

10-Year Housing Plan

**2024-2025**

**Implementation Plan**

July 2024 - June 2025



CITY OF  
**FLAGSTAFF**

# 2024-2025 Implementation Plan

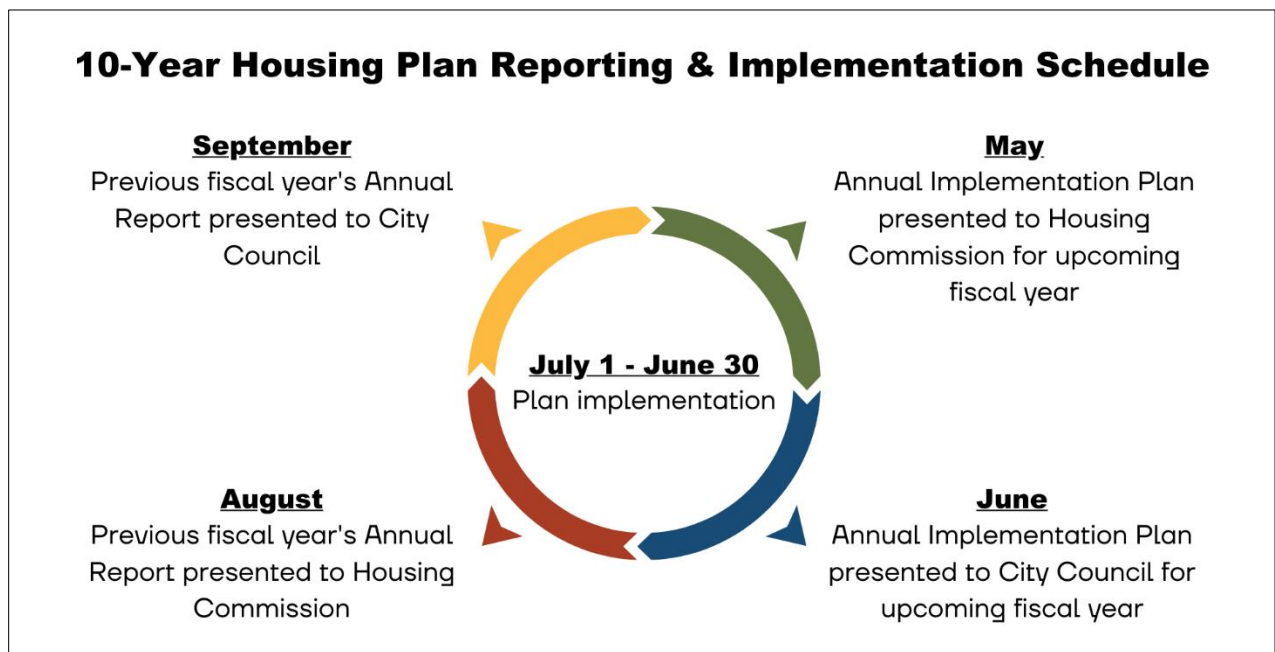
## Introduction

On December 1, 2020, the Flagstaff City Council declared a [Housing Emergency](#) to acknowledge the need to prioritize housing within City operations and “...create safe, decent, and affordable housing opportunities for all community members.” Following the Housing Emergency declaration, on February 15, 2022, Council approved the [10-Year Housing Plan](#).

The 10-Year Housing Plan delineates the City’s immediate and long-term needs and highlights 13 robust policy initiatives and 58 comprehensive strategies necessary to improve housing supply and affordability. It serves as a foundational framework for establishing work programs, prioritizing staff work, and allocating necessary funding for its implementation. The Plan’s overarching goal is to “**Reduce the current affordable housing need in our community by half over the next ten years**” and is supported by two fundamental elements:

- > **Element One:** Impact at least 6,000 low- to moderate-income Flagstaff residents through a combination of unit creation or subsidy provision.
- > **Element Two:** Create or preserve 7,976 housing units by 2031 with a minimum of 10% of them being affordable. This will increase the overall supply of market rate, workforce, and affordable housing occupied by local residents.

This Implementation Plan provides an overview of the strategies from the 10-Year Housing Plan that will be undertaken during the 2024-2025 fiscal year, as well as those that are still pending from previous years. To ensure transparency and accountability, a corresponding Annual Report will be prepared to update stakeholders on the progress made. The dissemination of these documents will be carried out in accordance with the following schedule:



## Strategy Implementation




This is the second Implementation Plan since the approval of the 10-Year Housing Plan. At present, 49 strategies remain to be completed by 2032 – all of which are crucial to realizing the overarching goal. To identify the most suitable strategies to undertake in the 2024-2025 fiscal year, a review of various strategies was conducted by City staff. The





review consisted, but was not limited to the following factors from the 10-Year Housing Plan, which are also columns within the Implementation Plan:


- **Dependent On Other Strategy Completion:** Determines if the strategy depends on the completion of another strategy before it can be started or completed.
- **Time Commitment:** Indicates the anticipated time necessary to achieve the strategy.
- **Public Engagement:** Indicates the extent of public engagement necessary to achieve the strategy.
- **Requires Council Consideration:** Indicates whether at least some parts of this strategy will require Flagstaff City Council approval to implement.
- **Funding Required Over Staff Time:** Indicates if funding is required in addition to staff time.
- **Anticipated Timeline of Strategy Implementation from 02/15/2022:** Indicates the targeted timeline of how soon the strategy will be implemented from February 15, 2022.
- **City Division/Section Collaboration:** Indicates which City of Flagstaff divisions and/or sections have been identified as collaborators on the strategy.

To indicate what the status of each strategy is, the following language will be used in the **Status** column: “Not Started,” “In Progress,” or “Completed.” Additional details related to the strategy completion will be provided on the **Status Comments** row.



## 2024-2025 Forthcoming Strategies






Strategy	Strategy Description	Dependent On Other Strategy Completion	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required Over Staff Time	Anticipated Timeline of Strategy Implementation from 02/15/2022	Status
<i>Create housing options for households at all income levels and family sizes occupied by local residents.</i>								
<b>Create 2: Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies.</b>								
Create 2.1	Update the Regional Plan policies to support increased density related to affordable housing.	Partially - Create 5.1	High	High	Yes	Yes	Short-Term (1-4 years)	 In Progress
	<b>City Division/Section Collaboration:</b>	Planning, Housing Section						
	<b>Status Comments:</b>	A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify the update in November 2025.						
Create 2.2	Identify suburban areas to support greater density and intensity of development.	Partially - Create 5.1	High	High	Yes	Yes	Short-Term (1-4 years)	 In Progress
	<b>City Division/Section Collaboration:</b>	Planning, Housing Section						
	<b>Status Comments:</b>	A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify the update in November 2025.						
Create 2.3	During the update of the Flagstaff 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 design.	Partially - Create 5.1	High	High	Yes	Yes	Short-Term (1-4 years)	 In Progress




Strategy	Strategy Description	Dependent On Other Strategy Completion	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required Over Staff Time	Anticipated Timeline of Strategy Implementation from 02/15/2022	Status
	<b>City Division/Section Collaboration:</b>	Planning, Housing Section						
	<b>Status Comments:</b>	A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify the update in November 2025. The Community Character chapter is proposed to be eliminated and incorporated as a theme covered in the Growth and Land Use, Transportation, and Resource Stewardship and Resilience Chapters.						
<b>Create 3: Create a dedicated funding source for affordable housing in Flagstaff.</b>								
<b>Create 3.2</b>	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.	No	Low	Low	Yes	Yes	Short-Term (1-4 years)	 In Progress
	<b>City Division/Section Collaboration:</b>	Management Services, Housing Section						
	<b>Status Comments:</b>	Housing staff requested \$500,000 through the City's budget process for Fiscal Year 2024-2025. The proposed budget will be brought to Council for consideration and approval in June 2024.						
<b>Connect people to equitable housing solutions.</b>								
<b>Connect 1: Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all.</b>								
<b>Connect 1.2</b>	Create housing navigator or advocate positions to assist both landlords and housing-challenged populations in securing and maintaining housing.	No	Medium	Low	Yes	Yes	Immediate (18 months)	 In Progress
	<b>City Division/Section Collaboration:</b>	Housing Section, City's Budget Team						
	<b>Status Comments:</b>	This position is recommended for ongoing funding within the proposed Fiscal Year 2024-2025 budget. The proposed budget will be brought to Council for consideration and approval in June 2024.						
<b>Preserve affordable housing.</b>								
<b>Preserve 1: Encourage the adaptive reuse of buildings.</b>								
<b>Preserve 1.2</b>	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.	Yes - Create 5.1	High	Medium	Yes	No	Long-Term (5-10 years)	 In Progress
	<b>City Division/Section Collaboration:</b>	Planning, Housing Section						
	<b>Status Comments:</b>	A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify the update in November 2025.						
<b>Preserve 2: Expand efforts to preserve existing housing stock.</b>								
<b>Preserve 2.2</b>	Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.	Yes - Create 3.1	High	Low	Yes	Yes	Long-Term (5-10 years)	 Not Started

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	<b>City Division/Section Collaboration:</b>	Real Estate Section, Management Services, Housing Section						
	<b>Status Comments:</b>	This strategy will be partially addressed through collaboration with private development partners utilizing bond funds approved for this purpose.						
<b>Protect people from housing discrimination and remove housing barriers.</b>								
<b>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.</b>								
<b>Protect 2.4</b>	Implement a public outreach campaign to educate the community about the critical role affordable housing plays in a thriving community, create a groundswell of support for affordable housing, and combat community opposition to housing and affordable housing.	No	Medium	High	No	Yes	Immediate (18 months)	 In Progress
	<b>City Division/Section Collaboration:</b>	Housing Section						
	<b>Status Comments:</b>	Housing staff have conducted extensive outreach since 2022. A Housing Section rebranding will initiate a larger education campaign, which is pending the direction of City Council regarding updating the City of Flagstaff logo.						

## Ongoing Strategies

Strategy	Strategy Description	Dependent On Other Strategy Completion	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required Over Staff Time	Anticipated Timeline of Strategy Implementation from 02/15/2022	Status
<b>Create housing options for households at all income levels and family sizes occupied by local residents.</b>								
<b>Create 1: Incentivize the creation of affordable units through various programs and mechanisms.</b>								
<b>Create 1.1</b>	Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.	Partially - Create 5.1	Medium	Medium	Yes	No	Ongoing	 In Progress
	<b>City Division/Section Collaboration:</b>	Zoning Code, Planning, Housing Section						
<b>Create 1.7</b>	Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.	Partially - Create 3.1	Medium	High	No	No	Ongoing	 Not Started
	<b>City Division/Section Collaboration:</b>	Housing Section, Economic Vitality						

Strategy	Strategy Description	Dependent On Other Strategy Completion	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required Over Staff Time	Anticipated Timeline of Strategy Implementation from 02/15/2022	Status
Create 1.8	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.	No	Medium	Low	Yes	No	Short-Term (1-4 years)	 In Progress
	<b>City Division/Section Collaboration:</b>	Real Estate Section, Housing Section						
<b>Create 3: Create a dedicated funding source for affordable housing in Flagstaff.</b>								
Create 3.3	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.	Partially - Create 3.1	Low	Low	Yes	Yes	Short-Term (1-4 years)	 In Progress
	<b>City Division/Section Collaboration:</b>	Management Services, Housing Section						
<b>Create 5: Explore regulatory efficiency and cost-saving practices.</b>								
Create 5.7	Construct and promote net zero or Net Zero Ready affordable housing when funding is available and encourage private developers to do the same.	Partially - Preserve 2.2	Medium	Low	Yes	Yes	Ongoing	 In Progress
	<b>City Division/Section Collaboration:</b>	Sustainability, Water Services, Housing Section, Planning, Building Code						
<b>Connect people to equitable housing solutions.</b>								
<b>Connect 1: Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all.</b>								
Connect 1.3	Continue to support and develop Coordinated Entry as a meaningful process that provides linkages to healthcare, behavioral health, and housing.	No	Medium	High	Yes	Yes	Ongoing	 In Progress
	<b>City Division/Section Collaboration:</b>	Housing Section						
<b>Connect 2: Implement a framework for centering equity in proposed and existing housing practices, policies, and programs.</b>								
Connect 2.1	Evaluate housing policies and strategies in City of Flagstaff planning documents through an equity lens.	Yes - Create 5.1	Medium	Medium	Yes	No	Ongoing	 In Progress
	<b>City Division/Section Collaboration:</b>	Housing Section, Planning						

Strategy	Strategy Description	Dependent On Other Strategy Completion	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required Over Staff Time	Anticipated Timeline of Strategy Implementation from 02/15/2022	Status
Connect 2.2	Encourage community organizations such as the local Continuum of Care to continue to integrate equity into programs and policies.	No	Medium	High	No	No	Ongoing	 In Progress
	<b>City Division/Section Collaboration:</b>	Housing Section						
<b>Connect 3: Integrate healthcare into housing programs, and housing into healthcare programs, as appropriate.</b>								
Connect 3.1	Raise awareness of housing security as a social determinant of health.	Partially - Protect 2.4	Medium	Medium	No	No	Ongoing	 Not Started
	<b>City Division/Section Collaboration:</b>	Housing Section						
<b><i>Protect people from housing discrimination and remove housing barriers.</i></b>								
<b>Protect 1: City Council will continue to lobby and support federal and state legislation to encourage changes to federal and state laws, and to increase the amount of funding available for the preservation and construction of affordable housing.</b>								
Protect 1.2	Pursue local and legislative changes that increase the preservation, creation, and protection of affordable housing as necessary.	Partially - Protect 2.4	Medium	Low	Yes	No	Ongoing	 In Progress
	<b>City Division/Section Collaboration:</b>	Housing Section						