

# City of Flagstaff

## Consolidated Plan

### Executive Summary

July 1, 2021 – June 30, 2026

Submitted to the U.S. Department of  
Housing and Urban Development  
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**City of Flagstaff**

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**CITY OF FLAGSTAFF  
COMMUNITY DEVELOPMENT  
BLOCK GRANT**



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**Consolidated Plan and Analysis of Impediments to Fair Housing Choice**

Prepared for: City of Flagstaff Community Development Division

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# Executive Summary

## 1. Introduction

The City of Flagstaff, Arizona receives an annual entitlement allocation from the U.S. Department of Housing and Urban Development (HUD) and the Community Development Block Grant Program.

The Five-Year Consolidated Plan provides the framework for implementation of the City of Flagstaff's mission and goals utilizing Community Development Block Grant (CDBG) funds received from HUD and other funds that may leverage CDBG resources.

Community Development Block Grant funding can be utilized to fund a broad range of eligible activities. The City must determine annually which eligible activities will best serve the needs of the community. The Five-Year Consolidated Plan, required by HUD is designed to guide HUD-funded affordable housing, homelessness, special needs, and community development policies and programs over the five-year period beginning July 1, 2021 and ending June 30, 2026.

The Needs Assessment (NA) and Market Analysis (MA) provide information about community specific need gathered through several methods, including consultation with local agencies, public outreach, a review of demographic and economic data sets, and a housing market analysis. The Strategic Plan (SP) details how the City will address the priority needs identified during the NA and MA process. The strategies must reflect the current condition of the market, expected availability of funds, and local capacity to administer the plan. In addition to establishing goals related to the use of CDBG funds, the City of Flagstaff has established HUD-required strategies to improve the delivery system, address lead-based paint hazards, reduce the incidence of poverty, and address barriers to affordable housing development.

The City of Flagstaff mission is to protect and enhance the quality of life for all and the basis of all City activities is its vision of a safe, diverse, just, vibrant, and innovative community with a unique character and quality of life for all. The City strives to foster and support economic, environmental, educational, and cultural opportunities.

## 2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The City of Flagstaff's Five-Year Consolidated Plan for 2021-2025 outlines specific steps for the community as it works to meet the housing and community development needs of low-and moderate income and special needs households. As part of the consolidated planning process the City conducted a comprehensive housing and community development Needs Assessment and Market Analysis. With these assessments and additional community data along with public and stakeholder input collected the City identified four priority needs and established 11 activity goals for meeting these community needs in the next five years.

## Identified High Priority Needs and Activity Goals Established

1. Support neighborhood revitalization and public facilities and infrastructure improvements especially in established target areas including:
  - a. Neighborhood revitalization including Neighborhood Facility and Infrastructure Improvements
    - i. Includes Parks/ Playgrounds/ Streets/ Water Sewer Lines/ Energy Efficiency/ Broadband Infrastructure/ Etc.
    - ii. 3,000 people
  - b. Public Facilities
    - i. Includes Acquisition/ Construction/ Reconstruction/ Rehab/ Installation/ Improvements/ Etc.
    - ii. 100 people
  - c. Acquisition for Affordable Housing Benefit
    - i. Includes acquisition of land/ real property for the development of affordable housing units
    - ii. 3 units
2. Support public services and economic opportunities for low-and moderate income persons including:
  - a. Services to Meet Basic Needs
    - i. Includes Childcare/ Senior Services/ Services for Disabled Individuals/ Mental Health/ Etc.
    - ii. 300 people
  - b. Workforce Development
    - i. Includes Employment, Job Training and Small Business Support Services
    - ii. 15 people
  - c. Housing Stabilization Services
    - i. Includes Rental Assistance/ Eviction/ Foreclosure Prevention and Legal Services
    - ii. 50 households
3. Support services and projects addressing homelessness
  - a. Service and Facility Operating Support
    - i. Includes Outreach/ Shelter Managers/ Case Managers/ Coordinated Entry/ Etc.
    - ii. 1,500 people experiencing or at-risk of homelessness
  - b. Increase Shelter Beds/Units
    - i. Includes Emergency/ Transitional Shelter/ Permanent Supportive Housing
    - ii. 15 beds/units
4. Support the development, accessibility, and preservation of decent affordable housing including:
  - a. Rehabilitation of owner and/or renter households/units
    - i. 20 units

- b. Development of owner and/or renter affordable housing units
  - i. 3 units
- c. Housing Assistance for owner and/or renter households
  - i. Includes financial assistance for Deposits/ Down payment/ Closing Costs/ Etc.
  - ii. 50 households

### **3. Evaluation of past performance**

The City of Flagstaff established 15 goals in the 5-year HUD Consolidated Plan beginning in PY2016:

- Revitalization, Public Facilities & Infrastructure, including:
  - 5 facility improvements benefitting 500 people
  - 2 ADA accessibility improvement projects benefitting 500 people
  - Land acquisition for one affordable housing development project benefitting 5 households
  - Infrastructure for one affordable housing development project benefitting 5 households
- Public Services & Economic Opportunities including
  - Service and facility operating support for 5 projects benefitting 2,000 people
  - One employment and job training support services project benefitting 5 people
  - Housing stabilization services benefitting 500 households.
- Addressing Homelessness including:
  - 5 outreach and service and facility operating support projects, increasing the number of emergency/transitional shelter beds by 20 beds
  - Increasing the supply of permanent supportive housing by 15 beds.
- Decent Affordable Housing including:
  - Rehabilitation of 25 owner-occupied housing units
  - Construction of 5 rental units
  - Construction of 2 owner units
  - Rehabilitation of 10 rental housing units.

In the context of limited CDBG and leverage funding, the City made significant progress towards investing in housing, public and supportive services for vulnerable populations. Throughout the last 2 Program Years of the previous Consolidated Plan, the COVID-19 global pandemic led to more households needing these services and the City and its partner agencies stepped in to provide a variety of services, many aimed at people at risk of or experiencing homelessness. Significant progress was also made towards providing economic opportunities and a relatively large number of individuals benefitted from financial and housing counseling and several individuals benefitted from employment training.

Moderate progress was made towards enhancing Flagstaff neighborhoods – park and playground improvements and housing rehabilitation were the most notable enhancements; however, the continuing high cost of housing in Flagstaff presents challenges to acquiring and rehabilitating homes.

Moderate progress towards increasing the availability and affordability of housing for owners and renters was also made due to few opportunities to invest in additional housing. The City continued to make progress towards strengthening coordination and delivery of resources, operating the Flagstaff Public Housing Authority and City Housing Sections in one department, and maintaining a high level of involvement with the Coconino County Continuum of Care and Flagstaff Front Door for Coordinated Entry.

#### **4. Summary of citizen participation process and consultation process**

A draft of the Consolidated Plan was available on-line at the City's website for a 45-day comment period beginning March 1, 2021 and ending April 15, 2021. A virtual public hearing was held on April 13<sup>th</sup>, 2021 with City Council to discuss findings of the Consolidated Plan and Analysis of Impediments of Fair Housing Choice as well as recommended activity allocations for the Program Year 2021 entitlement. The public and stakeholders were encouraged to virtually attend and offer comments or to submit written comments directly to Council.

Additional consultation took place with the Coconino County Continuum of Care, a group of organizations providing services to homeless individuals and families and through a virtual outreach meetings held in September 2020. Additionally, the City conducted four (4) open to the public, virtual focus groups discussing each of the identified priority needs and proposed activity goals with residents and stakeholders. Due in part to the COVID-19 pandemic, the City utilized an on-line survey to reach residents and stakeholders for input on community needs and Con Plan goals. The survey was available online and 24 completed surveys were received. The City also held a public hearing with City Council in April 2021 during the public comment period. This hearing provided citizens an opportunity to comment on any aspect of the City's Consolidated Plan.

In 2019, City Council added a new chapter to the Flagstaff City Code, creating a Housing Commission. The Housing Commission consists of thirteen citizens, with twelve members appointed by the City Council and one representative from the Flagstaff Housing Authority Board of Commissioners. It serves as an advisory board to City Council; makes recommendations with respect to housing policies, needs, and programs in Flagstaff; and furnishes the Council with information through the Housing Director. The Commission holds monthly public meetings and provides an avenue for the community and stakeholders to communicate with the Commission and City staff.

## **5. Summary of public comments**

There were no public comments received during the public comment period.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

All public comments were accepted.

## **7. Summary**

The City conducted public outreach and met with stakeholders to identify priority needs and establish 5-year goals and objectives in four priority areas - 1) neighborhood revitalization, public facilities and infrastructure, 2) public services and economic opportunities, 3) addressing homelessness, and 4) decent affordable housing.

### **Consolidated Plan Goals and Activities**

Public and stakeholder input, records of past funding, the needs assessments and housing market analysis were all used to determine the relative priority of activities and the populations that will be served. HUD allows two priority designations – high and low. Assignment of priority does not reflect a lack of need for any particular population or activity; it merely identifies those conditions that are most likely to be addressed with limited CDBG funding.

- High priority activities are likely to be funded with CDBG resources during the next five years.
- Low priority activities may be funded as opportunities arise.
- Special Populations are certain clientele that are presumed by HUD to be low/moderate income and are defined as senior citizens, severely disabled adults, persons living with AIDS, battered spouses, abused children, the homeless, illiterate adults, or migrant farm workers.

The table below summarizes planned CDBG activities and the priority level and 5-year numeric goal for each. Activities that might be targeted to special populations are indicated. The table is designed to meet HUD requirements.

## 5-year Consolidated Plan Goals

Activity	Special Population	Priority Level	5-year Goal
<b><u>Priority Need:</u> Neighborhood Revitalization, Public Facilities &amp; Infrastructure</b>			
Neighborhood Facility and Infrastructure Improvements - <i>Includes Parks/ Playgrounds/ Streets/ Water Sewer Lines/ Energy Efficiency/ Broadband Infrastructure/ Etc.</i>		High	3,000 people
Public Facilities - <i>Includes Acquisition/ Construction/ Reconstruction/ Rehab/ Installation/ Improvements/ Etc.</i>	X	High	100 people
Acquisition for Affordable Housing Development - <i>Land/ Real Property/ Etc.</i>		Low	3 units
<b><u>Priority Need:</u> Public Services &amp; Economic Opportunities</b>			
Services to Meet Basic Needs - <i>Includes Childcare/ Senior Services/ Services for Disabled Individuals/ Mental Health/ Etc.</i>	X	High	300 people
Workforce Development - <i>Includes Employment/ Job Training/ Business mentorship/ support/ assistance</i>	X	Low	15 people
Housing Stabilization - <i>Includes Rental Assistance/ Eviction and Foreclosure Prevention/ Legal Services/ Housing Counseling/ Etc.</i>		High	50 households
<b><u>Priority Need:</u> Addressing Homelessness</b>			
Service and Facility Operating Support - <i>Includes Outreach/ Shelter Managers / Case Managers/ Coordinated Entry/ Etc.</i>	X	High	1,500 people
Increase Shelter Beds/Units - <i>Includes Emergency / Transitional Shelter/ Permanent Supportive Housing/ Etc.</i>	X	High	15 beds/units
<b><u>Priority Need:</u> Decent Affordable Housing – Owner &amp; Renter</b>			
Housing Rehabilitation - <i>Grants or Deferred Loan for Rehabilitation Costs</i>	X	High	20 units
Housing Development - <i>Includes Acquisition/ Demolition/ Preconstruction Costs/ Infrastructure</i>	X	High	3 units
Housing Assistance - <i>Includes Financial Assistance for Down-payment, Deposits/ Closing Costs</i>		High	50 households