

10 Year Housing Plan Policy Initiatives and Strategies <i>Create Connect Preserve Protect</i>		Scope for Strategy				Immediate Term (18 Months)	Short Term (1 - 4 Years)	Long Term (5-10 Years)	Ongoing	Divison/Section Involvement	Prioritization Tool
		Time Commitment	Public Engagement	Requires Council Consideration	Funding Required						
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<i>Create housing options for households at all income levels and family sizes occupied by local, residents.</i>											
Create 1: Create a dedicated funding source for affordable housing in Flagstaff.											
Create 1.1	Present 2022 Bond Measure to Council and Community for consideration for additional funding to be leveraged with local, state and federal dollars.	H	H	Yes	\$	x				Management Service, Housing Section	
Create 1.2	Create a fund for the purpose of acquiring land/units for affordable housing in order to be able to respond to opportunities as they arise.	L	L	Yes	\$\$\$		x		x	Real Estate Section, Management Services, Housing Section	
Create 1.3	Identify ongoing resource opportunities for the purpose of assisting households experiencing homelessness, households at risk of becoming homeless, first time homebuyers, and affordable housing targeted to these populations.	L	L	Yes	\$\$\$		x			Management Service, Housing Section	
Create 1.4	Explore other funding mechanisms for affordable housing developments such as Revitalization district and dedicated sales tax.	M	L	Inform	ST			x		Economic Vitality, Management Services, Housing Section	
Create 2: Explore building Innovations and cost saving practices.											
Create 2.1	Hire an independent consultant to review City codes, processes and fees to determine whether modifications, reductions, or eliminations would facilitate cost saving housing development strategies.	H	L	Yes	\$\$		x			Economic Vitality, Zoning Code, Building Safety, Sustainability, Current Planning, FPD, Management Services, Flagstaff Fire Department, Housing Section	
Create 2.2	Explore innovative tools and techniques to limit costs for regional development impacts on individual development projects, such as infrastructure.	H	L	Inform	ST			x		Zoning Code, Current Planning, Housing Section	
Create 2.3	Create a dedicated team specifically for affordable housing projects.	L	L	No	ST		x			Current Planning, Housing Section	
Create 2.4	Establish a simplified entitlement (i.e. rezoning and conditional use permit) and development review process.	H	L	Yes	ST		x			Zoning Code, Capital Improvements and Engineering, Current Planning	
Create 2.5	Explore alternative Engineering and Fire requirements to minimize the cost of development without compromising Fire and Life Safety.	H	L	Yes	ST			x		Building Safety, Capital Improvements and Engineering, Current Planning, FPD, Flagstaff Fire Department, Housing Section	
Create 2.6	Make pre-approved standard plans available to property owners to reduce planning and review costs.	M	L	Yes	\$\$			x		Building Safety, Capital Improvements and Engineering, Current Planning, Flagstaff Fire Department, Housing Section	
Create 2.7	Construct and promote net zero or net zero ready affordable housing when funding is available and encourage private developers to do the same.	M	L	Yes	\$\$\$				x	Sustainability, Housing Section	
Create 2.8	Prioritize Capital Improvement Projects that facilitate affordable housing.	M	L	Yes	ST				x	Capital Improvements and Engineering, Sustainability, Current Planning, Management	
Create 3: Ensure that the Regional Plan includes robust affordable housing goals and policies.											
Create 3.1	Update the Regional Plan policies to support increased density related to affordable housing.	H	H	Yes	\$\$\$			x		Sustainability, Current Planning, Housing Section	
Create 3.2	Identify suburban areas that have the existing infrastructure to support greater density and intensity of development.	H	H	Yes	\$\$\$			x		Capital Improvements and Engineering, Sustainability, Current Planning, Housing Section	
Create 3.3	During the update of the Regional Plan, revise the Community Character chapter for goals and policies to include cost saving methods that reduce the conflict between affordable housing, historic preservation and urban tuning.	H	H	Yes	\$\$\$			x		Sustainability, Current Planning, Housing Section	

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<i>Create housing options for households at all income levels and family sizes occupied by local residents.</i>											
Create 4: Amend the Zoning Code to facilitate the development of all housing types.											
Create 4.1	Review and amend the Planned Residential Development (PRD) standards and process to address barriers for infill development and allow for more flexibility in development options, building types, and lot configurations.	H	M	Yes	\$\$			x		Zoning Code, Building Safety, Current Planning, Flagstaff Fire Department, Housing Section	
Create 4.2	Explore options with appropriate land use and economic studies as necessary that could integrate affordable housing units to be developed in commercial and industrial locations where suitable.	M	L	Yes	\$\$			x		Economic Vitality, Zoning Code, Building Safety, Current Planning, Flagstaff Fire Department, Housing Section	
Create 4.3	Explore adding affordable housing as an allowed uses/allowed use in the Public Facilities (PF) Zone.	M	M	Yes	ST	x				Zoning Code, Building Safety, Flagstaff Fire Department, Housing Section	
Create 4.4	Review parking standards for all residential development with the goal of reducing the cost of development and increasing the number of dwelling units that may be achieved.	M	M	Yes	ST			x		Zoning Code, Building Safety, Sustainability, Current Planning, Traffic Engineers, Flagstaff Fire Department, Housing Section	
Create 4.5	Evaluate and amend the Resource Protection Overlay standards to ensure that the minimum densities can be met on most sites, including making the requirements for residential sites to be similar to those for a commercial site.	M	M	Yes	ST			x		Zoning Code, Current Planning, Housing Section	
Create 4.6	Evaluate Resource Protection Overlay standards in terms of consistency across zoning district standards and amend it to allow for uniform maximum density allowance.	M	M	Yes	ST			x		Zoning Code, Current Planning, Housing Section	
Create 4.7	Continue to evaluate and amend the current Accessory Dwelling Unit (ADU) zoning code standards with the goal of increasing supply.	L	M	Yes	ST		x			Zoning Code, Housing Section	
Create 4.8	Explore allowing additional flexibility for homeowners and landlords to increase density.	M	M	Yes	ST			x		Zoning Code, Building Safety, Current Planning, Flagstaff Fire Department, Housing Section	
Create 5: Incentivize the creation of affordable units through various programs and mechanisms.											
Create 5.1	Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.	M	M	Yes	ST				x	Zoning Code, Current Planning, Housing Section	
Create 5.2	Update the City's affordable housing incentive policy to implement the goals and policies of the 10 Year Housing Plan.	H	H	Yes	ST		x			Current Planning, Housing Section	
Create 5.3	Amend the City Code to implement the revised affordable housing incentive policy.	H	H	Yes	ST		x			Zoning Code, Building Safety, Current Planning, Management Services, Flagstaff Fire Department, Housing Section	
Create 5.4	Explore implementing reduced fees and waivers to incentivize the development of affordable housing.	H	H	Yes	ST		x			Zoning Code, Building Safety, FPD, Management Services, Flagstaff Fire Department, Housing Section	
Create 5.5	Explore in-lieu alternatives to providing affordable housing units (e.g. down payment assistance program, donation of finished lots, in-lieu payment, etc.).	H	H	Yes	ST		x			Real Estate Section, Zoning Code, Building Safety, Flagstaff Fire Department, Management Services	
Create 5.6	Explore expedited review as an incentive to developments that provide affordable housing units.	H	L	Yes	ST		x			Zoning Code, Building Safety, Capital Improvements and Engineering, Current Planning, Housing Section	
Create 5.7	Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.	M	H	No	ST				x	FPD/HR (for success stories), Housing Section, Economic Vitality	
Create 5.8	Explore the use of the community land trust model and public/private partnerships to incentivize the development of ownership units that are priced significantly below market rate.	M	L	Yes	ST		x			Real Estate Section, Housing Section	

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<i>Connect people to equitable housing solutions.</i>											
Connect 1: Implement a framework for centering equity on proposed and existing housing practices, policies and programs.											
Connect 1.1	Evaluate housing policies and strategies in City planning documents through an equity lens.	M	M	Yes	ST				x	Housing Section	
Connect 1.2	Encourage community organizations such as local Continuum of Care to continue to integrate equity into programs and policies.	M	H	No	ST				X	Housing Section	
Connect 1.3	Review member composition of the Housing Commission and Housing Authority Board to ensure racial and economic diversity reflective of the Flagstaff community and present to Council for input.	M	M	Yes	ST		X			Housing Section	
Connect 1.4	Utilize City resources to educate the community about financing and housing opportunity with an emphasis on assisting low to moderate income households to advance through the housing continuum and to address past racial disparities.	M	M	No	\$				x	Housing Section	
Connect 2: Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all.											
Connect 2.1	Explore the feasibility of a one-stop shop for a 'pre-qualification' letter or document that avoids application fees for rentals.	M	H	No	ST			x		Housing Section	
Connect 2.2	Create housing navigator or advocate positions to assist both landlords and housing challenge populations in securing and maintaining housing.	M	L	Yes	\$\$	x				FPD, Housing Section	
Connect 2.3	Continue to support and develop Coordinated Entry in meaningful way in providing linkages to healthcare, behavioral health and housing.	M	H	Yes	\$				x	Housing Section	
Connect 3: Integrate healthcare into housing programs and housing into healthcare programs as											
Connect 3.1	Raise awareness of housing security as a social determinate of health.	M	M	No	ST				x		
Connect 3.2	Encourage neighborhoods, housing types and building practices that increase health.	M	M	No	ST				x	Current Planning, Housing Section	
Connect 3.3	Work in partnership with the community to develop and promote community health measurement data collection into housing services when viable.	H	M	No	ST				x	FPD, Housing Section	
<i>Preserve affordable housing.</i>											
Preserve 1: Expand efforts to Preserve Existing Housing Stock											
Preserve 1.1	Continue homeownership rehabilitation program and create an affordable rental rehabilitation program with a focus of establishing safe, decent and sustainable housing.	M	M	Yes	\$				x	Housing Section	
Preserve 1.2	Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.	H	L	Yes	\$\$\$			x		Real Estate Section, Management Services, Housing Section	
Preserve 2: Encourage adaptive reuse											
Preserve 2.1	Explore the use of Low Income Historic Tax Credit in conjunction with Historic Preservation Tax Credit for acquisition and rehabilitation affordable housing where appropriate.	M	L	No	ST				x	Economic Vitality, Housing Section	
Preserve 2.2	Review the Land Use Goals and Policies in the Regional Plan, Specific Plans, and City Code to remove barriers to adaptive reuse for the creation of affordable housing.	H	M	Yes	ST			x		Economic Vitality, Housing Section	
Preserve 2.3	The City's Housing Section and the Sustainability Section will partner to seek and administer grants for housing programs and developments that invest in environmentally friendly, retrofits and upgrades.	M	L	Yes	\$				x	Sustainability, Management Service, Housing Section	

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<i>Protect people from housing discrimination and remove housing barriers.</i>											
Protect 1: Continue commitments to further Federal and Arizona Fair Housing laws in all housing-related services and programs, support those who seek to reduce barriers to equitable housing											
Protect 1.2	Work with community partners to ease reentry and assess the need for alternative housing models and processes, and create necessary programs that address the systemic and structural barriers to justice impacted citizens.	M	H	No	ST				x	FPD, Housing Section	
Protect 1.3	Examine and update if needed the City of Flagstaff's Housing Limited English Proficiency (LEP) Plan.	M	L	No	ST		x			Management Services, Housing Section	
Protect 1.4	Research ways to provide incentives to landlords who rent to those with any housing voucher or housing barriers such as poor credit, criminal history etc.	M	M	Yes	ST		x			Management Services, Housing Section	
Protect 1.5	Support local social service network in establishing a home share program inclusive of features like peer support and conflict resolution.	L	H	No	ST			x		Housing Section	
Protect 2: Ensure affordable Housing is a part of every Flagstaff neighborhood and work to address disparate impact as part of any development or redevelopment.											
Protect 2.1	Create and maintain an Affordable Housing Impact Statement.	H	M	No	ST		x				
Protect 2.2	Evaluate, better understand, and if necessary develop strategies to address the disparate impacts of programs like Crime Free Multi-Housing and other relevant programs and policies.	M	L	No	ST				x	Housing Section	
Protect 2.3	Evaluate, better understand, and if necessary develop strategies to address the disparate impacts of programs like Crime Free Multi-Housing and other relevant programs and policies.	M	H	Yes	ST	X				FPD, Housing Section	
Protect 2.4	Implement a public outreach campaign to educate the community about the critical role affordable housing plays in a thriving community, creating a groundswell of support for affordable housing and combat Not in My Backyard (NIMBY) opposition to housing and affordable housing.	M	H	No	\$	x				Sustainability. FPD, Housing Section	
Protect 3: Continue to lobby and support federal and state legislation to encourage changes to											
Protect 3.1	Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.	M	L	Yes	ST				x	Economic Vitality, Management Services, Housing Section	
Protect 3.2	Pursue local and legislative changes that increases the preservation, creation and protection of affordable housing as necessary.	M	L	Yes	ST				x	Housing Section	
Protect 3.3	Explore expanding State and local fair housing protected classes to include items such as age, source of income, sexual orientation and gender identity.	M	L	Yes	ST				x	Housing Section	