of building housing, and costs will fall so far there will be no need for the city to finance anything.

#167

Posted by **Tim Perry** on **08/03/2026** at **1:26pm** [Comment ID: 35525] - Link
Suggested Revision
Agree: 0, Disagree: 0
No additions to the city housing fund. Either abolish it or leave it as it stands as a loan fund.

#168

Posted by **Tim Perry** on **08/03/2026** at **4:13pm** [Comment ID: 35596] - Link
Suggested Revision
Agree: 0, Disagree: 0
Here come the tax increases! With ambiguous reassurances, of course. No more tax increases. Cut the taxes you already have.

#169

Posted by **Tim Perry** on **08/03/2026** at **1:26pm** [Comment ID: 35526] - Link
Suggested Revision

Agree: 0, Disagree: 0

No corporate welfare! No special interests! No contracts with outside developers or entities!

It is absolutely outrageous that this plan contains a proposal to offer low-interest loans to corporate bloodsuckers but no proposal for direct low-interest housing loans to the current residents and workforce of Sedona. If this remains in the document, it tells us everything we need to know about where city staff's priorities are.

And especially no encouragement to build more senior developments in Sedona. Half of Sedona's population is over age 65, compared to 19 percent of the US population; that means Sedona has a surplus of about 3,000 seniors who need to replace themselves with working-age and school-age residents in order to get the city back to a normal population distribution. That alone will put a huge number of housing options for families on the market.

#170

Posted by **Tim Perry** on **08/03/2026** at **4:14pm** [Comment ID: 35597] - Link

Suggested Revision

Agree: 0, Disagree: 0

It's important to note that STR revenues consist solely of permitting fees, since the city has never yet collected an STR fine.

#171

Posted by **Tim Perry** on **08/03/2026** at **4:17pm** [Comment ID: 35598] - Link

Comment

Agree: 0, Disagree: 0

One notes with cynical amusement that the language about allowing loan forgiveness is much stronger in this section dealing with big corporations than it was a few pages back when dealing with the down payment program. From the way it's worded, you're going to, no ambiguity, "structure" loans to developers so they can be forgiven, but you're only going to "consider" the possibility of forgiving loans to normal people.

Just admit already how thoroughly you're trying to screw us with this housing strategy and how badly you want to reduce us to dependent tools for the benefit of your corporate welfare programs.

Strategy 18. Pursue highly targeted use of nonprofit, state, and federal housing funding programs.

Action 18.1 Pursue funding opportunities available through the Arizona State Housing Trust Fund and Arizona Department of Housing.

- √ Monitor state and federal programs and funding cycles, including for CDBG, HOME, and the PRO Housing program, to strategically pursue funds that can support strategies outlined in this document to meet 10-year housing targets.
- √ Coordinate with neighboring jurisdictions, regional housing organizations, and nonprofit partners to delegate fund administration if needed.
- √ Partner with organizations such as Verde Valley Habitat for Humanity to determine whether SHOP resources could help expand ownership opportunities for working households that may otherwise be stuck in the rental market.
- √ Pursue funding sources that support housing for residents with disabilities, such as the federal Section 811 program and Arizona supportive housing programs.

Action 18.2 Use City resources to leverage other public, nonprofit, and private project/program financing.

- √ Prioritize City investment in projects that leverage significant outside funding, maximizing the amount of housing produced per local dollar invested.
- √ Coordinate funding applications with nonprofit housing providers, regional partners, and private developers to strengthen grant competitiveness and reduce duplication of effort.
- √ Coordinate housing investments with infrastructure, transportation, and utility improvements to increase project feasibility and improve competitiveness for infrastructure grant funding.

The Arizona State Housing Trust Fund (ASHTF) and Arizona Department of Housing (ADOH) administer a variety of programs that support affordable housing development, rehabilitation, homelessness prevention, manufactured housing safety standards, site acquisition, homeownership assistance programs, and special needs housing.

As a non-entitlement community, Sedona is eligible to apply for HOME Investment Partnerships Program (HOME) and Community Development Block Grant (CDBG) funding through ADOH to supplement local housing investments. Non-government entities such as nonprofits are ineligible to apply directly for these funds without a local government partner to designate them as a sub-recipient. Both CDBG and HOME funds may only be used to support housing needs for low-income households earning less than 80 percent of AMI. While this represents only a subset of the population with housing needs in Sedona, these funds can support households with the greatest housing challenges and should be fully leveraged whenever possible.

In addition to HOME and CDBG, the Self-Help Homeownership Program (SHOP) provides grants to nonprofit organizations that facilitate sweat-equity homeownership opportunities. "Sweat equity" refers to the time and physical labor that future homeowners and volunteers contribute to building their future homes. Resources such as the federal Section 811 program and Arizona supportive housing programs can also facilitate private development, rental assistance, and supportive services.

Given the national scale of the housing crisis, housing programs continue to evolve at both the state and federal levels, creating ongoing opportunities for Sedona to leverage new funding sources and partnerships as they become available.

#172

Posted by **Tim Perry** on **08/03/2026** at **4:19pm** [Comment ID: 35601] - Link
Suggested Revision
Agree: 0, Disagree: 0
The city should not have investments in housing projects other than making loans to individuals.

#173

Posted by **Tim Perry** on **08/03/2026** at **4:19pm** [Comment ID: 35599] - Link
Suggested Revision
Agree: 0, Disagree: 0
Pursue ZERO interaction with the state and federal governments on housing or any other topic that could lead to increased state or federal regulation of what goes on in Sedona. Especially do not take federal funding, which always comes with strings attached.

#174

Posted by **Tim Perry** on **08/03/2026** at **4:23pm** [Comment ID: 35603] - Link
Comment
Agree: 0, Disagree: 0
Nothing about this plan is oriented towards encouraging home ownership by owner-builders. It's all about bringing in outside developers to throw up "units" that will keep workers dependent.



Balanced housing in Sedona will require ongo175coordination among employers, developers, nonprofit organizations, regional agencies, homeowners' associations, and institutional landholders. Housing solutions cannot be delivered by the City alone, and progress will depend on practical partnerships that expand capacity, reduce implementation barriers, and align housing efforts with workforce, transportation, and service needs. This section focuses on actions that improve the conditions surrounding housing so workers, families, and seniors can realistically remain in Sedona over time.

Strategy 19. Partner with childc176re providers and employers to improve access to a ordable childcare for local workers and families.

Action 19.1 Integrate childcare access into workforce retention efforts.

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- √ Document childcare gaps by working with employers, schools, and providers to identify cost burdens, hours-of-care needs, staffing shortages, and service gaps.
- √ Expand employer-supported childcare options such as subsidies, provid178artnerships, flexible spending support, and reserved childcare slots.
- √ Support shared-service models that reduce childcare operating costs through shared administration, shared space, and coordinated staffing or training.
- √ Coordinate with economic development and tourism partners to develop a complementary economic strategy that supports family-friendly jobs, local business growth, and amenities that make the Verde Valley attractive to households with children. This may include encouraging businesses that offer stable, livable wage employment, supporting family-oriented services and activities, and aligning childcare investments with broader workforce retention efforts.

DRAFT

#175

Posted by **Tim Perry** on **08/03/2026** at **4:23pm** [Comment ID: 35604] - Link
Suggested Revision
Agree: 0, Disagree: 0
No, it won't; it will require getting all of these organizations and institutions out of the way and letting individuals build, as they used to in the old days.

#176

Posted by **Tim Perry** on **08/03/2026** at **1:28pm** [Comment ID: 35528] - Link
Suggested Revision
Agree: 0, Disagree: 0
Delete. None of the city's business. This is cover for further city incursion into education in an attempt to curate public opinion for tomorrow. If the city wants to strengthen education in the region in order to attract families, it can stop giving handouts to SOCSD in order to accelerate the collapse of the district and the emergence of dozens of small private schools that will in fact attract families.

#177

Posted by **Susan Gorney** on **08/01/2026** at **10:41am** [Comment ID: 35359] - Link
Comment
Agree: 0, Disagree: 0
This is a whole new avenue. Sedona is not known for having daycare facilities. More construction.

#178

Posted by **Rich Gay** on **08/03/2026** at **12:41pm** [Comment ID: 35486] - Link
Comment
Agree: 0, Disagree: 0
Subsidies? If you are determined to do this, perhaps a voter referendum to get approval.

Strategy 20. Strengthen regional coordination with Verde Valley communities, nonprofit organizations, state agencies, and service providers.

Action 20.1 Formalize regional housing coordination.

- √ Coordinate with regional transit providers and neighboring jurisdictions to improve connections between housing locations and Sedona employment centers.
- √ Work with regional and state partners, including nonprofit and local government entities already active in the Verde Valley, to deliver programs and pursue funding.
- √ Prepare collaborative grant applications with partners that bring implementation capacity, regional coordination, and service expertise.
- √ Establish a standing housing implementation task force or working group that meets quarterly and reports progress to City Council.
- √ Incorporate bus stop improvements, including seating and shelter where feasible, into regional mobility coordination for workers who rely on transit.

Strategy 21. Prepare an Economic Development Strategy to increase the number and diversity of job opportunities for Sedona residents.

Action 21.1 Link housing stability to local job opportunities and business conditions.

- √ Prepare an Economic Development Strategy that focuses on growing businesses and job opportunities that support working households and families in Sedona.
- √ Identify and promote sectors and businesses that provide stable, livable-wage employment aligned with Sedona's community character and long-term goals.
- √ Coordinate economic development efforts with housing strategies so new and existing jobs are paired with attainable housing options and reduced commuting burdens.

Strategy 22. Partner with senior care providers to improve access to affordable, quality senior care and services.

Action 22.1 Establish referral networks that connect residents with supportive services.

- √ Coordinate referrals with home repair programs in Action 6.2 and ADU support programs in Action 10.1 so households can access housing, repair, and supportive services through a single, connected network.
- √ Establish relationships with healthcare providers, caregiver support programs and organizations, social service agencies, and other community partners, including Verde Valley Caregivers and the Sedona Community Center to create a shared referral system and warm hand off protocols for Sedona residents.

Action 22.2 Develop educational materials that help Sedona seniors plan for changing housing needs.

- √ Develop materials that market City programs and help Sedona seniors prepare for their future housing needs, including aging-in-place options, available assistance programs, and financial planning considerations.

DRAFT

#179

Posted by **Tim Perry** on **08/03/2026** at **1:28pm** [Comment ID: 35529] - Link
Suggested Revision
Agree: 0, Disagree: 0
Delete. This is meaningless bureaucratic drivel. At best it implies you'll have a Zoom meeting once every three months and then talk profoundly about strengthening ties in your annual reports. This does nothing to put roofs over the heads of people who are sleeping in their cars tonight.

#180

Posted by **Tim Perry** on **08/03/2026** at **1:28pm** [Comment ID: 35531] - Link
Suggested Revision
Agree: 0, Disagree: 0
Delete and replace this with a requirement to do a blanket repeal of regulations that interfere with economic development, a repeal of sales and bed taxes to revitalize the economy, and a commitment to stop killing arts events and festivals in this town in order to pander to the NIMBYs. The city doesn't need a study. The city needs to get out of the way of entrepreneurs and workers.

#181

Posted by **Tim Perry** on **08/03/2026** at **4:24pm** [Comment ID: 35605] - Link
Suggested Revision
Agree: 0, Disagree: 0
None of the city's business. This is a family problem.

#182

Posted by **Tim Perry** on **08/05/2026** at **4:57pm** [Comment ID: 35739] - Link
Comment
Agree: 0, Disagree: 0
And when the results of this process come out, you can bet that Sedona's traditional economic activities, agriculture and the arts, will be nowhere on the list. Nor will education be on the list, which could be a tremendous economic growth opportunity for Sedona once we get rid of SOCSD.

#183

Posted by **Tim Perry** on **08/03/2026** at **1:29pm** [Comment ID: 35532] - Link

Suggested Revision

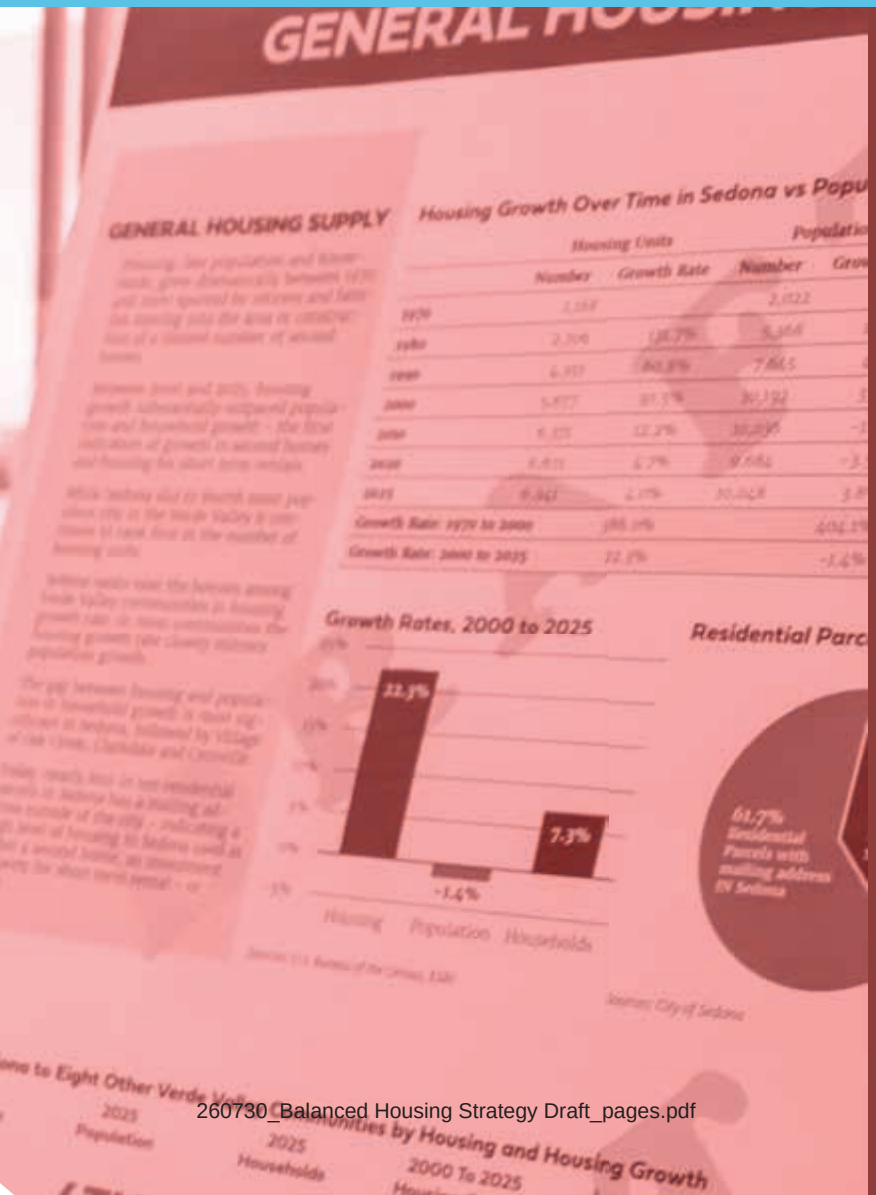
Agree: 0, Disagree: 0

Delete. In case anyone missed that meeting where Pete Furman admitted it, seniors caused Sedona's housing problem. Keeping seniors in Sedona is a priority farcically at odds with the claims of wanting to bring young people and families back to town. The seniors are taking up the space the families would otherwise need--and more importantly, the seniors don't want the families here.

04 IMPLEMENTATION



TURNING STRATEGY INTO ACTION



This chapter outlines the framework for implementing, monitoring, and adapting the recommendations of the Balanced Housing Strategy over time. The implementation framework is organized around four key components: adaptive management, plan administration and updates, performance monitoring, and accountability through partnerships.

Together, these components create a process for tracking progress toward housing targets, evaluating the effectiveness of programs and policies, identifying barriers and emerging opportunities, and ensuring that resources are directed toward actions with the greatest impact. The implementation table that follows translates the Balanced Housing Strategy into a series of actionable steps, identifying responsibilities, timeframes, performance measures, and key partnerships needed to advance Sedona's housing goals over the next ten years.

Adaptive Management Plan 184

Successful implementation of the Balanced Housing Strategy will require ongoing monitoring, coordination, and periodic updates as market conditions, funding availability, and community priorities evolve. An Adaptive Management Plan framework differs from a standard implementation plan in that it is not limited to assigning actions, timelines, and responsibilities; rather, it establishes a collaborative process for regularly evaluating progress, identifying what is and is not working, and adjusting priorities, programs and partnerships in response. This is particularly important for housing policy, where changing market dynamics, regulatory conditions, and funding can quickly affect the feasibility and effectiveness of an implementation action.

In practice, the implementation plan and adaptive management plan work together. Because successful housing strategy implementation depends on coordination across multiple entities, the adaptive management framework should be collaborative while still grounded in clear, Council-approved policy direction. The City should prepare an annual implementation report and, as capacity allows, convene focused meetings with partners and stakeholders to review progress and discuss barriers while collaboratively identifying new opportunities and adjusting priorities and resources as needed. Any proposed adjustments should be evaluated against the Strategy's adopted goals and targets so that changes strengthen, rather than dilute, the overall direction. These partnerships create a continuous cycle of implementation, monitoring, collaboration, and refinement that will help ensure the Balanced Housing Strategy will be flexible and responsive to available resources and opportunities.

Plan Administration and Updates

The City will establish a structured process for administering and updating the Balanced Housing Strategy for continued relevance and effectiveness. This will include conducting a comprehensive annual review of program performance, including funding utilization, project outcomes, and progress towards housing production and preservation targets. Assistance levels, incentives, and subsidy structures will be evaluated and adjusted annually to reflect changes in construction costs, land values, housing market conditions, and overall effectiveness in satisfying housing targets. The City will also coordinate regularly with, and solicit feedback from, housing partners, including, but not limited to, developers, employers, nonprofit organizations, and regional agencies to identify funding gaps, regulatory barriers and implementation challenges. These efforts can be coordinated with the Sedona's annual budgeting and capital improvement planning processes to maintain alignment between policy priorities and staffing and funding allocations.

The Balanced Housing Strategy is intended to function as a living document and, therefore, the City should use the current annual review process as the primary mechanism for consideration of amendments to this Strategy. As a part of the annual review, staff should evaluate implementation progress, changing market conditions, emerging funding opportunities, feedback from partners, and any regulatory changes that may affect this Strategy's recommendations or effectiveness. This review should also be used to identify and confirm priority projects and actions for the coming year(s) based on current needs, readiness, upcoming grants, or available funding, partner capacity, and the potential to advance Sedona's housing goals. In this way, the annual review will serve as both a reporting tool and decision-making framework for sequencing implementation efforts and directing staff, housing partners, and financial resources toward the most timely and impactful actions.

Amendments to the Balanced Housing Strategy may be classified as either administrative amendments or major amendments. Administrative amendments would be approved by the Community Development Director and include the amendments that do not materially alter policy direction or the core implementation framework of this Strategy. These changes would be documented and reported annually. Examples of administrative amendments may include updates to data, graphics, timelines, responsible parties, funding amounts, implementation sequencing, recording of completed actions, and technical or typographical corrections.

Major amendments are those that would substantially affect this Strategy's policy direction or intended outcomes and would require additional public visibility and City Council approval. Examples of major amendments may include revisions to housing targets, substantial changes to priority actions, introduction of major new program areas, significant shifts in implementation focus, or a comprehensive update to this Strategy document. In addition to annual review, the City should conduct a broader evaluation of the Balanced Housing Strategy at the midpoint of the plan's 10-year

#184

Posted by **Tim Perry** on **08/03/2026** at **4:26pm** [Comment ID: 35606] - Link

Suggested Revision

Agree: 0, Disagree: 0

This entire page is nothing but bureaucratic baloney. Delete the whole performative masturbatory thing.

horizon (year five) to align with state housing reporting requirements adopted through Senate Bill 1162 (as codified in A.R.S. §9-462.10 and §9-469), and to determine whether more substantial revisions are needed to respond to changing conditions and community priorities. At the conclusion of the 10 year period, the City should prepare a new Balanced Housing Strategy that reflects current needs, updated data, and community priorities at that time.

Performance Monitoring and Indicators

Using the Adaptive Management framework, the City will track measurable indicators to evaluate the effectiveness of housing programs and policies over time. These indicators will be monitored annually, and where feasible, compared against baseline conditions established at the time of the Strategy's adoption and the Phase 1 targets for working-age households earning $50,000 to $200,000, working-age hospitality and service workers, cost-burdened seniors, and working-age households with children.

Housing production indicators will include the number of new units permitted and completed each year, broken down by housing type, tenure, and where possible, affordability level. These metrics can be tracked primarily by City building permit records, issued certificates of occupancy, planning entitlements, and with supplementary benchmarking from the U.S. Census Bureau.

Housing preservation indicators should measure the number of existing year-round homes and workforce units retained through rehabilitation, deed restrictions, affordability covenants, or acquisition. This data can be tracked through the City's housing program records, compliance monitoring files, rehabilitation program data, and periodic inventories of regulated and naturally occurring affordable housing maintained by the City or partner organizations. The City should also monitor potential housing loss, including units removed through redevelopment or short-term rentals where the data is available using sources such as demolition permits, redevelopment applications, short-term rental records.

Because Sedona is space-constrained and the Balanced Housing Strategy sets a 10-year target of 775 units, it is important to distinguish between retaining existing housing and expanding the supply of housing available to local households. Retaining existing affordable or workforce units helps prevent backward movement and supports community stability, but it does not increase the number of homes available to locals. Actions that convert existing units from visitor or investment use to long-term housing for local workers and families, such as recapturing short-term rentals through incentive programs, should be treated as "buy-down" toward the 775-unit target because they add homes to the pool of housing available to Sedona's workforce, families, and seniors without requiring new construction.

Program utilization indicators should assess whether local housing programs and incentives are functioning as intended. The City should track, at a manageable level of detail, the number of applications submitted and completed for each major housing program (e.g., Rent Local, down payment assistance, home repair, energy retrofit), total dollars committed and spent, and approximate numbers of households served in each target group. To understand whether programs are helping Sedona retain and attract working-age households and families with children, the City should monitor straightforward measures such as total K–12 student enrollment, the share of Sedona's population below age 65, and basic indicators of workforce stability (for example, employer-reported difficulties filling key positions). These metrics can be maintained through internal program administration files, grant agreements, school district data, and simple employer surveys or conversations, rather than relying heavily on complex samples where margins of error may be too large for Sedona's size. These metrics can be maintained through internal program administration files, grant agreements, school district data, and annual reports from nonprofit partners.

Affordability indicators should help Sedona understand affordability pressure trends over time. The City should monitor ownership rates as well as trends of the share of households paying more than 30 percent as well as more than 50 percent of income towards housing by age, occupation, housing tenure, and household size. These indicators can be assessed comparing sector wages with prevailing rents and home prices from employment and local market data. This data should be tracked annually in compliance with the housing needs methodology in Senate Bill 1162 (now codified as A.R.S. §9-4562.10 and §9.469), and includes monitoring vacancy rates, commuting, headship rates, overcrowding, construction activity, and workforce conditions.

#185

Posted by **Tim Perry** on **08/03/2026** at **4:26pm** [Comment ID: 35608] - Link

Suggested Revision

Agree: 0, Disagree: 0

This entire page is nothing but bureaucratic baloney. Delete the whole performative masturbatory thing.

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Development process indicators should measure whether the review processes are affecting housing delivery and are consistent with state law, if review time frames should be updated. The City should track entitlement and permit processing preview times, approval rates, appeals, and the number of approved units that remain unbuilt after a defined period; these indicators can be drawn from internal permitting tracking or development review logs.

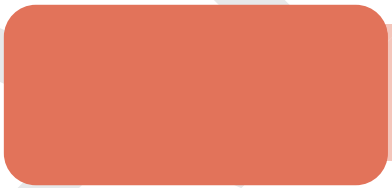
Partnership and employer engagement indicators should measure the extent to which major employers, nonprofit organizations, and regional institutions are contributing to local housing progress. Monitoring indicators may include the number of active partnerships, participation in employer-assisted housing programs, attendance and agency representation at quarterly stakeholder meetings, or referrals or placements supported by nonprofit partners. This data can be collected through reporting by stakeholders and community partners.



Number of units by tenure, housing type, affordability level, and geographic distribution



Number of units retained, housing loss trends



Number of applications submitted and approved, total dollars committed and spent



Ownership rates, cost burden, vacancy rates, commuting patterns, overcrowding



Review times, approval rates, approved but unbuilt units



Number of partnerships, attendance at housing meetings

DRAFT

#186

Posted by **Tim Perry** on **08/03/2026** at **4:27pm** [Comment ID: 35609] - Link

Suggested Revision

Agree: 0, Disagree: 0

This entire page is nothing but bureaucratic baloney. Delete the whole performative masturbatory thing.

Annual Reporting

Collectively, these indicators should be reviewed and compiled into an annual report that allows the City and its partners to evaluate trends, identify implementation gaps, and determine when amendments or adjustments are needed. Because this housing strategy is a living document and is intended to evolve through implementation over time, a concise set of indicators is necessary for tracking progress, maintaining accountability, and keeping attention on Sedona's four Phase 1 target groups. To support transparency and public understanding, the City will maintain a Balanced Housing Strategy dashboard with a limited number of easily tracked metrics published on the City's website and updated annually.

- √ Total number of homes added to the local pool each year (new construction + STR recaptures counted toward the 775 unit target).
- √ Cumulative progress toward the 775 unit 10 year target (e.g., "X of 775 units").
- √ Number of households served annually in each major program (Rent Local, down payment assistance, home repair, energy retrofit).
- √ K-12 student enrollment within Sedona schools (as a proxy for families with children).
- √ Share of Sedona's population below age 65 (to track working age households).
- √ Number of active housing partnerships (employers, nonprofits, regional entities) participating in implementation each year.
- √ Number of units preserved through rehabilitation, deed restrictions, or acquisition (separate from new units counted toward the 775 target).
- √ Simple affordability pressure indicator, such as a locally tracked median rent and median sales price compared to typical wages for key workforce sectors.

Accountability and Partnership Participation

Effective implementation of the Balanced Housing Strategy will depend on ongoing coordination and shared accountability across public, private, and nonprofit partners. The City will clearly define roles and responsibilities for all stakeholders involved in housing initiatives so expectations are understood and efforts are efficient and aligned. Ongoing collaboration with regional entities and neighboring jurisdictions will further support alignment of housing initiatives and allow the City to leverage shared resources and expertise. To maintain transparency and build public trust, the City will provide regular updates on housing progress through annual reporting on key metrics and outcomes. These regular updates will include an accountability dashboard published on the City's website and presented annually to key partners to highlight progress, challenges, and upcoming priorities.

DRAFT

#187

Posted by **Rich Gay** on **08/03/2026** at **12:45pm** [Comment ID: 35487] - Link

Comment

Agree: 1, Disagree: 0

This will be an invalid metric, as many families have their children enrolled at Mingus or private schools, and many more homeschool their children. (and this is primarily due to the poor education outcomes measured with Sedona Oak Creek school district schools.

Using Sedona Oak Creek data is therefore incomplete and invalid.

#188

Posted by **Tim Perry** on **08/03/2026** at **4:27pm** [Comment ID: 35610] - Link

Suggested Revision

Agree: 0, Disagree: 0

This entire page is nothing but bureaucratic baloney. Delete the whole performative masturbatory thing.

IMPLEMENTATION TABLE

Action/Policy

A concise description of the specific action, program, policy change, or initiative to be taken.

Responsibility

- **Lead/Owner** is the department, position, or body responsible for initiating, coordinating, and seeing the completion of the action through. The Lead/Owner may either act directly or through a designee, but is ultimately responsible for progress and reporting.
- **Supporting Partners** are the internal and external partners that will support implementation. These partners may include other City departments, nonprofit organizations, regional agencies, community groups, employers, developers, advocacy groups, or others. These entities are not responsible for delivery but are important contributors to successful implementation.

Timeframe

The anticipated window for initiating and substantially advancing the action, using the following standard categories for phasing and prioritization.

- Immediate (During Year 1) ●
- Short-Term (Years 1-3) ● ●
- Mid-Term (Years 3-5) ● ● ●
- Long-Term (Years 5-10) ● ● ● ●
- Ongoing ●→

Cost

A high-level indication of the relative resource intensity of the action.

- **$** - Minimal cost; can be completed in-house with existing staff and operating budget.
- **$$** - Low to moderate cost; may require some additional staff time, minor operating funds, or small one-time expenditures, but are generally manageable within existing resources and existing departmental budgets.
- **$$$** - Moderate to high cost; likely requires a defined budget allocation, grant funds, or reprogramming of existing resources, and may involve some outside support or technical assistance.
- **$$$$** - High cost; a major investment that requires significant new funding or a dedicated budget line item, and will typically involve consultant support, major capital or program investments, or multi-year financial commitments.

Performance Measures

Specific indicators that will be used to track whether the action is being implemented and achieving its intended outcomes. These should be as measurable as possible and align with the broader monitoring framework in the Adaptive Management Framework.

Barriers/Dependencies

Known or anticipated constraints that could affect implementation. This field helps staff and decision makers understand risk and sequencing needs when setting annual priorities.

DRAFT

#189

Posted by **lori parker** on **08/02/2026** at **3:37pm** [Comment ID: 35420] - Link

Suggested Revision

Agree: 1, Disagree: 0

The city should not be in the business of housing. 775 units is way too many for this small town without addressing traffic. Let it stay a small town! That is why many of us moved here.
Aging population: Seniors will need to move at some point due to no local high-end healthcare - too difficult to drive to the Valley. That is just the way it is. Sedona is small and shouldn't be trying to be a large city.
Yes, seniors may use a higher portion of income to pay for a mortgage. Some of this is intentional for tax reasons. Too many assumptions here.
Also, prices do go up. You are trying to make this a socialist town. People are supposed to be responsible for themselves and not rely on government. Giving low-cost housing only puts off the inevitable issues - reliance on government. Someone has to pay for this!
Don't change setbacks. Keep the small-town atmosphere.
Childcare is not the responsibility of the city.
This is a too-far-reaching strategy. Over 200 units are already in process or completed. Stop now.
I had a 90-minute commute in LA. It was a choice. If people don't take responsibility for themselves, this country will become nothing.
We came here to retire in a small town. Why are you forcing an unnecessary change? People can commute if they can't afford to live here!

#190

Posted by **Linda Martinez** on **08/02/2026** at **12:09pm** [Comment ID: 35417] - Link

Agree: 0, Disagree: -1

Excellent Balanced Housing Plan!! Move it forward.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
1.1: Adopt a Community Priority and Investment Policy.	**Lead/Owner:** Community Development Director **Supporting Partners:** City Council; Housing Program Manager	Immediate ●	$	Policy adopted by Council; number of adopted plans/ CFAs cross-referenced; policy actively used to guide subsequent housing decisions.	Council alignment; reconciling priorities across existing planning documents; staff capacity.
1.2: Establish a Complementary Evaluation Guide.	**Lead/Owner:** Community Development Director **Supporting Partners:** Housing Program Manager; Sustainability Department, Finance Department; City Attorney	Short-Term ● ●	$$	Evaluation Guide adopted; number of projects/ programs evaluated using the guide; consistency of investment decisions with adopted policy.	Gift Clause review; developer response; consistency with LDC updates; transition of legacy DIGAH-approved projects.
1.3: Replace the Development Incentives and Guidelines for Affordable Housing (DIGAH) with the Sedona Community Partnership Program.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; City Attorney; Finance Department	Mid-Term ● ● ●	$$	Partnership Program Toolkit adopted; number of Community Benefit Agreements executed; affordability units delivered through the program.	Funding limits; contractor capacity; coordination with repair and wildfire mitigation programs; administrative capacity
2.1: Craft a Development Process Improvement program.	**Lead/Owner:** Community Development Director **Supporting Partners:** Community Development Department	Immediate ●	$	Development Process Improvement program completed and implemented; Improved KPIs	Staff "buy-in" and active participation; active participation/input from users

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#191

Posted by **Tim Perry** on **08/03/2026** at **4:33pm** [Comment ID: 35612] - Link

Suggested Revision

Agree: 0, Disagree: 0

Three to five years? There's the dishonesty again! Get this thing repealed before the year is out. Repealed and not replaced. Easy fix. Again we have a measure of how unserious council and staff are about actually helping housing.

#192

Posted by **Tim Perry** on **08/03/2026** at **4:32pm** [Comment ID: 35611] - Link

Suggested Revision

Agree: 0, Disagree: 0

This timeline is almost complete nonsense since almost nothing in it actually needs to be done to help the housing situation.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
2.2: Improve application education efforts.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Department; Communications	Short-Term ●●	$$	Expanded education efforts completed; Improved KPIs and Customer Experience feedback	Staff "buy-in" and active participation; use of education materials by community
3.1: Establish a means or tool for successfully measuring customer satisfaction and feedback.	**Lead/Owner:** Community Development Director **Supporting Partners:** Community Development Department; Communications	Short-Term ●● 194	$$	Tool implemented; feedback measured as both a baseline and at regular intervals	Research of effective methods of feedback; cost; Customer participation
3.2: Create a performance dashboard that highlights major department performance measures.	**Lead/Owner:** Community Development Director **Supporting Partners:** Community Development Department; Communications	Mid-Term ●●● 193	$	Dashboard implemented; Customer Experience feedback	Establishing appropriate/ limited, "public-facing" list of measures for dashboard
4.1: Update Table 3.1 (Table of Allowed Uses) to allow additional housing types.	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal	Immediate ●	$	LDC amendments adopted; number of additional housing types allowed by-right or administratively.	Public concerns about neighborhood character; legal review; staff capacity

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#193

Posted by **Tim Perry** on **08/03/2026** at **4:39pm** [Comment ID: 35616] - Link

Comment

Agree: 0, Disagree: 0

Three to five years to do something a couple of coders could do in a couple of weeks? Government perception of time is truly magical, just like government perception of financing.

#194

Posted by **Tim Perry** on **08/03/2026** at **4:34pm** [Comment ID: 35613] - Link

Suggested Revision

Agree: 0, Disagree: 0

Firing Cari Meyer won't take years, it can be done tomorrow.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
4.2: Add missing middle, small-scale, and mixed-use housing standards to the LDC.	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal	Immediate ●	$	Code amendment adopted; reduced CUP requests; improved childcare access in housing areas.	Legal review; staff capacity
4.3: Update parking regulations in the LDC	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal; Transportation Department	Immediate ●	$	Lower parking ratios adopted; fewer parking variances; more projects using shared/on-street parking	Neighborhood spillover concerns; transit availability; shared parking agreements; staff capacity
4.4: Update the LDC's dimensional standards	**Lead/Owner:** Community Development Director **Supporting Partner:** Legal	Immediate ●	$	Flexible setback standards adopted; number of projects using revised standards; reduced variance requests	Neighborhood concerns; form compatibility; technical drafting complexity; staff capacity
4.5: Support ADU construction in all appropriate zones.	**Lead/Owner:** Community Development Director **Supporting Partner:** Building Safety Department; Housing Program Manager	Immediate ●	$$	ADU standards adopted; number of ADUs permitted; average time to approval.	Fire/building code coordination; homeowner education.
4.6: Identify where form-based regulations are appropriate in specific areas of the City.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager	Mid-Term ● ● ●	$$	Candidate areas identified; form-based zoning pilot adopted; number of projects using the framework.	Community concerns regarding compatibility; technical complexity; need for area-specific design standards.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
4.7: Update other City and agency regulations.	**Lead/Owner:** Building Safety Department **Supporting Partners:** Sedona Fire District; Community Development Manager	Short-Term ●●	$$	Code amendments adopted; number of detached ADU/tiny home proposals supported	Life-safety concerns; Fire District coordination; wildfire risk review.
5.1: Create an expedited "Concierge Service."	**Lead/Owner:** Community Development Director **Supporting Partners:** Building Safety Department; Legal	Mid-Term ●●●	$$	Reduced review times; fewer second-round comments; minor modification process adopted	Software/ workflow changes; interdepartmental coordination; clear thresholds and appeal procedures needed; legal defensibility; staff capacity.
6.1: Update the down payment assistance program	**Lead/Owner:** Housing Program Manager **Supporting Partner:** Human Services partners; Community Development Director; local lenders/ realtors; employers	Short-Term ●●	$$$	Updated assistance tiers adopted; number of households assisted; share of recipients purchasing in Sedona vs. Verde Valley; employer participation agreements executed.	Market pricing; lender/ realtor participation; funding availability.
6.2: Create the Sedona Housing Renewal Initiative.	**Lead/Owners:** Housing Program Manager **Supporting Partners:** Sustainability Department; NACOG; Habitat for Humanity; Community Development Director	Mid-Term ●●●	$$$	Initiative launched with single intake process; number of homes repaired/retrofitted/ replaced; households served; average assistance per home; funding sustained as CDBG is exhausted.	Funding limits; contractor capacity; coordination across repair/retrofit/wildfire programs; administrative capacity.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
6.3: Enhance the Rent Local program.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Economic Development; Property Owners	Mid-Term ●●●	$$	Units converted from short-term to long-term rental; average commitment length; household income served; retention after 1, 2, and 3 years; number of owners re-applying after initial commitments.	Owner participation; rent caps; market gap between STR and long-term rent; administrative capacity.
6.4: Expand the Deed Restriction Program	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; City Attorney	Mid-Term ●●●	$	Employers engaged; partnership agreements executed; employer-supported housing benefits launched.	Employer buy-in; coordination across sectors.
7.1: Create an Employer Housing Partnership Program	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Communications staff; Economic Development	Mid-Term ●●●	$	Inventory completed; risk-ranked properties identified; preservation priorities set.	Data gaps; staff capacity; property access and owner information
8.1: Create a local acquisition and preservation fund to acquire small apartment buildings, duplexes, single-family homes, and scattered-site rentals.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Finance; City Manager; Economic Development; nonprofit partners	Short-Term ●●	$$$	Fund established; dollars committed; units acquired/preserved; affordability terms secured; number of units added to the local housing pool (incl. STR recaptures) counted toward the 775-unit target.	Competition from investors; speed of acquisition; partner capacity to own/manage properties; legal/funding structure.

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#195

Posted by **Linda Martinez** on **08/02/2026** at **12:04pm** [Comment ID: 35413] - Link
Agree: 0, Disagree: 0
Also, what is the potential of economic gain and volunteerism regarding workers who live in Sedona?

#196

Posted by **Linda Martinez** on **08/02/2026** at **12:09pm** [Comment ID: 35416] - Link
Agree: 0, Disagree: -2
Ensure that some housing is available to immigrant families.

#197

Posted by **Linda Martinez** on **08/02/2026** at **12:08pm** [Comment ID: 35415] - Link
Agree: 0, Disagree: -3
Increase the housing revenue stream. Since the goal is to increase workers who live in Sedona from 20% to 30% in 10 years, we should invest in regional housing in addition to our own.

#198

Posted by **Linda Martinez** on **08/02/2026** at **12:06pm** [Comment ID: 35414] - Link
Agree: 0, Disagree: -1
Integrate community building programs, structures and resources such as rec center, 1,000-2,000 community (free) venue, multi-use park (festivals, farmer’s market) and green space.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
8.2: Track trends related to short-term rentals.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Community Development Director	Ongoing ●→	$	Quarterly STR inventory produced; map/dashboard updated; trends annually reported to Council; HOA list maintained and used to target outreach.	Data access; staff capacity; consistent methodology.
8.3: Inventory naturally occurring affordable housing (NOAH) properties.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; nonprofit partners	Short-Term ●●	$$	Inventory completed; risk-ranked properties identified; preservation priorities set.	199 Data gaps; staff capacity; property access and owner information.
8.4: Create inspection and certification programs for older manufactured and mobile homes.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; Building Safety; ADOH; ROC USA	Mid-Term ●●●	$$	Program designed; units inspected; certifications issued; safety issues corrected; number of resident-owned community conversions supported.	Coordination with state resources; park owner participation; inspection capacity; ADOH coordination; resident organizing capacity.
9.1: Launch a coordinated housing program outreach campaign.	**Lead/ Owner:** Housing Program Manager **Supporting Partners:** Communications staff; Economic Development	Short-Term ●●	$	Webpage launched; distribution of materials through employers; outreach reach across channels; application inquiries.	Keeping information current; employer participation; staff time for updates and navigation.
10.1: Create an ADU housing support program.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager	Short-Term ●●	$$	Number of ADUs/ cottage courts supported; applications received; units completed; share with deed restrictions.	Financing barriers; construction costs;200 homeowner interest; permitting complexity.

#199

Posted by **Linda Martinez** on **08/02/2026** at **12:02pm** [Comment ID: 35412] - Link

Agree: 0, Disagree: 0

seek data on water and sewer usage as well as factors contributing to traffic between locals and short term rentals.

#200

Posted by **Linda Martinez** on **08/02/2026** at **12:00pm** [Comment ID: 35411] - Link

Comment

Agree: 0, Disagree: -1

Have pre-approved designs for ADUs and even duplexes/triplexes.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
11.1: Construct housing on the 2411 W. State Route 89a and Sunset Lofts City-owned properties.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager City Manager; development/nonprofit partners	Long-Term ●●●●	$$$$	Entitlements/financing secured for each site; construction started/ completed; number and affordability level of units delivered on each parcel.	Site infrastructure/ topography constraints; financing structure; partner selection; community input.
11.2: Evaluate other City-owned land for the possibility of new housing and pursue housing where appropriate.	**Lead/Owner:** Community Development Director **Supporting Partner:** City Manager; Housing Program Manager; Public Works; development/ nonprofit partners	Mid-Term ●●●	$$	Sites evaluated for housing suitability; ground-lease or partnership structures established; units delivered on City-owned land with STR prohibition recorded.	Site infrastructure/ topography constraints; Community Plan consistency; partner selection.
11.3: Pursue and strategically acquire property for infill housing or other housing development.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; Economic Development	Mid-Term ●●●	$$$$	Parcels acquired; units preserved or created; affordability term secured; inventory updated quarterly.	Competition from investors; funding size; negotiation timing.
12.1: Activate underutilized institutional and faith-based land.	**Lead/Owner:** Housing Program Manager **Supporting Partner:** Community Development Director; institutional and faith-based partners	Mid-Term ●●●	$$	Sites identified; technical assistance provided; housing projects advanced on institutional or faith-based land.	Financing; site constraints; partner coordination.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
13.1: Enable mixed-use development along commercial corridors.	**Lead/Owner:** Community Development Director **Supporting Partner:** City Manager; ADOT; Housing Program Manager; development community; Economic Development	Mid-Term ●●●	$$$	Incentive package adopted; redevelopment sites identified; units delivered along corridors; annual tracking of redevelopment activity.	ADOT coordination; corridor complexity; funding and phasing; developer coordination.
14.1: Complete Community Focus Area studies for West Sedona, The Dells, and for the area from Uptown to Hillside to help meet current and future gaps.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; development community	Short-Term ●●	$$$	CFA study adopted; infrastructure framework established; housing mix defined; implementation-ready phases identified.	Infrastructure costs; partner alignment; sequencing with annexation and entitlements.
14.2: Continue legislative amendments to Arizona statutes to better manage the number and impacts of short-term rentals.	**Lead/Owner:** City Manager **Supporting Partner:** City Attorney; intergovernmental affairs; Community Development Director; Housing Program Manager	Ongoing ●→	$	Number of advocacy actions; legislative changes pursued; coalition partners engaged.	State legislative uncertainty; coalition-building; competing policy priorities.
15.1: Support HOA education and code alignment.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager	Mid-Term ●●●	$	HOA materials distributed; number of HOAs engaged; number of HOAs updating CC&Rs to allow housing flexibility.	HOA autonomy; private covenants; limited willingness to amend CC&Rs.

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#201

Posted by **Tim Perry** on **08/03/2026** at **4:40pm** [Comment ID: 35617] - Link
Suggested Revision
Agree: 0, Disagree: 0
Stop trying to break the law.

#202

Posted by **Linda Martinez** on **08/02/2026** at **11:58am** [Comment ID: 35409] - Link
Comment
Agree: 0, Disagree: 0
Have a minimum design standard for redevelopment along 89A and Hwy 179 to avoid the hodge podge look that we have now.

Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
16.1: Deploy existing City Housing Fund resources to top-priority actions, subject to legal review, and clear funding guidelines.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** City Manager; Finance Department; City Attorney	Immediate ●	$$$	Funding guidelines adopted; dollars deployed to top-priority actions; compliance confirmed through legal review.	Gift Clause compliance; competing funding priorities; staff/legal capacity.
17.1: Establish diverse and sustainable revenue sources for the City Housing Fund, such as through private donations, excise taxes, development fees, and/or an interest-accruing revolving loan fund.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** City Manager; Finance Department; Community Development Director	Ongoing ●→	$$$	New revenue sources adopted; annual fund balance growth; dollars available for priority programs; community reinvestment	Voter approval for new taxes; Gift Clause review; revenue volatility
17.2: Establish an annual reserve target to meet the needs of expanded housing programming.	**Lead/Owner:** Finance Department **Supporting Partners:** City Manager; Community Development Director; Housing Program Manager	Immediate ●	$	Reserve target adopted with reserve maintained; annual spending aligned with priorities.	Competing budget needs; economic downturns

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
17.3: Offer low-interest loans to developers that address financing gaps for workforce and senior housing developments, with forgivable terms in exchange for long-term affordability, to the extent legally allowable under Arizona law.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; Finance Department; development community; Legal	Long-Term ●●●●	$$$	Loans issued; units delivered with affordability terms	Underwriting risk; repayment structure; compliance with public purpose requirements; Gift clause compliance
18.1: Pursue funding opportunities available throughout the Arizona State Housing State Housing Trust Fund and Arizona Department of Housing.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Grants staff, nonprofit partners	Ongoing ●→	$	Applications submitted; awards received; amount leveraged into local projects; units preserved or developed using funds; funded projects; homeownership/ supportive housing units created.	Eligibility limits; match requirements; application deadlines; staff and partner capacity; federal/ state cycles; project readiness.
18.2: Use City resources to leverage other public, nonprofit, and private project/program financing.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Community Development Director; Finance Department; Grants staff; nonprofit and regional partners; development community	Ongoing ●→	$$	Amount of outside funding leveraged per local dollar; joint applications submitted; housing units produced/ preserved through leveraged funds; coordinated infrastructure investments delivered.	Partner capacity; grant competitiveness; timing/ coordination of funding cycles and infrastructure projects.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
19.1: Integrate childcare access into workforce retention efforts.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Economic Development; employer partners; childcare providers	Mid-Term ●●●	$$	Employer-supported childcare pilots launched; childcare gap analysis completed; shared-service models piloted.	Provider shortages; staffing; cost of childcare operations.
20.1: Formalize regional housing coordination.	**Lead/Owner:** Housing Program Manager **Supporting Partner:** City Manager	Ongoing ●→	$	Quarterly meetings held regional actions advanced	Multi-jurisdiction alignment; staffing; differing priorities
21.1: Link housing stability to local job opportunities and business conditions.	**Lead/Owner:** Economic Development **Supporting Partners:** Community Development Director; Housing Program Manager	Short-Term ●●	$$	Strategy adopted; priority sectors/businesses identified; job growth tracked alongside housing and commuting indicators.	Alignment with community character goals; business recruitment capacity; coordination across departments.
22.1: Establish referral networks that connect residents with supportive services.	**Lead/Owner:** Housing Program Manager **Supporting Partners:** Human Services partners; nonprofit partners	Ongoing ●→	$	Number of referrals; participating service providers; seniors connected to support services.	Partner coordination; outreach to seniors; maintaining updated resource lists; staff capacity.

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Action/Policy	Responsibility	Timeframe	Cost	Performance Measures	Barriers/ Dependencies
22.2: Develop educational materials that help Sedona seniors plan for changing housing needs.	**Lead/Owner:** Housing Program Manager **Supporting Partner:** Communications staff; nonprofit partners	Immediate	$	Materials published; distribution count; senior engagement and use of materials.	Keeping materials current; outreach effectiveness; coordination with partners.
Establish annual implementation reporting and Adaptive Management review, including a Year Five mid-point evaluation aligned with SB1162 (A.R.S. §9-462.10, §9-469) and preparation of a new 10-year Strategy at the end of the plan horizon.	**Lead/Owner:** Community Development Director **Supporting Partner:** Housing Program Manager; City Manager	Ongoing	$	Annual report completed; indicators/dashboard tracked and published; strategy amendments adopted as needed; Year Five mid-point evaluation completed; reporting to City Council.	Data collection; cross-department coordination; willingness to adjust priorities; staff capacity.

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#203

Posted by **Lita Boyd** on **08/04/2026** at **11:31pm** [Comment ID: 35697] - Link
Comment
Agree: 2, Disagree: 0
Public Comment on the Draft Sedona Balanced Housing Strategy
To: City of Sedona Community Development & City Council

Regarding: Feedback on the Draft Balanced Housing Strategy & Open House Materials

I am writing to express my strong opposition to the general direction and specific measures proposed in the draft Balanced Housing Strategy. The current document relies heavily on vague administrative buzzwords and open-ended concepts—such as "Community Priority and Investment Policies," "Housing Support Programs," and "Concierge Permit Services"—while failing to address the fundamental realities of housing, economic development, and demographic needs in Sedona.

Below are key areas where this strategy misses the mark and requires immediate correction:

1. Lower Development Costs and Cut Fees Instead of Adding Restrictions
If the City wants to encourage affordable home construction, the first priority should be removing financial and regulatory barriers. Reducing municipal fees, streamlining building costs, and cutting red tape will allow local builders and property owners to construct homes that buyers can actually afford. Furthermore, deed restrictions on residential properties penalize property owners and sellers while stifling long-term market value. City resources should focus on incentives and cost reductions, not artificial market limits.

2. Prioritize Economic Development and Public-Private Partnerships
The City should not be in the business of real estate ownership or direct housing development. Taxpayer dollars and the City Housing Fund should not be used to expand municipal bureaucracy. Instead, our focus must return to robust Economic Development and fostering strategic public-private ventures. We need a cohesive, long-term vision—not a series of piecemeal, trial-and-error projects to "see what sticks."

3. Meaningful Engagement: Bring Real Stakeholders to the Table
Turnout at public housing events has been severely lacking because the process fails to accommodate working residents and local families. To truly understand housing needs, the City must improve its communication strategy

and schedule workshops during evenings or weekends when everyday community members and working professionals can actually participate. Public engagement must be genuine and accessible, not an exercise conducted when key stakeholders are unavailable.

4. Focus on Single-Family Neighborhoods over High-Density Units
Working professionals and families who want to build a life in Sedona desire traditional single-family homes—not tiny homes, apartments, or high-density duplexes. Pushing high-density concepts under the banner of "missing middle" housing misjudges what local workers and growing families actually look for in a community.

5. Address the Real Barrier for Families: Local Schools
The strategy repeatedly links workforce housing to family retention while completely ignoring the elephant in the room: our local public education system. Families and professionals frequently choose to live in Cottonwood or send their children to private charter schools because local public options do not meet expectations. Building low-cost or high-density housing will not attract or retain young families if local schools remain uncompetitive.

6. Provide Realistic Downsizing Options for Long-Time Seniors
Sedona’s senior population is being priced out or forced to leave the community because there are no appropriate local options to downsize into. Aging residents need quality, single-story, low-maintenance single-family options or dedicated local senior care. Without these, elderly residents are forced to move to Phoenix or leave Arizona altogether. Generic housing renewal programs do not address this shortage.

Conclusion
Sedona needs a strategic, business-minded approach built around lower development costs, public-private collaboration, strong economic fundamentals, and accessible public engagement. The City must step back from direct market intervention and refocus on core infrastructure, school support, and long-term vision.

#204

Posted by **Robert Koster** on **08/04/2026** at **2:36pm** [Comment ID: 35685] - Link
Agree: 3, Disagree: 0
General comments, a lot of items, difficult to implement. In some cases do not believe the city should be involved in many of them, and question how it would be accomplished without an ever-expanding burden of city government and cost.

#205

Posted by **Suzanne** on **08/05/2026** at **5:35pm** [Comment ID: 35741] - Link

Comment

Agree: 0, Disagree: 0

This proposed "balanced housing strategy" is a sham and most likely will slow down overall construction and will raise raises market costs by forcing private developers to include government-regulated, below-market units instead of letting the free market build freely. These types of rigid plans hurt housing availability. So-called affordable housing is anything but affordable. Instead, it is mainly a scam that benefits developers far more than it helps low-income people.

Reduces Overall Supply: Inclusionary rules act as a tax on new building, causing developers to build fewer total homes.

Drives Up Market Prices: Slowing down new construction pushes market-rate home and rent prices higher for everyone else.

Complex Bureaucracy: These programs require heavy government oversight, extra staff, and costly red tape.

> Reply by **Suzanne** on **08/05/2026** at **6:21pm** [Comment ID: 35744] - Link
>
> *Comment*
>
> *Agree: 0, Disagree: 0*
>
> This is boilerplate that could be for any US city. It is apparent that Tony Allender is trying to justify his overpaid position and has no insight or understanding of this community.

#206

Posted by **Susan Gorney** on **08/01/2026** at **10:46am** [Comment ID: 35360] - Link

Comment

Agree: 3, Disagree: 0

I just hope that before this is all implemented there can be more input from the residents(not just the few that show up to meetings) and we will be able to vote on final implementation and not just have unelected as well as elected loose cannons going forward. This is a big step and would change the entire face of the city and is not to be taken lightly. Additionally, this is a very long document and I have my doubts that very many people will take the time to go through it.



IMPROVE ADMINISTRATIVE TOOLS AND THE CUSTOMER EXPERIENCE

Strategy 1: Establish a more holistic approach to guide City participation in housing and community development-related projects, programs, and other implementation efforts.

- *Adopt a Community Priority and Investment Policy.*
- *Establish a Complementary Evaluation Guide.*
- *Replace the DIGAH with the Sedona Community Partnership Program.*

The Community Partnership Program outlines how the City works with project partners to provide assistance, support, and measure whether projects deliver on local priorities.

Strategy 2: Improve current administrative procedures and practices to improve overall customer service.

- *Craft a Development Process Improvement program.*
- *Improve applicant education efforts.*

Development Processes Improvement Program is a program that continually improves development review and approvals by streamlining processes, reducing delays, and regularly updating the workflow.

Strategy 3: Devise methods to measure customer satisfaction and feedback.

- *Establish a means or tool for successfully measuring customer satisfaction and feedback.*
- *Create a performance dashboard that highlights major City department performance measures.*

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

#001

Posted by **Joy** on **08/05/2026** at **2:37pm** [Comment ID: 35722] - Link
Suggested Revision
Agree: 1, Disagree: 0
Starts off with two things that are not defined. DIGAH??? Development Process Improvement program? What are these things and why do we need them?

#002

Posted by **Open House** on **07/30/2026** at **2:03pm** [Comment ID: 35305] - Link
Agree: 1, Disagree: 0
Strategy 3: Build CSAs into performance appraisals

#003

Posted by **Open House** on **07/30/2026** at **2:02pm** [Comment ID: 35304] - Link
Agree: 1, Disagree: 0
Strategy 2: 5-day work week for Development group

#004

Posted by **Devonna McLaughlin** on **08/03/2026** at **1:33pm** [Comment ID: 35533] - Link
Suggested Revision
Agree: 1, Disagree: 0
Consider expedited city plan review/approval for residential projects that contain affordable or workforce housing. Specific definitions of affordable and workforce will need to be determined. As well as the % of units that meet these critera. Expedited review may be a way to encourage market-rate projects to include a % of workforce housing.

#005

Posted by **Open House** on **07/30/2026** at **2:03pm** [Comment ID: 35306] - Link
Agree: 0, Disagree: 0
All 3 strategies sound useful

#006

Posted by **Open House** on **07/30/2026** at **2:01pm** [Comment ID: 35303] - Link
Agree: 0, Disagree: 0
Best thing that will improve the customer experience & permit process is to fire Cari Meyer, most hated city employee. Also start adopting by right permitless building.

#007

Posted by **Sean** on **08/03/2026** at **3:11pm** [Comment ID: 35551] - Link
Agree: 0, Disagree: 0
This document presupposes you've been tracking housing issues all along since ?
Add a preamble that justifies all the overarching need to plan solutions. Should talk about risks to the community if housing not addressed, and the benefits if addressed. Talk about community benefits of having some percentage of workers living in the community (80%+ AMI)- talk to the benefits of having these folks having a vested interest in the community, of the need for families to get schools up which begets doctors, etc.

#008

Posted by **Tim Perry** on **07/31/2026** at **7:21pm** [Comment ID: 35312] - Link
Comment
Agree: 0, Disagree: 0
You want to improve customer service? First off, FIRE CARI MEYER, who is the most hated official at the city. For those who have never bothered to observe her, she takes genuine joy in obstructing projects--she can barely hide her smile when she delivers bad news or things fail--and she's miserable when council or P&Z approves anything. We often have to ask if government officials are being either malicious or ignorant; in her case, it's always both. She has no aesthetic sense or concept of what makes a good building or plan, and to the best of my knowledge, she has no experience in doing single-family construction herself, which should disqualify her from holding any position related to housing.

Beyond getting rid of the incompetent official, start introducing programs through which people can build by right, with no need for permits or inspections. Cut the number of inspections down from dozens. Cut the amount of the fees down from tens of thousands. And above all, let people actually build in a timely fashion.

Ultimately, community development, so-called, is never going to be a department that will have a good reputation with a public or be perceived as providing good service--for the simple reason that it exists to obstruct residents in doing what they want to do for no good reason, so they will automatically hate it unless they're civil religionists for whom government is god and can do no wrong.

#009

Posted by **Tim Perry** on **07/31/2026** at **9:02pm** [Comment ID: 35314] - Link
Agree: 3, Disagree: 0
All of this is whitewashing. We don't need a kinder, more "active listening" face on city staff. We need city staff to get out of the way. For them to be sweeter and kinder--more Dolores Umbridge--about being in the way is of absolutely no use to people trying to get housing built.

#010

Posted by **Mark TenBroek** on **08/03/2026** at **4:26pm** [Comment ID: 35607] - Link
Comment
Agree: 4, Disagree: 0
Absolutely agree that staff (not just Community Development) need to have feedback on how residents feel interactions went. These comments should not just include positive or negative interactions, but an opportunity to give the details of why, and suggestions to staff on how interactions can be improved. I know this could be uncomfortable for staff at times, but would help evaluate resident concerns and define improvement strategies for staff.

#011

Posted by **Kelly Patton** on **08/05/2026** at **2:11pm** [Comment ID: 35717] - Link
Suggested Revision
Agree: 1, Disagree: 0
I do not think Sedona should be in the "home building business". Government involvement in a high priced area such as Sedona only makes that housing more expensive. Renters cannot be excluded if they don't work, don't live full-time in Sedona. ALL major tourist areas around the world suffer from high rents and high housing purchase prices. Workers must come to grips that they will have to commute or move elsewhere just as most of have done in our past.

Sedona could change some of their zoning to include zero-lot-lines for garage construction. Perhaps even include housing in zero-lot- lines with housing above garages. Many residential lots in Sedona are large enough to support an 800 sq ft ADU.

Shed heights should also be changed from the current low heights.

#012

Posted by **Mark TenBroek** on **08/03/2026** at **4:19pm** [Comment ID: 35600] - Link
Comment
Agree: 4, Disagree: 0
The City can surely monitor housing activity, but I would prefer that this construction of new single and multi-family housing and inventory, but facilitating new housing should be planned and performed by developers. City bureaucracy will inevitably slow the process.

#013

Posted by **Tim Perry** on **07/31/2026** at **7:13pm** [Comment ID: 35311] - Link
Suggested Revision
Agree: 3, Disagree: 0
Repeal/abolish the DIGAH entirely and replace it with nothing.

There was once a famous exchange between Voltaire and Casanova over dinner. Casanova, who was schizophrenic, was defending the temporal power of the Catholic Church after just having escaped from a prison of the Inquisition. He challenged Voltaire, "Suppose you abolish the church--with what will you replace it?"

Voltaire replied, "Oh, I like that. When I deliver humanity from a ravenous beast which is attempting to devour it, can I be asked what I will put in its place?"

#014

Posted by **Mark TenBroek** on **08/03/2026** at **4:22pm** [Comment ID: 35602] - Link
Comment
Agree: 1, Disagree: 0
My personal experience with Community Development with a new house permit (2018) and solar permit (2021) was very positive. Staff were very helpful, and inspections were also timely and helpful, once the inspector determined I knew what I was doing.

#015

Posted by **Tim Perry** on **07/31/2026** at **7:10pm** [Comment ID: 35310] - Link
Suggested Revision
Agree: 2, Disagree: 0
Jargon and bureaucracy. Delete.

#016

Posted by **Robert Koster** on **08/04/2026** at **1:27pm** [Comment ID: 35658] - Link
Agree: 2, Disagree: 0
A lot of nice words for nothing. What is it you really want to achieve. Speak plain and simple English.

#017

Posted by **Rich Gay** on **08/03/2026** at **8:41am** [Comment ID: 35425] - Link
Comment
Agree: 2, Disagree: 0
Every interaction the city has with a resident should provide a simple way for the resident to rate the interaction. A modern, very common way to do this is with a "Net Promoter Score" — and there are simple, inexpensive (and free) systems to do this. But the city staff and council must monitor the scores, and every level of staff management must review scores regularly (weekly or monthly is a best practice). Organizations adopting a system of measuring service interaction, and rigorously holding all levels accountable for continuous improvement, find dramatic results and much happier customers. For transparency, a NPS (Net Promotor Score) should expose current and past NPS scores in real time to the public, and the council should spend 5 or 10 minutes with the city manager EVERY council meeting reviewing score trends, and departments falling behind.

#018

Posted by **Jim Murphy** on **08/04/2026** at **5:44pm** [Comment ID: 35688] - Link
Question
Agree: 5, Disagree: 0
How does a project like the parking garage get through plan check and receive approval from city engineers, yet fails to pass final due to engineering issues. If this can be pointed to the builder, McCarthy, this should be a charge-back to them and not a change order costing the City more money. Only you know who is at fault, but it certainly isn't the residents who are ultimately paying even more for something we didn't want in the first place. Where is the accountability? I'll be if this was a private project, it would have been red-flagged a long time ago, but since it is a City project.....

#019

Posted by **Joy** on **08/05/2026** at **2:39pm** [Comment ID: 35723] - Link
Agree: 1, Disagree: 0
"holistic approach?" What does that mean? What are the overall goals?

#020

Posted by **Jim Murphy** on **08/04/2026** at **5:38pm** [Comment ID: 35687] - Link
Comment
Agree: 4, Disagree: 0
Villas on Shelby should be proof that the City should move away from playing developer and continue to use incentives to attract builders to satisfy the housing needs of our city. The vast majority of cities in AZ and the Southwest us programs like DIGAH to attract developers to build homes. Stick to governing and leave home building to those with that experience. In 9 years of construction, this is the first city I have seen that involves itself in residential construction.

#021

Posted by **Tim Perry** on **07/31/2026** at **7:09pm** [Comment ID: 35309] - Link
Suggested Revision
Agree: 3, Disagree: 0
Delete. This is a grotesquely inappropriate proposal. Applicant education? The applicant is not the problem; city staff are the problem. If the applicant can't meet staff's standards, the standards will be lowered to conform to the average applicant's ability. This is an example of SB 2096 proposed by Barbara Parker two legislative sessions ago, which set out language that should be a model for every jurisdiction in Arizona: "The site plan and sketch must be prepared only to the level of detail and quality that would reasonably be expected of a high school education." If any law or code is too complicated for the average person to understand and apply, it must be repealed.

#022

Posted by **Rich Gay** on **08/03/2026** at **8:46am** [Comment ID: 35426] - Link
Comment
Agree: 2, Disagree: 0

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A Net Promoter Score typically is a single question — "was your experience great?" and that is all. Easy to understand, and can be answered with a single click. Typically a link is texted to the customer (Resident in this case), click the link, give a thumbs up or a thumbs down, and done. The link is coded so the staffer gets the credit for the score. Simple, easy, and incredibly effective.

#023

Posted by **Tim Perry** on **08/02/2026** at **11:59am** [Comment ID: 35410] - Link
Comment
Agree: 3, Disagree: 0
That this immensely bureaucratic system exists at all is the problem, not how apparently friendly it is. Putting a kinder, gentler face on it won't help solve real people's real problems. Putting lipstick on a pig won't put ham in people's mouths. Being nice about saying "no" is meaningless. The city needs to get out of the way of private individuals trying to build and stop saying "no" at all.

#024

Posted by **Robert Koster** on **08/04/2026** at **1:24pm** [Comment ID: 35657] - Link
Agree: 3, Disagree: 0
Question city's role in housing. Creates definite conflicts of interest based on being owner of properties and pushing growth objectives. The city really needs to ask itself what it is trying to achieve long term, and what will the city look like in 5, 10, 20 years. Many in this city want to preserve what is Sedona and not make it a jumble of high-density housing with parking meters striving to be a "Me Too" city that loses what's left of its charge and people will no longer want to visit it.

#025

Posted by **Pam Foster** on **08/04/2026** at **4:50pm** [Comment ID: 35686] - Link
Comment
Agree: 2, Disagree: 0
The only daycare center for under 3 year olds has closed. It is called Precious Stones and it has been operated by the Lutheran Church for 25 years. They have sited lack of funds and under enrollment. The residents of this city complain about the lack of families in Sedona and that the schools have low enrollment, but they need to realize that the school community begins at daycare. Granted the daycare has most likely fallen down on grant writing and other fundraising, their cash needs are not that great. The money could probably be raised in an afternoon if they asked the community for help.
The city highly funds the library, Humane Society etc. , but I personally feel this is an important service that is not serving this community.
Thank you for your consideration!
Pam Foster

#026

Posted by **Tim Perry** on **07/31/2026** at **9:01pm** [Comment ID: 35313] - Link
Suggested Revision
Agree: 0, Disagree: 0
We already have monthly reports on all different types of permits granted in complete detail. We don't need some RAM-heavy app or separate website for that. What we do need is for the information to be provided immediately and accurately--and for the time to completion on each project to be tracked, along with the amount of time the project was delayed due to interference by city staff, with interference defined as permit process, inspections, and so forth.

#027

Posted by **Suzanne** on **08/05/2026** at **5:38pm** [Comment ID: 35742] - Link
Comment
Agree: 1, Disagree: 0
This proposed "balanced housing strategy" is a sham and most likely will slow down overall construction and will raise raises market costs by forcing private developers to include government-regulated, below-market units instead of letting the free market build freely. These types of rigid plans hurt housing availability. So-called affordable housing is anything but affordable. Instead, it is mainly a scam that benefits developers far more than it helps low-income people.

Reduces Overall Supply: Inclusionary rules act as a tax on new building, causing developers to build fewer total homes.

Drives Up Market Prices: Slowing down new construction pushes market-rate home and rent prices higher for everyone else.

Complex Bureaucracy: These programs require heavy government oversight, extra staff, and costly red tape.

> Reply by **Suzanne** on **08/05/2026** at **6:20pm** [Comment ID: 35743] - Link
> *Agree: 1, Disagree: 0*
> This is boilerplate that could be for any US city. It is apparent that Tony Allender is trying to justify his overpaid position and has no insight or understanding of this community.

#028

Posted by **Robert Koster** on **08/04/2026** at **1:30pm** [Comment ID: 35659] - Link
Agree: 4, Disagree: 0
Need to have real accountability and for projects the SLI's should have financial markers. Not like for uptown garage where still hear the city is in budget after 13+ change Orders and heading over $26m with no end in sight from a $17-18m starting point.

Who was fired? Somebody should be... that is accountability.

#029

Posted by **Donna Joy Varney** on **08/04/2026** at **11:28am** [Comment ID: 35655] - Link
Comment
Agree: 2, Disagree: 0
We are NOT Surplus. Many of us SURPLUS were the economic for Sedona. Labeling us as surplus is how the city thinks of residents.

You got too cozy with the lodging industry and the Chamber of Commerce. After pouring millions into millions of dollars into the chamber and the lodging industry giving them special treatment the city distorted the way you see the people. It's the City against the residents. The city allowed the lodging industry to remove the mandated employee housing, changed the policy, and made everything about taxes. We do not need this. The city makes everything complex, and you create this crisis. Stop meddling you make it worse not better. Let the businesses market themselves. That is the natural normal way business is done.

#030

Posted by **Carla Portillo** on **08/03/2026** at **11:20am** [Comment ID: 35455] - Link
Comment
Agree: 3, Disagree: 0
We need to do research on cost of living from actual people in Sedona and compare to Cornville. Also bring up the fact that Cornville already has an approved plan to build 2000 homes across from Amante. Schools failing reputation not going away anytime soon. 3 homes in Cornville unable to rent for low prices. At 750 homes over the next ten years equals to 1500 cars at all times. STR new policies will also free up homes because people are not going to want to absorb the cost. For example my Airbnb that used to rent for $500 per night, owner used to pay 3% as a host and guest paid the other 12% for a total 15%. New policy is host has to pay the 15%, the options are owner can absorb the cost or increase their prices. For example for two nights owner now has to pay $170 in fees, so he has to increase his prices by that much. This is becoming too expensive for people and not worth it when you take into account everything else. STR can no longer charge cleaning fees or anything extra. The price you get is what you pay. When a client sees the full price, they choose not to use STR. We can not develop at the expense of our quality of life. Enough is enough, leave Sedona alone

#031

Posted by **Brenda Gay** on **08/05/2026** at **2:52pm** [Comment ID: 35729] - Link
Agree: 1, Disagree: 0
Thank you for the opportunity to comment on this plan. It is important for the overall health of the city that residents, city staff and city council collaborate on such a critical issue.

For reasons we all know about (mainly the homeless car park fiasco, the citizen petition and the lawsuit), many--probably the majority of--residents no longer fully trust the city staff or city council. Therefore, it's inevitable for residents to have strong reactions to any proposal put forward. I recognize and appreciate that efforts have been made by the housing staff to incorporate citizen concerns from the housing think tanks into this new proposal, but I think this is just a start.

Since this issue raises strong reactions and distrust from many residents, I recommend the city proceed with an abundance of transparency. Not everyone will be satisfied of course, but at least everyone will be heard.

Recommendations:

1) Delay the presentation to the city council. This will enable citizens who are out of town for the summer a chance to familiarize themselves with the project and express concerns or support. This will also give time for staff to respond to and present findings of resident comments. This delay may also allow new Councilors and Mayor to engage.
2) Organize resident comments into an appendix in each document.
3) Respond to each comment (or a group of comments, if redundant) into the appendix in each document
4) Either accept the comment and make the change; or reject the comment and explain why
5) Hold a public workshop and share the comments and the responses
6). Then, and only then, present the complete plan to the City Council for approval

#032

Posted by **Tim Perry** on **07/31/2026** at **7:02pm** [Comment ID: 35307] - Link
Suggested Revision
Agree: 3, Disagree: 0
Buzzword. This word does not belong in city documents since no one actually practices it.

#033

Posted by **carol scribner** on **08/04/2026** at **1:18pm** [Comment ID: 35656] - Link
Comment
Agree: 4, Disagree: 0
I have read through the comments and feel inspired by my fellow residents who were honest in sharing their thoughts. I am on the road and on an Ipad making the use of your complex reviewing system very difficult for me. I am summarizing my thoughts in one comment here! FIRST...
1. The election had an impact you got our message!!!! You cut back!!!!
Not enough but a recognition. Thank you!!!!

2. As with others I've lived here over 35 years and this plan is the pinnacle of the outrageous growth of our city's budget and ventures into areas of business that are not the business of our 9,000 citizens. We are NOT home builders!!!!!! For any reason. WE DON'T NEED TO BUY LAND either ... we are not REALTORS...DEVELOPERS...an NGO.

2.If we need ridiculously expensive consultants then we're in over our heads.!!!

3.WE are under water now we need to stop all hiring... including developing whole new departments like the folks running this current program. They and this program should be cut.

3.THINK 9,000 people (sorry for this ballpark number). We are being governed as if we're Scottsdale!!!!! We are not!!!!

#034

Posted by **Jolene Pierson** on **07/30/2026** at **12:39pm** [Comment ID: 35276] - Link
Comment
Agree: 2, Disagree: 0
Where possible, have plan reviews led by the same staff member so that there is consistency for the applicant and familiarity with the plan and its objectives for the staff person.

Having everyone involved familiar with restrictions, objectives, procedures, codes, etc. at the very beginning of the design process could go a long way toward expediting the application process and completion of the project.

#035

Posted by **A RHendey** on **08/04/2026** at **2:03pm** [Comment ID: 35669] - Link
Suggested Revision
Agree: 4, Disagree: 0
As of the 2020 Sensus Sedona had a population of 9,684 and continuing to fall. The median age was 62.6 years. 8.3% of residents were under the age of 18 and 43.7% of residents were 65 years of age or older. Whereas the city government is almost as large as the population and growing. This housing paper is a total waste of time and an unneeded expense. Until we get the city government under control and make a significant reduction in personnel and costs there is no way the city can move forward. We came within a whisker of retaking our town in the last election, but hopefully this has been taken on board, and it is now understood that things have to change. Change does not mean a dense and complicated document on housing that will be ignored at the end of the day.

#036

Posted by **Tim Perry** on **07/31/2026** at **7:05pm** [Comment ID: 35308] - Link
Comment
Agree: 3, Disagree: 0
We have been given no details of this "community partnership program" thus far. What this presumably means is that the city will once again pick some of its allies and fellow travelers within the community to form a "work group" to rubber-stamp whatever staff comes up with.

You want real community partnership? Bring back the citizen commissions and make staff take direction from members of the public on housing issues. Set up a housing commission empowered to reform the codes and policies without any reference to what staff want or think is possible or practical.



UPDATE DEVELOPMENT STANDARDS AND REQUIREMENTS

Strategy 4: Pursue targeted updates to City regulatory documents, including the Land Development Code (LDC) and Building Code, to ensure that regulations are not a barrier to housing production.

- *Update Table 3.1 (Table of Allowed Uses) to allow additional housing types.*
- *Add missing middle, small-scale, and mixed-use housing standards to the LDC.*
- *Reduce parking requirements where possible and appropriate.*
- *Update the LDC's dimensional standards.*
- *Encourage ADU construction.*
- *Identify where form-based regulations are appropriate in specific areas of the City.*
- *Update other City and agency regulations.*

Strategy 5: Speed up the approval process as a tool in the Partnership Program Toolkit.

- Create an expedited "concierge permit service."

A concierge permit service is a priority City permit approval process in which assigned staff guide a project to approval in a more timely manner.

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

260730 Workshop 3 Open House Boards.pdf
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#037

Posted by **Open House** on **07/30/2026** at **1:58pm** [Comment ID: 35299] - Link
Agree: 1, Disagree: 0
Strategy 5: Set up a "Front Desk Day" where simple tasks can be done quickly

#038

Posted by **Robert Koster** on **08/04/2026** at **1:39pm** [Comment ID: 35661] - Link
Agree: 1, Disagree: 0
Ok with making things easier, as long as the Toolkit does not void good common sense and esthetics in the community,

#039

Posted by **Rich Gay** on **08/03/2026** at **8:36am** [Comment ID: 35424] - Link
Comment
Agree: 2, Disagree: 0
This strategy 4 (pursue updates to the LDC) offers perhaps the highest value, easiest opportunity, and should be pursued vigorously. Simplify, streamline, and best of all, eliminate — the most simple rule or process is the one which doesn't exist.

#040

Posted by **Devonna McLaughlin** on **08/03/2026** at **1:36pm** [Comment ID: 35536] - Link
Comment
Agree: 0, Disagree: 0
Adopt specific development policies that make adaptive reuse strategies easier to implement. For example, allowing workforce residential use by right in commercial zoning or allowing existing parking to meet residential usage when converting to residential.

#041

Posted by **Mark TenBroek** on **08/03/2026** at **4:40pm** [Comment ID: 35618] - Link
Comment
Agree: 3, Disagree: 0
Not sure if this is intended to reduce lot sizes or house size or the need for garages for higher footprint construction. I believe that setback standards are important for fire safety and should be retained.

#042

Posted by **Mark TenBroek** on **08/03/2026** at **4:44pm** [Comment ID: 35620] - Link
Comment
Agree: 0, Disagree: 0
The current permit submittal and approval process works well for people to do in person. Remote permit applications are more difficult without a mechanism for interacting directly with staff. I have also heard that permit applications reviewed by outside contractors contain many more comments to address. I would prefer internal staff reviews.

#043

Posted by **Open House** on **07/30/2026** at **2:00pm** [Comment ID: 35302] - Link
Agree: 1, Disagree: 0
Please clarify how a project will qualify for "concierge permit service"

#044

Posted by **Robert Koster** on **08/04/2026** at **1:37pm** [Comment ID: 35660] - Link
Agree: 1, Disagree: 0
That's fine, but what are you looking to achieve with these? Suspect of city objectives. ADU's can agree with based on some defined standards, such as no short term and being wary of impact on neighbors and neighborhoods.

#045

Posted by **Rich Gay** on **08/04/2026** at **7:54pm** [Comment ID: 35693] - Link
Comment
Agree: 3, Disagree: 0
Staff in all departments should be required to work a full 5 day work week. This "convenience" for staff is a big inconvenience for residents and businesses.

#046

Posted by **Donna Joy Varney** on **08/05/2026** at **12:45pm** [Comment ID: 35702] - Link
Agree: 1, Disagree: 0
Return to the 5-day work week. Between the 4-day week and holidays everything is slow-Sedona. Even a public request can take weeks to receive information requested.
Have each and every city department do efficiency and effectiveness scorecards in real time and make them public.

#047

Posted by **Mark TenBroek** on **08/03/2026** at **4:37pm** [Comment ID: 35615] - Link
Comment
Agree: 3, Disagree: 0
Encouraging ADU construction is a double edged sword. While this could provide more housing, it also will likely be used as a way to increase the STRs in Sedona. STRs do not foster the type of community that most residents desire.

#048

Posted by **Donna Joy Varney** on **08/05/2026** at **12:54pm** [Comment ID: 35703] - Link
Agree: 1, Disagree: 0
Stop inviting NGO's that you pay money to. You invite them to participate in a residence survey and programs. I've noticed one NGO CEO commenting here this is not ethical. You will also allow private housing group to meet at city hall with full access to staff and council. This noncity housing group that met at City Hall for over years, then you let then craft the community plan. The city misleads the public; you tricked the residents into believing that this was a city sanctioned or group. Stop the workgroups, go back to commissions, make everything transparent and stop calling us nimbies, surplus or like you put in the community plan nimby cows. Residents deserve better.

#049

Posted by **Mark TenBroek** on **08/03/2026** at **4:35pm** [Comment ID: 35614] - Link
Suggested Revision
Agree: 3, Disagree: 0
I personally like the components of the LDC as it provides consistency in the housing stock and uses the appropriate safety standards to construction projects. I do like reducing parking requirements as a way to encourage other forms of transportation. One exception is that employers should have strict requirements to provide for employee parking at their cost to be equitable with other businesses that already do.

#050

Posted by **Tim Perry** on **07/31/2026** at **9:04pm** [Comment ID: 35315] - Link
Agree: 4, Disagree: 0
Forget concierge permitting. Start creating categories of construction that are permitted by right with no permits or inspections required as a precursor to evolving back towards a self-certified code oriented towards the needs of owner-builders.

#051

Posted by **Jim Murphy** on **08/04/2026** at **5:49pm** [Comment ID: 35689] - Link
Comment
Agree: 2, Disagree: -1
ADUs offer a solid solution to our current housing needs for long-term workforce housing needs. They should only be permitted with deed restrictions that restrict their use as STRs, which is permitted by law. ADUs offer a perfect solution for low-income workers who want to live in town. Also a good option for limited-income residents to earn rental income.

> Reply by **Kelly Patton** on **08/05/2026** at **2:15pm** [Comment ID: 35718] - Link
> *Agree: 1, Disagree: 0*
> Yes, to ADU's but not to deed restrictions. The market will take care of itself.

#052

Posted by **Kelly Patton** on **08/05/2026** at **2:20pm** [Comment ID: 35719] - Link
Agree: 0, Disagree: 0
ADU construction should be simplified - perhaps the city could offer multiple floorplans with materials and construction costs based on the local market. I do believe some of the elderly population would move into their ADU and rent their larger home as either a long-term or short term rental. If people are right next door to a STR that might change their mind to offering the property as a long-term rental. Perhaps, property tax offsets could be offered as incentives to build ADUs.

#053

Posted by **Open House** on **07/30/2026** at **1:59pm** [Comment ID: 35300] - Link
Agree: 0, Disagree: 0
Concierge permit service to fast-track building units we want sounds wise

#054

Posted by **Jim Murphy** on **08/04/2026** at **5:54pm** [Comment ID: 35690] - Link
Comment
Agree: 4, Disagree: 0
All this will do is delay those who have been waiting for their permit in lieu of someone who pays an expediting fee. Do better, Sedona. Stop looking for lipstick to put on the pig and just do the job we are paying you to do. Plan checks shouldn't take as long as they do, so be more efficient instead of looking for ideas like this in your meetings.

#055

Posted by **Tim Perry** on **07/31/2026** at **11:23pm** [Comment ID: 35344] - Link
Suggested Revision
Agree: 5, Disagree: 0
This section is the biggest farce in the whole so-called plan, because it doesn't mention a single specific element of code that needs to be repealed or changed, when in fact Sedona's building and land codes, which were designed on purpose to inhibit construction, are the only reason we have a housing shortage.

To make up for city staff's total unwillingness to confess that the regulations are the problem, here's a partial list of some of the many things wrong with the LDC, which should have been included in this plan, but that would have given staff too concrete a set of objectives:

1.2E, about sensitively fitting things into the landscape, is a great general idea for planning, and probably something most people here would agree on, but this conflicts with the remainder of the code in a number of ways, such as the very use of the IBC to begin with and any other standards that propose modular or frame construction.
1.3C: Code needs to have a cutoff limit, as the county does at 400 square feet, below which permitting is not required and codes are inapplicable. Or, as an intro, allow buildings that meet a greatly simplified set of construction criteria and are below a certain square footage to be constructed without permits or inspections. By-right construction has to become a concept again as it was less than fifty years ago.
1.3E: The zoning map has to go. It's quite frankly un-American as well as inefficient; for the inefficiency aspects of centrally-managed resource use, see Elinor Ostrom, Governing the Commons. The city is not going to determine how Sedona develops spatially in the future; Sedona will be allowed to develop naturally. For instance, Brian Fultz may have this obsession with trying to get high-end retail into Uptown, and Kali Gajewski may be fantasizing about a giant walking mall in Uptown, but the reality is that retail is dying in Uptown and future development, or more properly redevelopment, up there is going to involve reconversion of a lot of the properties that were once residential back to residential or mixed use from their current commercial zoning. (Which, incidentally, would help solve what if any traffic problem there is--as would putting the second northbound lane back, hint hint.) If staff and council don't recognize that fact, we're going to run into a lot of situations where reality and city expectations diverge and cause legal and political issues.
2.1A: The number of zoning districts needs to be vastly reduced. Residential, commercial, community space, and mixed use should be sufficient--as well as an agricultural district again. Reintroducing agricultural zoning could be combined with an experimental lessening of building restrictions in a three-way trade with sustainability.
2.1B: Delete.
2.1C(2): The overlay districts and special zoning districts need to go.
2.2A: Delete all setback requirements as incompatible with both 1.2E and reality.
2.6B: The minimum 6,000-square-foot lot size has to go. To create new, efficient, sustainable housing integrated both structurally and aesthetically with the landscape, individuals have to be allowed to build small, odd houses on small, odd pieces of land created by subdividing what Jessica Williamson called "silly sizes" of lots at will. This is one of the two biggest obstacles in the code to getting real affordable housing built.
2.7: No reason to differentiate between manufactured and site-built residential; if the codes are sensibly written, site-built can easily be made cheaper and more attractive than manufactured, preventing an incursion of mobile homes without having to regulate them.
2.8, 2.9, and 2.10: There should be no special provisions for multifamily.
2.20 and 2.21: Delete.
3.2: Reform and simplify. Residential is residential, commercial is commercial, mixed use is both, community is neither.
3.3: Delete most or all of it. Of special concern is 3.3C, which imposes prohibitive requirements on agriculture within city limits and contradicts 1.2E again. Also limitations on mobile food vendors need to go. The adult entertainment section is sheer bigotry.
3.4: All the anti-ADU and anti-agriculture provisions need to go. 3.4B(2) is really all that's necessary to be said.
3.5E(4)a: The limits on events must go. That is not in accord with having a town friendly to either families, small businesses, or nonprofits.
4.4: How much of 4.4 can be replaced with a director's determination and an overall provision to keep things as invisible as possible?
5.2B: Delete.
5.3D: Delete. Don't nitpick and don't assume people are idiots.
5.4: Delete. No central planning, and transit does not need to be in city code.
5.5: Delete. None of the city's business.
5.6: Delete. None of the city's business.
5.7A(2): Again incompatible with 1.2E.
5.7 and 5.8: Delete entirely. If you want to get specific...
5.7D(1)(d): Promoting design environments built to human scale requires the adoption of specific, simple scale requirements, such as a flat limit on heights and square footage, as well as the creation of design standards that rule out things such as extra-high ceilings.
5.7D(2)(b): Why allow exposed block walls at all? And stucco looks horrible. Plastic spray coating.
5.7D(2)(c): This isn't enforced. It should rarely be necessary to have to remove a tree of any size when doing construction, yet people routinely scrape lots and the department is indifferent. Either remove it or rewrite it in such a way that those doing construction will want to comply.
5.7D(3)(b): All references to open space need to be taken out. The city is surrounded by 1.8 million acres of undevelopable open space in the form of forest; it is not necessary to sacrifice the limited land within the city to create an insignificant increase in open space.
5.7E(2) and (3): These impede maximum use of oddly-shaped land.

5.7(F)(1)(c): Not compatible with continued permitting of frame construction using dimensional lumber.
5.7(F)(2): Eliminate entirely; this is a set of rules designed to give the department reasons to say no and has nothing to do with making buildings look good.
5.7(F)(3): Probably violates the Permit Freedom Act at this point.
5.7(F)(3)(c)(4)(ii): Particularly nitpicking and obnoxious.
5.7(F)(4) and (5): Could be completely replaced, as could many of the fireproofing and structural rules in the building code, by a simple rule that all structures must be constructed of stone, brick, rammed earth, adobe, or logs with a minimum thickness of twelve inches.
6: Delete entirely. This sign code and its biased enforcement are one of the most common things that business owners complain about in this town. In spite of all the language written into the code, it is still in violation of the First and Fourteenth Amendments, since a legislative body may make no laws regarding freedom of speech or publication, either with regard to the content or the manner of publication.
7: Delete entirely. Subdivision is a right of the property owner; also conflicts with 1.2E
8.4: Permitting requirements need to be progressively revoked altogether for residences and any non-public space. What an individual does with their own space is of no concern to the public.
8.4A(4)b(5): noncompliance with plans reason for director to stop work on project--what about the garage?
8.5: Simplify to recognize by-right subdivision with the city's only role being recording of the fact.
8.7: Either the historic district and zoning requirements must be changed to eliminate any interference with the property owners' rights, relying on voluntary compliance for maintenance of the historic character, or the requirements must be changed to include the consent of the owner for designation of either an individual landmark or the consent of every owner in a historic district.

If you're looking for the three biggest single obstacles to housing in Sedona, it's LDC 2.6B, the setback requirements, and chapter 1 of the design manual, which itself needs to be abolished in its entirety.

The Sedona building and land code needs to be reduced to a single document of perhaps three pages in length that includes all rational building and land use regulations and sets out a bifurcated building process. If an owner-constructed building meets a set of simple criteria, it may be built without a permit or inspections. If it does not meet those criteria, its approval goes straight to a director's determination. Such an approach would massively reduce city workload and intrusion in the building process while facilitating workforce housing construction and delaying the construction of luxury homes.

#056

Posted by **Open House** on **07/30/2026** at **2:00pm** [Comment ID: 35301] - Link
Agree: 1, Disagree: 0
Slash the codes to 3 pages & start allowing owner-builder by right permit less construction. Think pre-incorporation.



PRESERVE EXISTING HOUSING FOR LONG-TERM RESIDENTS

Strategy 6: Bolster existing City housing programs.

- *Update the down payment assistance programs.*
- *Create the Sedona Housing Renewal Initiative.*
- *Enhance the Rent Local Program.*
- *Expand the Deed Restriction Program.*

Strategy 7: Partner with employers and developers to expand housing opportunities for Sedona's workforce.

- *Create an Employer Housing Partnership Program.*

Employer Assisted Housing Partnership Program is a City-supported partnership that helps employers provide housing assistance so people can live closer to where they work.

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

#057

Posted by **Open House** on **07/30/2026** at **1:57pm** [Comment ID: 35297] - Link
Agree: 0, Disagree: 0
Strategy 7: Look at prefabricated housing modules

#058

Posted by **Open House** on **07/30/2026** at **1:57pm** [Comment ID: 35296] - Link
Agree: 2, Disagree: 0
Cancel all current housing programs which have been totally ineffective & legally questionable. The deed restriction program violates state law.

#059

Posted by **Mark TenBroek** on **08/03/2026** at **4:51pm** [Comment ID: 35622] - Link
Comment
Agree: 5, Disagree: 0
Many employers complain that they have a hard time retaining workers, yet they do not want to provide housing or parking for their workers at their cost citing the low profit margins. Recent tax revenue shows the highest sales ever in Sedona this past year, dramatically exceeding inflation, yet employers want to have low wages for their workers. Sedona should not be in the business of subsidizing housing using public funds.

#060

Posted by **Ronald Martinez** on **08/04/2026** at **9:17pm** [Comment ID: 35696] - Link
Agree: 0, Disagree: -1
All initiatives in 6 are excellent and should be prioritized

#061

Posted by **Donna Joy Varney** on **08/05/2026** at **1:01pm** [Comment ID: 35704] - Link
Agree: 2, Disagree: 0
No more partnerships with private organizations. Let the businesses do their own housing. It is the businesses job to find housing for their employees. The city needs to stop creating a crisis and go back to the basic functions like code enforcement. The city won't enforce the housing unit's mandated in the hotel industry. This is complete nonsense!

#062

Posted by **Sean** on **08/03/2026** at **1:52pm** [Comment ID: 35537] - Link
Comment
Agree: 2, Disagree: 0
For sure update the LDC to allow tiny homes. Develop The Dells with a tiny home community with long term rentals and for-purchase lots (some with a house on them, some without).k

#063

Posted by **Rich Gay** on **08/03/2026** at **8:50am** [Comment ID: 35427] - Link
Comment
Agree: 4, Disagree: 0
Some of the loudest voices the past several years for "workforce housing" are local businesses, and this strategy needs to include something about the need for businesses to pay what's commonly called a "living wage" to their employees. The city's residents should not have to subsidize housing.

One of the loud voices even received city council approval for funding for a workforce housing unit (in the form of fee waivers), and that unit is now occupied by his sister, and used as his voter registration address (he actually resides outside city limits). Asking residents to subsidize housing is insulting with this historical behavior by past councils.

#064

Posted by **Tim Perry** on **07/31/2026** at **9:24pm** [Comment ID: 35317] - Link
Suggested Revision
Agree: 3, Disagree: 0
At no point in the housing strategy meetings has it been explained what this is. Presumably more meaningless bureaucracy that will provide an excuse to hire another staffer or two at $80K-$100K a year while people who do actual work struggle to find housing. Scrap the nonsense.

#065

Posted by **Mark TenBroek** on **08/03/2026** at **4:53pm** [Comment ID: 35623] - Link
Comment
Agree: 3, Disagree: 0
Employers need to recognize the benefit of providing lower cost housing for employees. City code should recognize a requirement to include housing for any new development in the community.

#066

Posted by **Open House** on **07/30/2026** at **1:57pm** [Comment ID: 35298] - Link
Agree: 3, Disagree: 0
Maybe tiny homes

#067

Posted by **Robert Koster** on **08/04/2026** at **1:45pm** [Comment ID: 35663] - Link
Agree: 3, Disagree: 0
Do not think the city should have a role in partnering in housing, believe it can become ripe in graft and questionable practices. Tere are things the city should do, and things they should not do.

We are a small city, and should have small city politics and framework.

#068

Posted by **Tim Perry** on **07/31/2026** at **9:29pm** [Comment ID: 35318] - Link
Suggested Revision
Agree: 2, Disagree: 0
The deed restriction program, in addition to being another unwarranted form of big government interference in the private market, is simply illegal. ARS 9-834(D) states that "a municipality shall not request or initiate discussions with a person about waiving that person's rights." A city-initiated discussion of a deed restriction to waive a property owner's rights in favor of the city and in fact, as Kurt Christianson admitted, to transfer part of that owner's rights in a property to the city, is a clear violation of the statute.

Either abandon the whole deed restriction program, or do what Aspen did, since Sedona's officials seem to love the idea of being Aspen, and pay fair market value for the restrictions. I seem to recall that's costing the city of Aspen about $70K per property. Sedona city staff and council seem to have this fantasy that hundreds of Sedona property owners would just love to give the city a 10 to 15 percent chunk of their property value for zero in return. Farcical.

#069

Posted by **Tim Perry** on **07/31/2026** at **9:30pm** [Comment ID: 35319] - Link
Suggested Revision
Agree: 2, Disagree: 0
Remove. Unwarranted interference in the private market.

#070

Posted by **Tim Perry** on **07/31/2026** at **9:23pm** [Comment ID: 35316] - Link
Suggested Revision
Agree: 2, Disagree: 0
Cancel all existing city housing programs. They have been a farcical failure with single-digit usage after years of waiting around. City staff openly admit that the down payment assistance program has not actually helped anyone purchase a home in Sedona, but only in the surrounding Verde Valley. It is also no business of the city to be attempting to use public funds to determine who can and can't buy a house in Sedona. Completely inappropriate.

#071

Posted by **Robert Koster** on **08/04/2026** at **1:43pm** [Comment ID: 35662] - Link
Agree: 2, Disagree: 0
What exacting is the Rent Local Program, and how will it be monitored/managed? Always suspect of more big government, need to streamline what we already have and not build more. We are a small city and would like to keep some of that charm. Not everything needs to be built in Sedona.

#072

Posted by **Jim Murphy** on **08/04/2026** at **6:00pm** [Comment ID: 35691] - Link
Comment
Agree: 4, Disagree: 0
The City is obsessed with "workforce housing". Obsessed. Yes, it should be an area of focus, but you are more than ALL IN. Business should be made to participate in this. Driving from Cottonwood, Cornville or Clarkdale where rent is half of what it is in Sedona doesn't present the deterrent that this Council has portrayed. A 20 minute commute to work is more than acceptable. But if businesses what their people closer, participate in this workforce housing program.

#073

Posted by **Mark TenBroek** on **08/03/2026** at **4:47pm** [Comment ID: 35621] - Link
Comment
Agree: 4, Disagree: 0
Not sure why the City is involved in this process. Let the market decide where and what type of housing is built, consistent with the current zoning requirements.



PRESERVE EXISTING HOUSING FOR LONG-TERM RESIDENTS

Strategy 8: Protect existing housing stock for Sedona's workforce, families, and seniors.

- *Create a local acquisition and preservation fund through the City Housing Fund or a dedicated set-aside to acquire small apartment buildings, duplexes, single-family homes, and other rentals.*
- *Track trends related to short-term rentals.*
- *Develop an inventory of naturally occurring affordable housing properties.*
- *Create inspection and certification programs as appropriate for older manufactured and mobile homes.*

Strategy 9: Implement a marketing and navigation program for Sedona's Housing resources.

- *Launch a coordinated housing program outreach campaign.*

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

#074

Posted by **Open House** on **07/30/2026** at **1:53pm** [Comment ID: 35293] - Link
Agree: 0, Disagree: 0
What is a coordinated housing program?

#075

Posted by **Joy** on **08/05/2026** at **4:08pm** [Comment ID: 35733] - Link
Agree: 1, Disagree: 0
Sedona has never needed a marketing or outreach program for housing. People looking for housing do the outreaching. Those with housing available don't need to to much outreaching to get a place rented. How can you say there is a "housing shortage problem" and at the same time say we need a "housing marketing program" at the same time? Sounds like make work.

#076

Posted by **Sean** on **08/03/2026** at **1:56pm** [Comment ID: 35538] - Link
Comment
Agree: 0, Disagree: 0
Not sure what this is beyond just and education campaign to get people into Arizona's Coordinated Entry system.

#077

Posted by **Mark TenBroek** on **08/03/2026** at **4:57pm** [Comment ID: 35625] - Link
Comment
Agree: 3, Disagree: 0
I agree that maintaining licenses and locations of STRs is a valuable City function. I do believe that there needs to be more focus on resident complaints with STRs (and residences) to understand which are validated concerns based on code enforcement reviews. The licensing should have more teeth in managing licenses to prevent negative impacts on nearby neighbors.

#078

Posted by **Mark TenBroek** on **08/03/2026** at **4:54pm** [Comment ID: 35624] - Link
Comment
Agree: 5, Disagree: 0
I do not agree with using public funds for this type of initiative. Let the market decide.

#079

Posted by **Open House** on **07/30/2026** at **1:56pm** [Comment ID: 35295] - Link
Agree: 0, Disagree: 0
Acquire small apts or small motels for low-income housing. Strategy 9 sounds good.

#080

Posted by **Mark TenBroek** on **08/03/2026** at **4:59pm** [Comment ID: 35626] - Link
Comment
Agree: 4, Disagree: 0
Not sure why this is needed. Why not other types as well? This item is not needed, period!

#081

Posted by **Donna Joy Varney** on **08/05/2026** at **1:08pm** [Comment ID: 35707] - Link
Agree: 1, Disagree: 0
This entire program is just to hire more staff. Fire them all and stop it. Unnecessary. The overhead cost of the city can never do anything affordable.

#082

Posted by **Tim Perry** on **07/31/2026** at **9:32pm** [Comment ID: 35320] - Link
Suggested Revision
Agree: 2, Disagree: 0
Delete. None of the city's business. This is a community function, something the chamber or the library should be doing.

#083

Posted by **Rich Gay** on **08/03/2026** at **8:53am** [Comment ID: 35429] - Link
Suggested Revision
Agree: 2, Disagree: 0
This doesn't need to be a program. A program requires staffing, time, etc. Simply have the information available on the city's web site. Easy and inexpensive.

> Reply by **Kelly Patton** on **08/05/2026** at **2:45pm** [Comment ID: 35725] - Link
> *Agree: 1, Disagree: 0*
> I agree - we do not need another program staffed by ANOTHER highly overpaid city employee. I was able to find housing in much larger cities than Sedona all my life. People need to take some responsibility - do we need to hold their hands at every step? Not being snide, just realistic. Sedona has been expensive for the past few decades and it will be into the next several decades.

#084

Posted by **Robert Koster** on **08/04/2026** at **1:50pm** [Comment ID: 35665] - Link
Agree: 3, Disagree: 0
Don't think this is a practice the city should be doing. This is where the mandate for external independent financial oversight and audits would need to become necessary when you open these types of doors.

#085

Posted by **Open House** on **07/30/2026** at **1:53pm** [Comment ID: 35294] - Link
Agree: 2, Disagree: 0
Under no circumstances should the city be acquiring private property and drop the STR control fantasy.

#086

Posted by **Jim Murphy** on **08/04/2026** at **6:02pm** [Comment ID: 35692] - Link
Comment
Agree: 3, Disagree: 0
That will solve your perceived housing issue - build a marketing department. Nothing speaks "big government" like this entire exercise.

#087

Posted by **Donna Joy Varney** on **08/05/2026** at **1:03pm** [Comment ID: 35705] - Link
Agree: 1, Disagree: 0
Stay out of this. Not a city function.

#088

Posted by **Tim Perry** on **07/31/2026** at **9:36pm** [Comment ID: 35321] - Link
Suggested Revision
Agree: 2, Disagree: 0
Drop the whole effort to harass and suppress short-term rentals. This is not within the city's power to control, and if it were within the city's power to control, it would be theft. "Tracking trends" will do zero to help the housing situation. If you want to have fewer STRs, let us build the kind of normal housing that will make Sedona unattractive as a luxury STR destination.

> Reply by **Kelly Patton** on **08/05/2026** at **2:41pm** [Comment ID: 35724] - Link
> *Agree: 0, Disagree: 0*
> I would not say that any of the STRs in my neighborhood - the Chapel Hills area - are luxury homes. They are regular contractor grade homes...not everyone is coming here as "luxury home STR renters". Pretty much the houses that have pools or hot tubs are the ones the STR people flock to. I don't know what you consider "normal housing" in Sedona. Even my 50 year old house was built as a second home or retirement home with only 2 bedrooms. Our entire neighborhood was not built for "families".

#089

Posted by **Donna Joy Varney** on **08/05/2026** at **1:05pm** [Comment ID: 35706] - Link
Agree: 1, Disagree: 0
Delete big government, stop meddling in the private lives of residents.

#090

Posted by **Tim Perry** on **07/31/2026** at **9:47pm** [Comment ID: 35325] - Link
Suggested Revision
Agree: 2, Disagree: 0
Delete. Again, none of the city's business. A combination of a make-work program for staff and an attempt to relocate likely voters for the incumbent council to Sedona.

#091

Posted by **Rich Gay** on **08/03/2026** at **8:52am** [Comment ID: 35428] - Link
Suggested Revision
Agree: 2, Disagree: 0
What is the need here for inspection and certification of already built homes? Terrible idea, and will add more cost and process for residents. This should be removed.

#092

Posted by **Lita Boyd** on **08/03/2026** at **12:24pm** [Comment ID: 35473] - Link
Comment
Agree: 2, Disagree: -1
Public Comment on the Draft Sedona Balanced Housing Strategy
To: City of Sedona Community Development & City Council

Regarding: Feedback on the Draft Balanced Housing Strategy & Open House Materials

I am writing to express my strong opposition to the general direction and specific measures proposed in the draft Balanced Housing Strategy. The current document relies heavily on vague administrative buzzwords and open-ended concepts—such as "Community Priority and Investment Policies," "Housing Support Programs," and "Concierge Permit Services"—while failing to address the fundamental realities of housing, economic development, and demographic needs in Sedona.

Below are key areas where this strategy misses the mark and requires immediate correction:

1. Lower Development Costs and Cut Fees Instead of Adding Restrictions
If the City wants to encourage affordable home construction, the first priority should be removing financial and regulatory barriers. Reducing municipal fees, streamlining building costs, and cutting red tape will allow local builders and property owners to construct homes that buyers can actually afford. Furthermore, deed restrictions on residential properties penalize property owners and sellers while stifling long-term market value. City resources should focus on incentives and cost reductions, not artificial market limits.

2. Prioritize Economic Development and Public-Private Partnerships
The City should not be in the business of real estate ownership or direct housing development. Taxpayer dollars and the City Housing Fund should not be used to expand municipal bureaucracy. Instead, our focus must return to robust Economic Development and fostering strategic public-private ventures. We need a cohesive, long-term vision—not a series of piecemeal, trial-and-error projects to "see what sticks."

3. Meaningful Engagement: Bring Real Stakeholders to the Table
Turnout at public housing events has been severely lacking because the process fails to accommodate working residents and local families. To truly understand housing needs, the City must improve its communication strategy and schedule workshops during evenings or weekends when everyday community members and working professionals can actually participate. Public engagement must be genuine and accessible, not an exercise conducted when key stakeholders are unavailable.

4. Focus on Single-Family Neighborhoods over High-Density Units
Working professionals and families who want to build a life in Sedona desire traditional single-family homes—not tiny homes, apartments, or high-density duplexes. Pushing high-density concepts under the banner of "missing middle" housing misjudges what local workers and growing families actually look for in a community.

5. Address the Real Barrier for Families: Local Schools
The strategy repeatedly links workforce housing to family retention while completely ignoring the elephant in the room: our local public education system. Families and professionals frequently choose to live in Cottonwood or send their children to private charter schools because local public options do not meet expectations. Building low-cost or high-density housing will not attract or retain young families if local schools remain uncompetitive.

6. Provide Realistic Downsizing Options for Long-Time Seniors
Sedona's senior population is being priced out or forced to leave the community because there are no appropriate local options to downsize into. Aging residents need quality, single-story, low-maintenance single-family options or dedicated local senior care. Without these, elderly residents are forced to move to Phoenix or leave Arizona altogether. Generic housing renewal programs do not address this shortage.

Conclusion
Sedona needs a strategic, business-minded approach built around lower development costs, public-private collaboration, strong economic fundamentals, and accessible public engagement. The City must step back from direct market intervention and refocus on core infrastructure, school support, and long-term vision.

#093

Posted by **Tim Perry** on **07/31/2026** at **9:47pm** [Comment ID: 35324] - Link
Suggested Revision
Agree: 3, Disagree: 0
Or just grandfather them in, or accept the state's standards as Sedona's standards. Time and again we hear the lie that Sedona will allow any manufactured home that meets state code. That's not true. There's plenty of people in Sedona who can testify otherwise. As an easy start, strip Sedona's excessive regulation back to state minimums.

#094

Posted by **Tim Perry** on **07/31/2026** at **9:42pm** [Comment ID: 35322] - Link
Suggested Revision
Agree: 3, Disagree: 0
Delete. It is not the city's business to spend public funds on becoming a landlord and trying to control the behavior and preferences of the people who live there, which is staff and council's intention. Next week, the Saddlerock renewal will be coming up, and let us not forget that when those apartments were approved, council was very keen on regulating what potential future tenants years down the road would be allowed to have on their balconies. This didn't just include things like barbecues, which council and staff presumably thought low-class and wanted to ban in their attempt to impose bourgeois aesthetics, but also things like flags--and we know what that was really about. Council didn't want future tenants flying political sentiments opposed to their own, which was why they put the ban in far in advance. This is the city's real intent with these plans to become a landlord and intervene in the market. It's not just to deprive property owners of the chance to make extra income through STR use, it's mostly about trying to impose and filter council's values. Drop the whole idea.

#095

Posted by **Mark TenBroek** on **08/03/2026** at **5:25pm** [Comment ID: 35627] - Link
Suggested Revision
Agree: 4, Disagree: 0
Why? No need for this. What is this supposed to accomplish? Delete.

#096

Posted by **Robert Koster** on **08/04/2026** at **1:46pm** [Comment ID: 35664] - Link
Agree: 2, Disagree: 0
Do not believe this is a function the city should be doing.

#097

Posted by **Tim Perry** on **07/31/2026** at **9:45pm** [Comment ID: 35323] - Link
Suggested Revision
Agree: 3, Disagree: 0
This nonsense about apartments must stop. 88 percent of Americans want to own their own home as opposed to 8 percent who want to live in an apartment. Apartments are designed to keep workers in wage slavery by charging them rents to the limit of their capacity without the opportunity to acquire equity and thus to increase inequality and discrimination. Delete all references to encouraging any kind of apartment construction. If property owners want to build apartments, they have that right, but there will be no pretense that doing so is a good thing for Sedona or for any free society.

#098

Posted by **Robert Koster** on **08/04/2026** at **1:52pm** [Comment ID: 35667] - Link
Agree: 2, Disagree: 0
Question why this is a city function? Think overreaching role and current vision for Sedona is cloudy, or probably not in line with many of its current residents.

#099

Posted by **Robert Koster** on **08/04/2026** at **1:51pm** [Comment ID: 35666] - Link
Agree: 3, Disagree: 0
How would this be done? Is this a city function?



FACILITATE NEW DEVELOPMENT AND REDEVELOPMENT

Strategy 10: Establish a program to spur accessory dwelling units (ADUs) as long term rental units and other small-scale, neighborhood compatible housing options.

- *Create an ADU housing support program.*

Strategy 11: Use public land and strategic land acquisition to construct new housing.

- *Construct housing on 2411 W. State Route 89a & 220 Sunset Drive properties.*
- *Evaluate other City-owned land for the possibility of new housing and pursue housing where appropriate.*
- *Pursue and strategically acquire property for infill housing or other housing development.*

Strategy 12: Seek partnership with other public and institutional partners to utilize non-city owned property for residential development.

- *Activate underutilized institutional and faith-based land.*

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

#100

Posted by **Tim Perry** on **08/02/2026** at **12:24pm** [Comment ID: 35418] - Link
Comment
Agree: 2, Disagree: -1
It is outrageous and dishonest that this supposed goal of facilitating new development says nothing about increasing home ownership and attempting to ensure that as much of new development as possible is single-family and freestanding homes. Instead, this whole plan is oriented towards institutional development of apartments in large blocks that either the city can control--state capitalism and forced collectivization, in other words--or a landlord developer in close collaboration with the city can control. In either scenario, the outcome is greater financial exploitation of the working people and the further reduction of their freedom to live their lives as they choose.

It is also dishonest and further evidence of how meaningless this plan is that nowhere in this final strategy document is any emphasis placed on the necessary replacement of the developer model of new construction with an owner-builder model of new construction. Owner-builder, by-right construction of freestanding homes is the only way to supply Sedona's housing needs quickly and in a fashion compatible with the philosophies of free enterprise, sustainability, minimalism, and aesthetic excellence. It is also, and most importantly, the way to guarantee that families can build sweat equity in Sedona and enjoy the freedom of a rural lifestyle in the rural West, rather than having their living choices controlled by either a landlord or city government.

#101

Posted by **Mark TenBroek** on **08/03/2026** at **5:33pm** [Comment ID: 35629] - Link
Comment
Agree: 3, Disagree: 0
I support the City obtaining property to protect the Oak Creek riparian areas and prevent development in these areas. In selected cases I think the City could provide pocket parks in residential areas. Purchasing properties for housing is not high on my priority list.

#102

Posted by **Sean** on **08/03/2026** at **1:59pm** [Comment ID: 35539] - Link
Agree: 0, Disagree: 0
This is a double edged sword. If you can't regulate them to keep them long term rentals only, then a goodly portion will likely become short term rentals. Especially with the economy where it is (costs in general) and the fact that the average daily room rate is so high, ADUs will be very popular with visitor. Table this strategy until the state allows sensible regulation of STRs and redirect energy from this to state lobbying efforts (get other cities to agree to start an initiative on the Nov state ballot - pool funds for signature gathering)

#103

Posted by **Sean** on **08/03/2026** at **2:00pm** [Comment ID: 35540] - Link
Agree: 1, Disagree: 0
Have an express goal to settle the safety/access issue at 2411 *before* going out to RFP!

#104

Posted by **Open House** on **07/30/2026** at **1:49pm** [Comment ID: 35289] - Link
Agree: 2, Disagree: 0
NO CITY LAND AQUISITION

#105

Posted by **Mark TenBroek** on **08/03/2026** at **5:34pm** [Comment ID: 35630] - Link
Comment
Agree: 3, Disagree: 0
Not needed.

#106

Posted by **Robert Koster** on **08/04/2026** at **2:04pm** [Comment ID: 35670] - Link
Agree: 4, Disagree: 0
Definitely have problems with city owning and dictating use and density. Also question the new revised housing needs that the city has. If you continue to extrapolate this kind of thinking Sedona will be a high density of city of 50,000 in 20-30 years, and its' charm lost to developers.

Growth is coming up the 17, and whether the number for Sedona be 10,000, 50,000 more or less, growth will occur unless kept in reasonable check. Once it occurs, there is no turning back and a treasure that we have here is lost.

This story has been played out over and over again in communities across the country... Sedona residents need to ask and put a price on what it is worth before it is gone. Focus should be on traffic management, alternative economic engines for the community, transportation, external community hubs (Some of which will not be in Sedona proper), and how to maintain what makes our area special.

#107

Posted by **Tim Perry** on **07/31/2026** at **10:04pm** [Comment ID: 35327] - Link
Suggested Revision
Agree: 3, Disagree: 0
Absolutely not. End all city programs to acquire land and either sell the city's land to individuals to build housing or donate it to land trusts. In fact, the city has a number of large parcels of land that it's currently wasting that could be used for housing--such as the 10+ acres north of Posse Grounds that are being used for a disc golf course, as if that were more important than housing. Sell or donate the land back to those who should be in charge of it.

#108

Posted by **Mark TenBroek** on **08/03/2026** at **5:26pm** [Comment ID: 35628] - Link
Comment
Agree: 3, Disagree: 0
I would not support. Let the market decide.

#109

Posted by **Robert Koster** on **08/04/2026** at **2:07pm** [Comment ID: 35672] - Link
Agree: 2, Disagree: 0
City should definitely not be in the building business and land acquisition, if you are then you are going beyond whet believe is a reasonable charter of the city. If the city does so, then have to question motives of city council.

#110

Posted by **Rich Gay** on **08/03/2026** at **8:55am** [Comment ID: 35431] - Link
Comment
Agree: 2, Disagree: 0
Stop buying land, sell land currently owned, and get out of the development business.

#111

Posted by **Tim Perry** on **07/31/2026** at **9:51pm** [Comment ID: 35326] - Link
Suggested Revision
Agree: 3, Disagree: 0
You don't need a program. Simply allow construction of units of 400 square feet or less by right, no permit required, if they meet a simple set of guidelines. If you want a sample regulation, see HB2096. A program would be a farce intended to whitewash the fact that no real progress would be made under said program.

#112

Posted by **Tim Perry** on **07/31/2026** at **10:20pm** [Comment ID: 35328] - Link
Suggested Revision
Agree: 1, Disagree: 0
Subdivide these parcels and sell them to individuals or donate them to land trusts for the purpose of building small single-family, one-and-a-half story cottages. Sunset Lofts was originally supposed to have 46 units on 2.25 acres. That could be turned into 22 4,000-square-foot lots that could be used to build small homes not exceeding 800 square feet, leaving 80 percent of the property as open space and not going over 18 feet in height. The 2411 property could be developed in a different style, along the lines of both an old-fashioned urban community and Sedona's first non-car community. The property should be sufficient in size to accommodate up to forty or so small lots, of a size around 40 feet by 30 feet, laid out in a U-shaped configuration around a central path of decomposed granite, which would be sufficient to allow for small stone-built, one-and-a-half story houses with front, rear, or side gardens while preserving the existing topography of the property. Design criteria for this site could reflect similar aesthetics to that of the Vicars' Close development in Wells, Somerset, a successful example of 14th-century urban planning. Both sites would offer excellent opportunities to allow owner-builders to test out a massively simplified building code that would permit by-right owner-builder construction as a practical reality, or a land trust model that would give the occupants actual control over their future homes, or both.

#113

Posted by **Rich Gay** on **08/03/2026** at **8:54am** [Comment ID: 35430] - Link
Suggested Revision
Agree: 2, Disagree: 0
Another program? Is a program necessary? Simplify the code, permitting, and reduce/eliminate fees, and the ADUs will be built.

#114

Posted by **Donna Joy Varney** on **08/05/2026** at **12:23pm** [Comment ID: 35701] - Link
Agree: 2, Disagree: 0
Not needed

#115

Posted by **Robert Koster** on **08/04/2026** at **2:05pm** [Comment ID: 35671] - Link
Agree: 2, Disagree: 0
Very concerned. Who profits? Question cities motives.

#116

Posted by **Richard P** on **08/05/2026** at **2:53pm** [Comment ID: 35730] - Link
Comment
Agree: 2, Disagree: 0
I strongly oppose plans to use city funds to create more "affordable" or otherwise housing. I fail to understand why we would want thousands of more people (in. 700+ new units) to live in our city which is already stressed in terms of traffic? Everyone knows the arguments - but I just can't imagine why we would fund 25 or so additional projects like that on Shelby road which essentially created 30 units - at an average cost of $800K per unit - that are being rented to low income people. These units rent for about $1000 a month below market rates. The lucky winners (out of 300+ applicants) don't even have to actually work in Sedona (they can be retired or work remotely). So I dont think it is "workforce" housing. What exactly do these people bring to our city (and a few thousand more like them) that makes us want to subsidize their rent while creating more traffic, and buildings?

#117

Posted by **Tim Perry** on **07/31/2026** at **10:31pm** [Comment ID: 35331] - Link
Technical Edit
Agree: 3, Disagree: 0
Translation: Just say that city staff and Linda Martinez are bound and determined to turn St. John Vianney into a for-profit apartment complex with zero regard for either the Christian faith or the Sedona community. And that council is hungry for a deal with NAH. Because that's all this sentence means. Accuracy in public documents is important.

#118

Posted by **Robert Koster** on **08/04/2026** at **1:56pm** [Comment ID: 35668] - Link
Agree: 1, Disagree: 0
ADU program can be successful but definitely need a number of parameters so as not to open pandoras box. An example is once you change height standards for one property, then everyone else will want to join the new precedent on the march to have ever more dense and taller properties, something we cannot have happen in Sedona.

#119

Posted by **Tim Perry** on **07/31/2026** at **10:22pm** [Comment ID: 35329] - Link
Suggested Revision
Agree: 3, Disagree: 0
Absolutely not. No city buying of land. You want infill, slash the codes back so people can build infill effectively and creatively. Go do a count on how many lots are supposedly unbuildable because there's a wash running through them, for example. It's perfectly possible to build on those lots if you fling a stone arch across the wash and build on that, or go with a tower house design on a level corner--but city staff would never approve any such proposal at an affordable cost. Not without several millions dollars' worth of engineering work. That's an artificially-created and unnecessary obstacle to land use. The rules, not the ownership, are what make infill housing unattainable.

#120

Posted by **Open House** on **07/30/2026** at **1:50pm** [Comment ID: 35290] - Link
Agree: 0, Disagree: 0
Strategy 12: Good idea - lots of under-utilized church parking lots.

#121

Posted by **Tim Perry** on **07/31/2026** at **10:29pm** [Comment ID: 35330] - Link
Suggested Revision
Agree: 3, Disagree: 0
Where are the admissions of exactly how much land the city owns that might be used for housing? 32 acres at 20 Carruth Drive. 18.2 acres in Uptown that they call open space and claim is unbuildable, but you could get some creative owner-builders putting some fun little houses on that if they had the chance. Another 10 acres at 555 Soldier Pass Road. Another 8.7 acres at 2070 Buena Vista Drive that's being ignored as open space. Another 6.9 acres adjoining the Carruth Drive parcels. Another 5.8 acres in the Jordan Park Glen subdivision in Uptown. That's more than 80 acres in town the city of Sedona, which is supposedly so concerned about housing, is allowing to sit empty. List these parcels in the plan and state that they will be subdivided and placed on the market to private individuals who are currently residing or working in Sedona for the purpose of future owner-builder construction.

#122

Posted by **Robert Koster** on **08/04/2026** at **2:12pm** [Comment ID: 35675] - Link
Agree: 1, Disagree: 0
Have problems with this statement. Are you suggesting Emit Domain actions?

#123

Posted by **Open House** on **07/30/2026** at **1:52pm** [Comment ID: 35292] - Link
Agree: 0, Disagree: 0
I support ADUs for long-term use and for use by family members.

#124

Posted by **Open House** on **07/30/2026** at **1:49pm** [Comment ID: 35288] - Link
Agree: 3, Disagree: 0
Strategy 11: Explain why Sedona should/is buying property.

#125

Posted by **Open House** on **07/30/2026** at **1:51pm** [Comment ID: 35291] - Link
Agree: 0, Disagree: 0
Obviously one of the easier approaches - to use land we already own & develop housing on it.



FACILITATE NEW DEVELOPMENT AND REDEVELOPMENT

Strategy 13: Spur commercial redevelopment with a residential component.

- *Enable mixed-use development along commercial corridors.*

Strategy 14: Complete special area plans and long-range planning efforts to help meet current and future housing demand.

- *Complete Community Focus Area studies for West Sedona, The Dells, and for the area from Uptown to Hillside to help meet current and future housing gaps.*
- *Continue to pursue legislative amendments to Arizona statutes to better manage the number and impacts of short-term rentals.*

Strategy 15: Work with homeowners associations to remove barriers to a broader range of housing options.

- *Support HOA education and code alignment.*

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

#126

Posted by **Open House** on **07/30/2026** at **1:40pm** [Comment ID: 35277] - Link
Comment
Agree: 2, Disagree: 0
Strategy 13: You may need to have 3 story to make this viable. Maybe in the Dells.

#127

Posted by **Open House** on **07/30/2026** at **1:41pm** [Comment ID: 35278] - Link
Comment
Agree: 3, Disagree: 0
Strategy 14: Start Dells planning NOW

#128

Posted by **Robert Koster** on **08/04/2026** at **2:09pm** [Comment ID: 35673] - Link
Agree: 2, Disagree: 0
This is a big city playbook, question what is the city's vision when use this concept? As residents we all should be very afraid...

#129

Posted by **Mark TenBroek** on **08/03/2026** at **5:40pm** [Comment ID: 35632] - Link
Comment
Agree: 3, Disagree: 0
CFAs are not useful and have been used to create additional lodging in riparian areas of Uptown. Need to prevent these special interest developments.

#130

Posted by **Open House** on **07/30/2026** at **1:41pm** [Comment ID: 35279] - Link
Comment
Agree: 0, Disagree: 0
Drop all CFA plans. Commercial redevelopment means conversion of buildings, not new construction.

#131

Posted by **Donna Joy Varney** on **08/05/2026** at **2:29pm** [Comment ID: 35720] - Link
Agree: 1, Disagree: 0
Stop pushing an agenda to remove our historical areas and our small town charm. You want to make us look like Scottsdale.

#132

Posted by **Donna Joy Varney** on **08/05/2026** at **2:34pm** [Comment ID: 35721] - Link
Agree: 1, Disagree: 0
Stop trying to create jobs and government overreach. You make too many costly mistakes already. Learn to do a better job.

#133

Posted by **Open House** on **07/30/2026** at **1:43pm** [Comment ID: 35280] - Link
Agree: 1, Disagree: 0
Community focus area problem: by the time any action is taken, focus area plans are outdated.

> Reply by **Sean** on **08/03/2026** at **2:19pm** [Comment ID: 35541] - Link
> *Agree: 0, Disagree: 0*
> The city has proven CFA documents are toothless.

#134

Posted by **Mark TenBroek** on **08/03/2026** at **5:38pm** [Comment ID: 35631] - Link
Comment
Agree: 2, Disagree: 0
Uptown retail business will likely be reduced in the future. Younger people buy fewer things and seek out experiences instead. This will likely mean more open spaces in Uptown and the potential for some additional housing in those empty units.

#135

Posted by **Robert Koster** on **08/04/2026** at **2:10pm** [Comment ID: 35674] - Link
Agree: 2, Disagree: 0
What is the cities thoughts on this? Am concerned of the short- and long-term vision. Growth for the sake of growth is not always a good vision or alternative.

#136

Posted by **Mark TenBroek** on **08/03/2026** at **5:41pm** [Comment ID: 35633] - Link
Comment
Agree: 4, Disagree: 0
Is "education" mean propaganda? HOAs provide a function to those who live in them and should let them chart their own course.

#137

Posted by **Robert Koster** on **08/04/2026** at **2:13pm** [Comment ID: 35677] - Link
Agree: 0, Disagree: 0
Another repeat made comment earlier on this one. Same concerns.

#138

Posted by **Tim Perry** on **07/31/2026** at **10:43pm** [Comment ID: 35333] - Link
Suggested Revision
Agree: 2, Disagree: 0
Drop all proposals for CFA plans. CFA plans are nothing but more regulation that makes it difficult to build. Any proposal to develop additional CFA plans gives the lie to any pretense that the city is serious about reforming code to speed construction. Pure bureaucracy.

As for the Dells, the future of the Dells, wisely chosen, would be for the city to lease the land in parcels to residents for agricultural use, not for commercial development. 220 acres of land have the potential to produce food for 2,200 Sedona residents, providing economic diversification, sustainability, resiliency, financial independence, and reconnection to Sedona's history and agricultural heritage. In tandem with the conversion of a hundred or so acres of landscaping within Sedona to edible plants, Sedona would then be roughly self-sufficient in plant calories.

#139

Posted by **Tim Perry** on **07/31/2026** at **10:48pm** [Comment ID: 35335] - Link
Suggested Revision
Agree: 2, Disagree: 0
As explained at the final open house, this "redevelopment" is apparently envisioned as involving the demolition of existing buildings and the reconstruction of particular corridors as two-story buildings. Such a proposal is complete waste and completely unnecessary. As retail naturally shifts away from Uptown to West Sedona, plenty of existing buildings suitable for conversion or reconversion to housing will become available in Uptown without having to destroy the town's historic charm and ad-hoc character. All those little stone buildings along Jordan with shops now? Those used to be houses and could be houses again. Is the brilliant city staff aware that the Star Motel is for sale? That would be a very easy conversion to ten apartments if, God forbid, anyone wanted to pursue more apartments. "Redevelopment" should mean just that, not wasteful demolition; this plan makes no clear distinction between the two.

#140

Posted by **Tim Perry** on **07/31/2026** at **10:44pm** [Comment ID: 35334] - Link
Suggested Revision
Agree: 1, Disagree: 0
How about working at the state level to get HOAs and their attacks on property rights abolished? It might stand a better chance than some of the city's legislative priorities.

#141

Posted by **Tim Perry** on **07/31/2026** at **10:39pm** [Comment ID: 35332] - Link
Suggested Revision
Agree: 1, Disagree: 0
Drop all efforts to restrict STR use. Attempting to deprive people of the ability to make money with their properties is theft and precisely the sort of thing the legislature enacted SB1487 to prevent. If the codes were designed to facilitate the construction of genuine workforce housing--small-scale, owner-built--over the construction of McMansions, the STR problem would be considerably less significant in any case. If you don't want people using their homes as STRs, hit the streets and protest and shame them--but for the government to steal from them, especially for so paltry a reason as that a few whiny former executives want the retirement of which they always dreamed, is completely unacceptable as a proposed solution to the problem. 90-plus percent of Sedona residents don't care about STRs.

#142

Posted by **Rich Gay** on **08/03/2026** at **8:57am** [Comment ID: 35432] - Link
Suggested Revision
Agree: 2, Disagree: 0
Leave HOAs alone, and stop interfering with residents desire. Remove this strategy, residents do not want this.

#143

Posted by **Robert Koster** on **08/04/2026** at **2:16pm** [Comment ID: 35678] - Link
Agree: 0, Disagree: 0
What are the thoughts here? Very open as it is written.

#144

Posted by **Open House** on **07/30/2026** at **1:44pm** [Comment ID: 35281] - Link
Agree: 0, Disagree: 0
Seems like lots of empty commercial units - any small hotels the city could repurpose into apartments?

#145

Posted by **Robert Koster** on **08/04/2026** at **2:13pm** [Comment ID: 35676] - Link
Agree: 0, Disagree: 0
Same concern that mentioned earlier to this statement. This is just a repeat, good use of AI?



REFINE AND PURSUE FUNDING OPTIONS

Strategy 16: Actively use the existing City Housing Fund to achieve housing targets

- *Deploy existing City Housing Fund resources to advance top-priority actions, subject to legal review and clear funding guidelines.*

Strategy 17: Monitor and add to the City's housing fund when needed to achieve housing targets.

- *Establish diverse and sustainable revenue sources for the City Housing Fund, such as through private donations, excise taxes, development fees, and/or an interest-accruing revolving loan fund.*
- *Establish an annual reserve target to meet the needs of expanded housing programming.*
- *Offer low-interest loans to developers that address financing gaps for workforce and senior housing developments, with forgivable terms in exchange for long-term affordability, to the extent legally allowable under Arizona law.*

Strategy 18: Pursue highly targeted use of nonprofit, state, and federal housing funding programs.

- *Pursue funding opportunities available through the Arizona State Housing Trust Fund and Arizona Department of Housing.*
- *Use City resources to leverage other public, nonprofit, and private project/program financing.*

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

#146

Posted by **Open House** on **07/30/2026** at **1:45pm** [Comment ID: 35282] - Link
Agree: 1, Disagree: 0
Strategy 17: Develop a "Business Attraction Plan" to figure out what jobs will come

#147

Posted by **Mark TenBroek** on **08/03/2026** at **5:42pm** [Comment ID: 35634] - Link
Comment
Agree: 3, Disagree: 0
I would drop this fund. Not needed.

#148

Posted by **Robert Koster** on **08/04/2026** at **2:22pm** [Comment ID: 35679] - Link
Agree: 2, Disagree: 0
Concerned what this fund is, how it will be used, and question whether city should have a role in doing so. Many want to live in Sedona, that doesn't mean all can. A parallel would be everyone wants to live in Newport Beach but can't and opt for a more affordable location like Lake Forest or say Tustin. There are practical realities in life.

#149

Posted by **Tim Perry** on **08/02/2026** at **12:29pm** [Comment ID: 35419] - Link
Comment
Agree: 3, Disagree: 0
Consideration of city funding options and further city intrusion in the private market would not have to be a consideration at all without the lie that the city pushes that it's impossible to build a home for less than $300K in Sedona. Owner-builder homes would easily have a cost under $100K, including land, with a materials cost in the neighborhood of $25,000. The supposed high cost of building housing is a scam purposefully fostered by collusion between contractors and building officials so that the contractors can rake in the enormous profits associated with being the only specialists who can meet code and the officials can expand their staffs, budgets, and regulations--such as by creating new financing programs for housing. Everybody wins--except the consumer. Get building officials and contractors out of the process of building housing, and costs will fall so far there will be no need for the city to finance anything.

#150

Posted by **Tim Perry** on **07/31/2026** at **11:07pm** [Comment ID: 35337] - Link
Suggested Revision
Agree: 2, Disagree: 0
No corporate welfare! No special interests! No contracts with outside developers or entities!

It is absolutely outrageous that this plan contains a proposal to offer low-interest loans to corporate bloodsuckers but no proposal for direct low-interest housing loans to the current residents and workforce of Sedona. If this remains in the document, it tells us everything we need to know about where city staff's priorities are.

And especially no encouragement to build more senior developments in Sedona. Half of Sedona's population is over age 65, compared to 19 percent of the US population; that means Sedona has a surplus of about 3,000 seniors who need to replace themselves with working-age and school-age residents in order to get the city back to a normal population distribution. That alone will put a huge number of housing options for families on the market.

> Reply by **Kelly Patton** on **08/05/2026** at **2:51pm** [Comment ID: 35728] - Link
> *Agree: 0, Disagree: 0*
> Tim, someday you too will be old. WE are not the problem. We pay taxes, eat out, support the cultural events, buy gas, buy groceries, paint our houses, put gutters up, replace windows and doors, use landscapers...probably things a lot of younger homeowners can't afford to do. Where would you really like to see we Seniors? Who says there is a surplus of 3000 seniors? You? Please state your source.

#151

Posted by **Mark TenBroek** on **08/03/2026** at **5:44pm** [Comment ID: 35636] - Link
Suggested Revision
Agree: 3, Disagree: 0
Let the market decide. No need for this.

#152

Posted by **Tim Perry** on **07/31/2026** at **11:07pm** [Comment ID: 35338] - Link
Suggested Revision
Agree: 2, Disagree: 0
No additions to the city housing fund. Either abolish it or leave it as it stands as a loan fund.

#153

Posted by **Donna Joy Varney** on **08/02/2026** at **5:15pm** [Comment ID: 35422] - Link
Comment
Agree: 1, Disagree: 0
The city shouldn't move forward with this program. Once again, they created a crisis.

#154

Posted by **Rich Gay** on **08/03/2026** at **8:59am** [Comment ID: 35434] - Link
Suggested Revision
Agree: 0, Disagree: 0
Remove this strategy, and sunset the fund. The city should not be in the development business.

#155

Posted by **Open House** on **07/30/2026** at **1:46pm** [Comment ID: 35283] - Link
Agree: 1, Disagree: 0
Loan the housing fund to owner-builders so they can become homeowners & the city doesn't waste funds.

#156

Posted by **Rich Gay** on **08/03/2026** at **8:58am** [Comment ID: 35433] - Link
Suggested Revision
Agree: 2, Disagree: 0
Sunset this housing fund, and get out of the development business.

#157

Posted by **Tim Perry** on **07/31/2026** at **11:02pm** [Comment ID: 35336] - Link
Suggested Revision
Agree: 2, Disagree: 0
Either abolish the city housing fund or loan it to private individuals and land trusts via a local building & loan association to enable them to acquire their own self-built homes.

Case study: The Madole-Rigby House property, with 10 acres attached, is currently on the market. Apparently the owners are seeking something in the neighborhood of $5 million or more for the property. Last I heard, city officials were claiming there was $19 million in the housing fund. Great. The city can loan $5M to the B&L, which then puts up the funds for 100 buyers to each acquire a 4,000-square-foot lot on the property, or thereabouts, for $50,000 each. The city can then loan another $2.5M to the B&L to allow it to make construction loans of $25,000 apiece, sufficient to build a one-and-a-half story, 600-square-foot home--if you're doing it yourself--to those buyers. Their mortgages would be around $75,000 with all said and done. They'd be paying 2 percent or 3 percent at the B&L and their payments would be under $700 a month--to OWN, NOT RENT, and build sweat equity and families in Sedona. And the city would actually make money on the deal, since it would be loaning to the B&L at interest, albeit low interest, and it would get its principal back to be recycled in other housing proposals. Taxpayers would earn interest, instead of the city dumping six and seven-figure sums of our tax dollars into corporate welfare projects for developments that never pan out. Use the money for the public benefit, directly, or give it back to the public.

As for those who will attempt to deploy a paranoid and selfish fear that owner-builder properties will become STRs in order to derail this argument, it would be quite easy for the city to attach to such properties, as a condition of approval for their construction, the requirement that they must be occupied by the owner and builder as the primary residence for a minimum of, oh, say ten years, thereby encouraging the growth of long-term community spirit in Sedona and cutting out potential for STR growth without doing anything to impair individuals' property rights.

#158

Posted by **Donna Joy Varney** on **08/02/2026** at **5:12pm** [Comment ID: 35421] - Link
Comment
Agree: 0, Disagree: 0
The City Housing fund was established when the Marriott hotel didn't want to put in employee housing units on site. Unbeknownst to residents, sometime down the road the City Council changed the city's policy by allowing hotels to pay to play without providing hotel employee housing. No benchmark analysis was ever performed. The only winners are the hotel owners. Years later, from the first Marriott agreement the city hasn't produced any employee housing for hospitality.
The city as usual, has changed from hospitality employee housing units to other housing units.

#159

Posted by **Robert Koster** on **08/04/2026** at **2:24pm** [Comment ID: 35680] - Link
Agree: 3, Disagree: 0
You are scaring me when we give the city this capability... Really question city's objectives. Sounds like a very liberal, say socialist agenda that is being played out in other parts of the county, and not very successful may I add.

#160

Posted by **Mark TenBroek** on **08/03/2026** at **5:43pm** [Comment ID: 35635] - Link
Suggested Revision
Agree: 3, Disagree: 0
Get rid of this strategy. Serves no purpose.

#161

Posted by **Tim Perry** on **07/31/2026** at **11:08pm** [Comment ID: 35339] - Link
Suggested Revision
Agree: 1, Disagree: 0
Absolutely no involvement with outside funding sources with strings attached. Especially federal programs.



SUPPORT HOUSING STABILITY THROUGH QUALITY-OF-LIFE IMPROVEMENTS

Strategy 19: Partner with childcare providers and employers to improve access to affordable childcare for local workers and families.

- *Integrate childcare access into workforce retention efforts.*

Strategy 20: Strengthen regional coordination with Verde Valley communities, nonprofit organizations, state agencies, and service providers.

- *Formalize regional housing coordination.*

Strategy 21: Prepare an Economic Development Strategy to increase the number and diversity of job opportunities for Sedona residents.

- *Link housing stability to local job opportunities and business conditions.*

Strategy 22: Partner with senior care providers to improve access to affordable, quality senior care and services.

- *Establish referral networks that connect residents with supportive services.*
- *Develop educational materials that help Sedona seniors plan for changing housing needs.*

Comments:

Learn more about Balanced Housing at
www.SedonaAZ.gov/Housing

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#162

Posted by **Open House** on **07/30/2026** at **1:47pm** [Comment ID: 35284] - Link
Agree: 0, Disagree: 0
All good

#163

Posted by **Robert Koster** on **08/04/2026** at **2:27pm** [Comment ID: 35683] - Link
Agree: 1, Disagree: 0
Something taken from "Residents First" Playbook, and potentially a good one depending how implemented.

#164

Posted by **Donna Joy Varney** on **08/05/2026** at **2:58pm** [Comment ID: 35731] - Link
Agree: 0, Disagree: 0
You failed to listen to the municipality expert Larry Harmer; you put all your eggs into the tourism basket. Hospitality is the lowest paid wages yet. You put millions and millions of dollars into the Chamber of Commerce, not the city. The city destroyed many other industries, like manufacturing, the traffic limits and prohibits people from getting their products in and out of Sedona. The city has no business getting in this. Clean up your own act first. Put in performance metrics real time real performance metric, not these hairbrained ideas that you come up with.

#165

Posted by **Mark TenBroek** on **08/03/2026** at **5:46pm** [Comment ID: 35637] - Link
Suggested Revision
Agree: 3, Disagree: 0
I would support affordable childcare for employees, but this should be a responsibility of the employers or the Federal Government, not Sedona.

#166

Posted by **Mark TenBroek** on **08/03/2026** at **5:47pm** [Comment ID: 35638] - Link
Suggested Revision
Agree: 3, Disagree: 0
I hate the "education" component. Seems seniors (and others) can figure this out on their own as has always been the case.

#167

Posted by **Donna Joy Varney** on **08/05/2026** at **2:48pm** [Comment ID: 35726] - Link
Agree: 0, Disagree: 0
Seniors can figure it out themselves. The city should not be involved. Stop wasting public money.

#168

Posted by **Donna Joy Varney** on **08/05/2026** at **2:49pm** [Comment ID: 35727] - Link
Agree: 0, Disagree: 0
Too costly of an overhead. Government overreach. We don't need you to develop any material, cause you're not helping. You're hurting the community.

#169

Posted by **Open House** on **07/30/2026** at **1:48pm** [Comment ID: 35285] - Link
Agree: 0, Disagree: 0
The only economic diversity plan you need is to slash fees & regulation & stop stifling the arts.

#170

Posted by **Tim Perry** on **07/31/2026** at **11:14pm** [Comment ID: 35343] - Link
Suggested Revision
Agree: 1, Disagree: 0
Delete. In case anyone missed that meeting where Pete Furman admitted it, seniors caused Sedona's housing problem. Keeping seniors in Sedona is a priority farcically at odds with the claims of wanting to bring young people and families back to town. The seniors are taking up the space the families would otherwise need--and more importantly, the seniors don't want the families here.

> Reply by **Kelly Patton** on **08/05/2026** at **3:00pm** [Comment ID: 35732] - Link
> *Agree: 0, Disagree: 0*
> A lot of what you write is valid but a lot is just BS. I am a Senior...otherwise know as a "useless eater" to you. I loved having 3 kids live down the street. They used to spend hours at our house. But they were the ONLY children in the Chapel Hills area. Their mothers shared a house and worked at high end restaurants. You may know some Seniors who don't want families in their neighborhoods but I know more people who don't want loud cars, or noisy crotch rockets...

#171

Posted by **Tim Perry** on **07/31/2026** at **11:11pm** [Comment ID: 35341] - Link
Suggested Revision
Agree: 1, Disagree: 0
Delete. This is meaningless bureaucratic drivel. At best it implies you'll have a Zoom meeting once every three months and then talk profoundly about strengthening ties in your annual reports. This does nothing to put roofs over the heads of people who are sleeping in their cars tonight.

#172

Posted by **Tim Perry** on **07/31/2026** at **11:12pm** [Comment ID: 35342] - Link
Suggested Revision
Agree: 1, Disagree: 0
Delete and replace this with a requirement to do a blanket repeal of regulations that interfere with economic development, a repeal of sales and bed taxes to revitalize the economy, and a commitment to stop killing arts events and festivals in this town in order to pander to the NIMBYs. The city doesn't need a study. The city needs to get out of the way of entrepreneurs and workers.

#173

Posted by **Open House** on **07/30/2026** at **1:48pm** [Comment ID: 35287] - Link
Agree: 0, Disagree: 0
Strategy 21: Build a "Business Attraction Strategy"

#174

Posted by **Tim Perry** on **07/31/2026** at **11:10pm** [Comment ID: 35340] - Link
Suggested Revision
Agree: 1, Disagree: 0
Delete. None of the city's business. This is cover for further city incursion into education in an attempt to curate public opinion for tomorrow. If the city wants to strengthen education in the region in order to attract families, it can stop giving handouts to SOCSD in order to accelerate the collapse of the district and the emergence of dozens of small private schools that will in fact attract families.

#175

Posted by **Robert Koster** on **08/04/2026** at **2:26pm** [Comment ID: 35682] - Link
Agree: 1, Disagree: 0
A prudent statement.

#176

Posted by **Robert Koster** on **08/04/2026** at **2:28pm** [Comment ID: 35684] - Link
Agree: 1, Disagree: 0
About time, and something from the "Residents First" playbook.

#177

Posted by **Open House** on **07/30/2026** at **1:48pm** [Comment ID: 35286] - Link
Agree: 0, Disagree: 0
Strategy 20: What are other communities doing better?

#178

Posted by **Rich Gay** on **08/03/2026** at **9:02am** [Comment ID: 35437] - Link
Comment
Agree: 1, Disagree: 0
The city does not need to do this. Residents don't need this from the city.

#179

Posted by **Rich Gay** on **08/03/2026** at **9:02am** [Comment ID: 35436] - Link
Comment
Agree: 3, Disagree: 0
This would be best done by establishing a citizen commission, reporting to the council. But better would be to not try to be in the development business.

#180

Posted by **Rich Gay** on **08/03/2026** at **9:00am** [Comment ID: 35435] - Link
Suggested Revision
Agree: 1, Disagree: 0
"Partner" — this should not include subsidies. Employers can choose to do this now, the city doesn't need to be involved.

#181

Posted by **Robert Koster** on **08/04/2026** at **2:26pm** [Comment ID: 35681] - Link
Agree: 1, Disagree: 0
Now this is a good objective! Could not necessarily agree with many of the others.

AL Connell

Housing ideas

Allowing the merging of adjacent lots to be bigger, so apartment townhomes duplexes can be built.

Come up with a program for Harmony Hills, where the city will remove an old substandard mobile home clean up a lot and make it ready for a new factory belt or stick belt home put on the site. This would encourage upgrading of the property. Oh wow, two story designed factory built, including duplex, and triplex factory built on these properties.

Wow, factory built homes that meet certain standards to replace an aging stick belt home or on an empty lot with residential zone.

Promote a new approach to commercial real estate wow two and three story buildings to be built with residential housing on the second third floor and commercial use on the first floor.

Outlook

Affordable Housing

From Bradley Wing <jesuisbsw@gmail.com>
Date Thu 7/9/2026 10:45 AM
To Jeanne Blum <JBlum@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Dear Laura,

I've been a Sedona resident for 6 years working in the hospitality and tourism sector and I've been a resident of Northern Arizona for 10 years now. I currently work here and town and I am dismayed at the inability to find a place to live while working here. My first year here I was homeless for an entire year while working full time.

I recently applied for a run down studio here in town asking for $1500 a month in rent. I was declined for reason that my income was too low. I applied for the villas on Shelby and paid the absurd $250 application fee and was declined saying my income was too high.

As a tour guide, my income varies severely and I tried explaining this to Christian. Typically during the winter and summer my paychecks are below $1000 gross and it's only a few paychecks in the spring where I actually gross more than $2000 and that's also because I work overtime.

I'm just writing this because of the absurdity in the housing market here. Hundreds of empty homes most of the year and then the low income housing designed for workers being occupied by mostly retirees on social security seems to be unfair to workers here in town who are then forced to rent in places like flagstaff or cottonwood where the commute itself negates any money they'd be saving on rent.

I hope we get better ideas in places to actually make a difference for the people who make our town all its money and keep the economy supported.

Sincerely,
Mr. Wing

Outlook

support for objectives in draft Data Analysisis and Recommended Target Report

From Christopher Turner <cturner@illinoisalumni.org>
Date Mon 3/30/2026 6:32 PM
To Laura Stewart <LStewart@sedonaaz.gov>

> **Caution:** This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Hi Laura,

I'd like to provide some positive feedback as I likely won't attend an open house on Sedona's Balanced Housing Strategy.

I read the draft.
I support the idea of somehow reducing the amount of "vacant" properties.
I support somehow reducing the number of short term rentals.
I believe the community of Sedona is being "hollowed out" by the neg effects of excessive STR, and other "vacant" properties and their effects like reduced school attendance.
I support the conclusions in the "recongizing the gaps" section like somehow increasing the number of "working age & children" households.
I have used the word "somehow" often.
I recogonize these are difficult problems.

I know we can't restrict the number of STR. I'd investigate a strategy of making them less profitable by assigning justifiable fees to them. An example would be to independently determine the cost of reduce school attendance and then recoop that cost as a fee to all "vacant" properties. Doing such things is not against property rights and should be supported by Aynn Rand devotees.

I'll also complete the recent survey to cast my lot against the live entertainment venue.
I'd like to see that property developed in a multiple use manner to help solve our housing and tourist dependent economy problems.
I'd love a multi-story development with the lower level being light industrial, service, retail and resturaunt and the upper level being long term rental housing.
I'd also like to see buildings offering long term rental housing options starting with small studios, progressing to small appartments, and progressing to 3 bedroom/2 bathroom townhouses.
Even my doctor can't efford to live in Sedona!

Sincerely,
Chris Turner

PS. We may have interacted in the past. If so, I'm saying the same old stuff!
I'm still working remotely as an electrical engineer.

I've worked in the Silicon Valley. I've worked in Boulder Colorado which didn't have a catchy name, but some called the Silicon Front Range. With TSMC's entry to AZ, there may be an opportunity for some light industrial work, like I'm doing, to be done in Sedona. If we can get high tech companies to put satellite offices in the Cultural Park, we may eventually become the "Silicon Vortex". We've got the marketting program, now lets build the facility.

Outlook

Fw: PDF FILE OF YOU PRESENTATION FROM MARCH 25TH

From Tony Allender <TAllender@sedonaaz.gov>
Date Tue 3/31/2026 7:10 AM
To Laura Stewart <LStewart@sedonaaz.gov>

1 attachment (2 MB)
SEDONA Balanced Housing Understanding and Analysis Report 03182026.pdf;

FYI!

Get Outlook for iOS

From: Jeff Brown <jeffreybrown814@gmail.com>
Sent: Monday, March 30, 2026 4:27 PM
To: Tony Allender <TAllender@sedonaaz.gov>
Cc: Kathy Kinsella <KKinsella@sedonaaz.gov>; Holli Ploog <HPloog@SedonaAZ.gov>; Chris Giesige <cgiesige39@gmail.com>
Subject: Re: PDF FILE OF YOU PRESENTATION FROM MARCH 25TH

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Thanks Mr. Allender! I am so grateful for this.

Your data & presentation really hit all the points and along with your detailing of the reasons behind each - were extremely enlightening. I went ahead and copied a buddy of mine who works on Fire Weather Forecasting between the States & Canada involving cities around the Wildland–Urban Interface (WUI) where Sedona is Ground Zero. I especially was intrigued by your details on the diurnal population and how it supersedes Sedona's residents by 50% - now that is mind blowing. Since the large portion of this daily influx are mainly commuting workers & tourists; this has a direct effect on our micro climate over Sedona & the VV as a whole.

Again, thanks!

Jeffrey Brown, MPA

NORTH AMERICAN CLIMATE SCIENTIST (Former LA Chapter AMS President)
CITY OF SEDONA BUSINESS LICENCE NUMBER 005064
STATE OF ARIZONA TPT BUSINESS LICENCE NUMBER 21339033
AIRBNB URL: **https://www.airbnb.com/rooms/30965051?adults=5&photo_id=1769200058&source_impression_id=p3_1753662159_P3leFJPXSPyeQoHc&previous_page_section_name=1000**

STR Address:
595 Schnebly Road
Sedona, AZ 86336
Residential Address:
6051 Case Avenue
North Hollywood, CA 91606-4920
Jeff's Cell & Email: 323.578.1649 / jeffeybrown814@gmail.com

On Mon, Mar 30, 2026 at 7:58 AM Tony Allender <TAllender@sedonaaz.gov> wrote:

> Good morning Jeff,
>
> Thank you so much for the kind words and I'm more than happy to share! Best of luck with the climate change study for the Verde Valley area and let me know if I can be of further assistance.
>
> Best Regards,
> Tony
>
> **Tony Allender, AICP**
> Director of Community Development

Community Development
102 Roadrunner Drive, Bldg. #104
Sedona, AZ 86336
tallender@sedonaaz.gov
(928) 203-5108

Business hours: Mon-Thur 7 a.m.-6 p.m.
Walk-in hours: Mon-Thur 7:30 a.m.-5 p.m.
Public safety 24/7

From: Jeff Brown <jeffreybrown814@gmail.com>
Sent: Sunday, March 29, 2026 9:37 AM
To: Tony Allender <TAllender@sedonaaz.gov>
Cc: Kathy Kinsella <KKinsella@sedonaaz.gov>; Holli Ploog <HPloog@SedonaAZ.gov>; Chris Giesige <cgiesige39@gmail.com>
Subject: PDF FILE OF YOU PRESENTATION FROM MARCH 25TH

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Good morning Mr. Allender, I hope you are well.

Your presentation to the City Council & Educational Team on March 25th was stunning. Would it be possible to obtain an electronic PDF copy of it for my Climate Change studies for the VV area?

Thanks,

Jeffrey Brown, MPA

NORTH AMERICAN CLIMATE SCIENTIST (Former LA Chapter AMS President)
CITY OF SEDONA BUSINESS LICENCE NUMBER 005064
STATE OF ARIZONA TPT BUSINESS LICENCE NUMBER 21339033
AIRBNB URL: **https://www.airbnb.com/rooms/30965051?adults=5&photo_id=1769200058&source_impression_id=p3_1753662159_P3IeFJPXSPyeQoHc&previous_page_section_name=1000**

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North Hollywood, CA 91606-4920
Jeff's Cell & Email: 323.578.1649 / jeffeybrown814@gmail.com

Caution: This message appears to be from someone inside our organization, but that does not guarantee its safety. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

Outlook

Re: Balanced Housing Strategy Feedback

From Jolene Pierson <sedonajcp@hotmail.com>
Date Thu 8/6/2026 5:46 PM
To Laura Stewart <LStewart@sedonaaz.gov>

Caution: This is an external email and should be considered suspicious. Please take care when clicking links or opening attachments. When in doubt, contact your IT Department.

comments:

Consider adding a requirement to the city building code that new commercial buildings include an affordable housing component. This could be living quarters on a second floor or at the rear of these buildings. It would provide some security for the business to have the property occupied and might attract better-qualified employees too.

Consider adding a requirement for firewise trees to shade parking lots to the landscaping requirements for new construction. Consider permitting parking areas to use gravel surfacing instead of asphalt or concrete to reduce the heat island effect and to allow rainwater to permeate the soil rather than runoff into storm drains or create erosion.

Adopt and enforce requirements for firewise landscaping for all new construction, residential and commercial alike. Establish strong penalties for non-compliance and enforce vigorously and continuously.

Update the code for ADUs to allow for larger ones on larger lots. (My lot is 2.5 acres but the ADU I built could not exceed 800 sq. ft.)

Update the building code to enhance sustainability by improving energy efficiency, using fire-resistant building materials and green-building design.

Provide incentives for existing buildings to reduce heat islands by re-landscaping to include shade either by fire-resistant structures (i.e. covered parking) or by including effective siting of firewise trees.

Improve enforcement of building codes and increase penalties for non-compliance.

Find ways to make construction or remodeling of existing residential properties to create long-term affordable housing of various types cost effective for owners.

Plan and implement strategies forwildfire preparednes

From: **steve segner** steveelportal@icloud.com
Subject: My ideas
Date: May 18, 2026 at 8:04 AM
To: al comello sedonaal@icloud.com

Out-of-the-Box Housing Ideas for Sedona

A Community Discussion Paper

Sedona cannot solve its housing crisis using 1985 land-use assumptions in a 2026 economy. Housing discussions must move beyond slogans and begin with a practical inventory of land, infrastructure, zoning, and changing demographics.

The conversation should begin with a simple question:

What kind of community does Sedona want to be in 20 years?

If the answer includes teachers, hospitality workers, artists, healthcare workers, city staff, restaurant employees, and young families, then housing policy must evolve.

Start With an Inventory and a Map

Before debating projects, Sedona should create a public housing inventory map identifying:

- State-owned land within city limits
- City-owned land
- Vacant parcels
- Underutilized commercial land
- Older manufactured housing communities
- Oversized lots suitable for ADUs or duplexes
- Properties near transit corridors
- Infrastructure capacity (water, sewer, roads, transit)

Housing discussions often become emotional because people debate theory instead of actual locations.

A map changes the discussion from fear to planning.

Underutilized Land Must Be Part of the Conversation

Sedona has land that is economically underused relative to today's housing needs.

Examples may include:

- Aging strip commercial areas
- Oversized parking lots
- Older low-density developments
- Properties built under outdated zoning assumptions

The goal is not reckless growth.

The goal is smarter use of existing land.

Manufactured Housing Communities Need Long-Term Planning

Many manufactured housing developments are now over 40 years old.

Some may eventually require:

- Redevelopment
- Infrastructure replacement
- Reconfiguration
- Higher-density modernization

This discussion should happen proactively rather than through crisis-driven redevelopment.

Density and Height Must Be Discussed Together

Sedona often discusses density without discussing height.

That creates unrealistic expectations.

A two-story building can preserve open space better than spreading the same number of units horizontally across more land.

The real discussion should be:

- Where additional height may be appropriate
- Where view corridors must be protected
- How architecture can reduce visual impacts
- How density can support transit and walkability

Height and density should not be treated as politically untouchable subjects.

They should be openly discussed as planning tools.

Encourage Accessory Dwelling Units (ADUs)

ADUs may be one of the fastest and least disruptive ways to add housing.

They can:

- Create workforce housing
- Provide retirement income
- Allow aging in place
- Support multigenerational families
- Increase neighborhood diversity gradually

The city should consider:

- Reduced fees
- Faster approvals
- Pre-approved plans
- Utility incentives
- Parking flexibility near transit

Reintroduce Duplexes Into Residential Neighborhoods

Sedona's older zoning model often assumes:

- One house
- One family
- One large lot

That model no longer reflects economic reality.

Converting older homes into duplexes or allowing attached units can:

- Increase affordability
- Preserve neighborhood character
- Support aging homeowners
- Reduce land costs per household

Many older neighborhoods nationwide evolved gradually over decades with mixed housing types.

Sedona could allow similar gentle density.

Encourage Long-Term Rentals

Sedona should explore incentives for:

- 10+ year rental commitments
- Long-term workforce housing
- Stable tenancy models

European cities often treat long-term rental housing as a permanent and respectable form of housing—not merely temporary housing before ownership.

Housing stability matters more than ownership percentages.

Rethink the Idea That Homeownership Is the Only Path to Wealth

For decades, American planning assumed that ownership housing was the central wealth-building tool.

That model is changing.

Younger generations increasingly prioritize:

- Mobility
- Lower maintenance
- Lower debt
- Flexibility
- Smaller living spaces

Future housing models may include:

- Smaller homes
- Shared amenities
- Long-term rentals
- Co-housing
- Duplexes
- Cottage courts
- Small apartment clusters

Smaller Housing Will Become More Normal

The era of 3,000-square-foot starter homes is likely ending.

Future attainable housing may look more like:

- 1,000–1,200 sq ft homes
- 500 sq ft apartments
- Compact cottage developments
- Shared open spaces instead of oversized private yards

Smaller units reduce:

- Construction costs
- Energy use
- Infrastructure costs
- Water demand

City-Owned Land Should Be on the Table

Every city-owned parcel should be evaluated for potential housing uses, including:

- Duplexes
- Small apartment buildings
- Workforce housing
- Mixed-use developments
- Public-private partnerships

Not every parcel should be developed.

But every parcel should at least be evaluated honestly.

But every parcel should at least be evaluated honestly.

Fee Structures Matter

Housing costs are increased not only by land prices, but by:

- Impact fees
- Permit costs
- Review delays
- Engineering requirements
- Lengthy approval timelines

Time is money in construction.

Reducing unnecessary delays can lower final housing costs substantially.

Transit and Housing Should Work Together

Higher-density housing near transit corridors can:

- Reduce traffic
- Reduce parking demand
- Support shuttle systems
- Improve walkability
- Lower transportation costs

Housing and transportation planning should be integrated rather than treated separately.

Fear of Pushback Cannot Stop Discussion

Many housing discussions end before they begin because leaders fear resident backlash.

But avoiding discussion does not stop change.

It simply guarantees unmanaged change.

The community deserves honest conversations about:

- Density
- Building heights
- Rental housing
- Duplexes
- ADUs
- Long-term affordability
- Workforce housing
- Land use priorities

Possible Pilot Programs

Dear City of Sedona Housing Department,

I'm writing to share some timely and meaningful insights from a recent community-led survey effort conducted by United for Action collaborators Coalition for Compassion and Justice, Prescott Area Shelter Services, Agape House, and Hope House of Sedona. This effort gathered perspectives from both housed and unhoused residents across Yavapai County. As you continue to make critical decisions that shape local housing and homelessness policy, we believe this data offers a valuable window into the lived realities, challenges, and recommendations of your constituents.

Our survey included over 100 participants, roughly half of whom are currently experiencing homelessness. The responses reveal important patterns that can guide informed local policy action:

- ***Affordable housing is the defining issue.***
  73.9% of unhoused respondents cited lack of affordable housing as the *single greatest barrier* to stable housing. This sentiment was echoed by housed participants, 72.2% of whom identified affordable housing as the top cause of homelessness in our region.
- ***Access, not just awareness, is the gap.***
  While 86% of unhoused participants reported being "somewhat" or "very" aware of resources, most still cited the need for *financial support, access to housing units, and help navigating systems* as top priorities.
- ***Employment and income are not universal safeguards.***
  Many individuals experiencing homelessness reported having part-time jobs or fixed incomes, demonstrating that employment alone is not a guarantee of housing stability when rental costs are disproportionate to income.
- ***Both groups want the same thing: understanding and action.***
  Housed residents expressed a desire to better understand how the system makes it difficult for people to escape homelessness. Unhoused respondents want the community to know that "it can happen to anyone."

This is not just data; it is the voice of your district and the collective voice of its residents. The responses point to a shared belief across income and housing status that better systems, local support, and investment in affordable housing and service navigation would benefit everyone.

We believe that good policy is built on the real-life input of the people it aims to serve. This survey is one tool, gathered humbly from the ground up, that we hope helps you as you weigh and shape initiatives to address housing insecurity, homelessness prevention, and community wellness.

If you'd like to review the survey results in full or hear stories directly from participants and providers, we would be honored to facilitate a deeper conversation or arrange a site visit to explore practical next steps.

Thank you for your ongoing service and commitment to the well-being of all Yavapai County, especially our most vulnerable.

Thank you for your attention to this,
United for Action, Yavapai County 2026

CITY COUNCIL AGENDA BILL

AB 3066
September 8, 2026
Regular Business

Agenda Item: 9e
Proposed Action & Subject: Discussion/possible action regarding future meeting/agenda items.

Department	City Manager
Time to Present	2 Minutes
Total Time for Item	5 Minutes
Other Council Meetings	Included in City Council regular meeting agenda packets as of May 14, 2024
Exhibits	A. Future Agenda Items

Finance Approval	Reviewed 08/31/2026 BGW Reviewed 08/31/2026 JMC
City Attorney Approval	Reviewed 08/31/2026 MKC
City Manager's Recommendation	Reviewed 08/31/2026

Expenditure Required	
$	N/A
Amount Budgeted	
$	N/A
Account No. (Description)	N/A

SUMMARY STATEMENT

Background: Council requested a document showing future agenda items be added to the Council packet going forward. Attached as Exh. A is the Future Agenda Items document for review and discussion, and possible direction purposes.

Climate Action Plan/Sustainability Consistent: ☐**Yes -** ☐**No -** ☒**Not Applicable**

Board/Commission Recommendation: ☐**Applicable -** ☒**Not Applicable**

Alternative(s): None

MOTION

I move to: For presentation and direction only.

Date	Day	Time	Type	Topic	Agenda Section	Requestor	Estimated Total Time
9/22/2026	Tuesday	3:30					
				Discussion and consultation with the city attorney for legal advice and for discussion and consultation with representatives to discuss security plans and measures per A.R.S. § 38-431.03(A)(3) & (9).	Executive Session	Foley	1 hours
9/22/2026	Tuesday	4:30					
				AB 3370 Discussion/possible action on approval of an agreement with Arizona Water Company and the regarding water connection improvements related to the Uptown Station (garage).	Consent	Holland	N/A
				AB 3378 Approval of the Home Energy Retrofit Project Renewal Agreement with CozyHome LLC for up to $90,000.	Consent	Beck	N/A
				AB 3363 Approval of contract for Sales Tax Audit Services with Albert Holler & Associates, via linking agreement through the City of Yuma, in the amount of $XX,XXX	Consent	Corneliusen	N/A
				AB 3770 Approval of MOU between City and Az Water Co. for the perking garage and uptown Sedona water infrastructure improvements.	Consent	Coady	NA
				AB 3387 Approval of a three-year contract for the citywide pavement marking services with Traffic Safety, Inc. in an amount not-to-exceed $240,000.00.	Consent	Ebers	NA
				AB 3349 Discussion/possible action for approval of an Ordinance amending SCC Article 15 (2024 I-codes and the 2023 National Electrical Code).	Regular	Mertes	45 min
				AB 3382 Discussion/possible direction regarding a tourism update including the results of the summer 2026 marketing campaign, the winter 2026/2027 campaign strategy, the year-round high-net worth individual marketing strategy, and approval of a contract amendment for DVA in an amount not to exceed $736,000 for marketing services.	Regular	Grossmann	75 min

				AB 3383 Discussion/possible action regarding approval of an Intergovernmental Agreement with the Sedona-Oak Creek Unified School District for maintenance of certain sports fields and certain security enhancements at the high school.	Regular	Coady	45 min
9/23/2026	Wednesday	1:00		Discussion and consultation regarding personnel matters, specifically to discuss the recruitment for employment, and/or appointment of a person to fill the City Attorney position and for legal advice with the City Attorney. This matter is brought in executive session pursuant to A.R.S. 38-431.03(A)(1&3).	Executive Session	Coady	3 hours
9/23/2026	Wednesday	4:30					
10/13/2026	Tuesday	3:00					
				TBD	Executive Session	Coady	
10/13/2026	Tuesday	4:30					
					Consent		
				Leadership Academy participants certificate presentation.	Recognitions		
					Regular		
10/14/2026	Wednesday	4:30					
				AB 3381Discussion/presentation of an emergency response tabletop exercise to familiarize city council, department heads, and partners, on their roles within the Incident Command System during emergency operations.	Special	Wnuck	2 hours
10/27/2026	Tuesday	3:00					
				TBD	Executive Session	Coady	
10/27/2026	Tuesday	4:30					
					Consent		

				AB 3339 Presentation by USFS Red Rock Ranger District, Red Rock Trail Fund, Verde Valley Cyclists Coalition and Friends of the Forest regarding Sedona area trail system projects and partnerships	Regular	Spickard	90 min
				AB 3390 Discussion/presentation by Financial Services Director Jordan Corneliusen on the Financial Update for Quarter 1 of fiscal year 2027.	Regular	Corneliusen	60 min
10/28/2026	Wednesday	2:30					
				AB 3391 Discussion/possible direction regarding an update from City staff and the Sedona Tourism 10-28-2026Advisory Board about the results of the Future of Tourism and the Sedona Experience Community Input Sessions and presentation of the Draft 2026 Sedona Tourism Plan.	Special	Grossmann	75 min
				HOLD for Roxanne come back to Council with more info on SIM 5D & 5E and 3D.	Special	Holland	2 hours
11/10/2026	Tuesday	3:00					
				TBD	Executive Session	Coady	
11/10/2026	Tuesday	4:30					
					Consent		
					Regular		
11/12/2026	Thursday	4:00	HOL Wed	Community Conversation Topic Arts and Culture, scheduled 4 to 6 p.m. *Location Pending*	Special	Council	2 hours
11/24/2026	Tuesday	3:00					
				TBD	Executive Session	Coady	
11/24/2026	Tuesday	4:30					
					Consent		
				Community Police Academy, certificate presentation.	Recognition	Penner	10 min
				Citizen Academy participants, certificate presentation.	Recognition	Hall	10 min

				AB 3368 Public Hearing/discussion/possible action regarding adoption of an Ordinance updating the City of Sedona's Consolidated Fee Schedule.	Regular	West/Nash	60 min
11/25/2026	Wednesday	4:30		No Work Session HOL			
12/8/2026	Tuesday	3:00					
				TBD	Executive Session	Coady	
12/8/2026	Tuesday	4:30					
					Consent		
					Regular		
12/9/2026	Wednesday	4:30					