



CITY OF
FLAGSTAFF

2025-2026 Implementation Plan

FOR THE 10-YEAR HOUSING PLAN

SCAN ME



2025-2026 Implementation Plan

Introduction

In response to a citizen petition and the growing demand for affordable housing, the Flagstaff City Council declared a Housing Emergency on December 1, 2020. The declaration emphasized the urgent need to prioritize "safe, decent and affordable housing opportunities for all community members" within City operations and throughout the community.

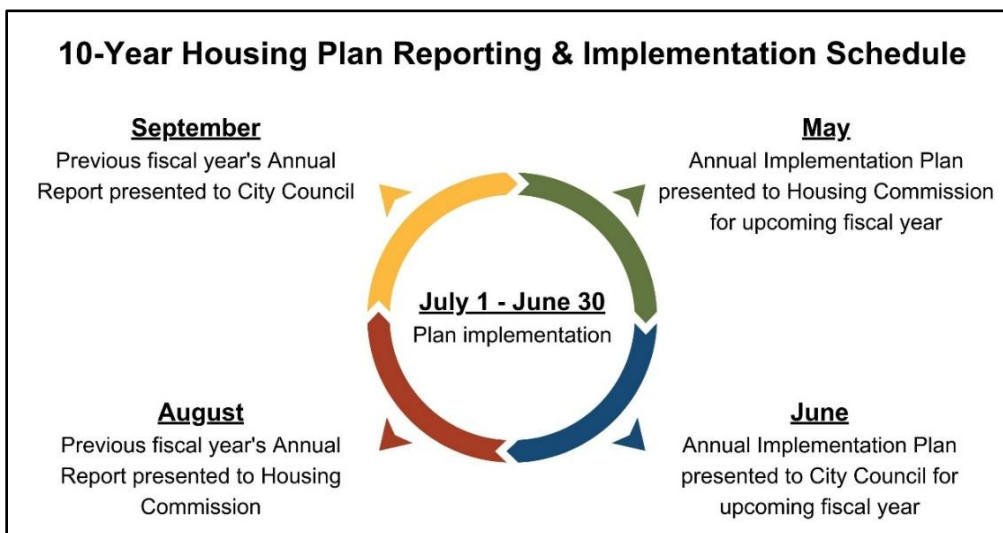
The Housing Emergency declaration led to the creation of the 10-Year Housing Plan, designed to address Flagstaff's housing challenges and serve as a foundational framework for guiding the City's work programs, setting staff priorities, and allocating resources for implementation. Developed by the Housing Section in 2021 through an inclusive public engagement process, the Plan was formally adopted by City Council on February 15, 2022, setting a bold goal:

"Reduce the current affordable housing need in our community by half over the next ten years."

Two key elements support the goal:

1. Impact at least 6,000 low-to-moderate income Flagstaff residents through a combination of unit creation or subsidy provision.
2. 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.

The Plan's overarching goal is supported by 13 policy initiatives and 58 comprehensive strategies. This document



outlines the specific strategies chosen by the Housing Section for implementation during the 2025-2026 fiscal year. It includes both newly prioritized strategies and those that are still in progress from previous years. A corresponding annual report will provide updates on progress, reinforcing transparency

and accountability throughout implementation.

Strategy Prioritization

This is the third annual implementation plan developed since the adoption of the 10-Year Housing Plan, which serves as a living document that adapts to changing market conditions, evolving community housing needs, and budgetary constraints.

For fiscal year 2025-2026, the Housing Section identified various strategies based on feasibility, anticipated impact, and alignment with the current political and housing climate. The selection of strategies was guided by the following criteria:

- > **Dependent on Other Strategy Completion:** Determines if a strategy depends on another strategy's completion 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 required to achieve the strategy.
- > **Requires Council Consideration:** Indicates whether parts of this strategy will require Flagstaff City Council approval for implementation.
- > **Funding Required Over Staff Time:** Indicates if funding is necessary in addition to staff time.
- > **Anticipated Timeline of Strategy Implementation from 02/15/2022:** Indicates the targeted timeline for implementing the strategy from February 15, 2022.
- > **City Division/Section Collaboration:** Indicates which City of Flagstaff divisions and/or sections are identified as collaborators on the strategy.

Strategies are categorized as "Not Started," "In Progress," "Completed," or "Ongoing," with additional status comments provided.

2025-2026 Strategies

The strategies outlined below are structured as defined projects, each with a clear start and end point. Ten strategies have been newly prioritized for the 2025-2026 fiscal year, while eight are carried over from previous implementation plans.

The following strategies will be addressed through revising the **Incentive Policy for Affordable Housing (IPAH)**:

- ▶ Create 1.2: Update the City's affordable housing incentive policy to implement the goals and policies of the 10-Year Housing Plan.
- ▶ Create 1.3: Amend the City code to implement the revised affordable housing incentive policy.
- ▶ Create 1.4: Explore implementing reduced fees and waivers to incentivize the development of affordable housing.
- ▶ Create 1.5: Explore in-lieu alternatives to providing affordable housing units (i.e. down payment assistance program, donation of finished lots, in-lieu payment, etc.).
- ▶ Create 1.6: Explore expedited review as an incentive to developments that provide affordable housing units.

The following strategies will be implemented through the **Resource Protection Overlay Standards** project:

- ▶ 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.
- ▶ Create 4.6: Evaluate Resource Protection Overlay standards in terms of consistent application across each zone and allow for greater maximum densities.

The following strategies will be implemented as part of the **Flagstaff Regional Plan 2045**:

- ▶ Create 2.1: Update the Regional Plan policies to support increased density related to affordable housing.
- ▶ Create 2.2: Identify suburban areas to support greater density and intensity of development.
- ▶ 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.
- ▶ Preserve 1.2: 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.

The following strategies are **independent of upcoming projects**, yet they hold equal priority for the 2025-2026 fiscal year:

- ▶ 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.
- ▶ Create 3.2: 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.
- ▶ 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.
- ▶ Create 5.5: Explore alternative Engineering and Fire requirements to minimize the cost of development without compromising Fire and Life Safety.
- ▶ Create 5.9: Prioritize the development of City of Flagstaff owned land designated for affordable housing and evaluate other City-owned parcels for affordable and mixed-income housing.
- ▶ Preserve 2.2: Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.
- ▶ Protect 3.3: 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.

Ongoing Strategies

Six of the 15 ongoing strategies listed below have been prioritized for the fiscal year 2025-2026. Although these strategies have been in progress in various forms since the adoption of the 10-Year Housing Plan, they are not defined projects with a clear start and end point. Instead, they represent continuous, long-term efforts that support the Plan's overarching goal. Their inclusion in this implementation plan demonstrates a heightened focus and attention in the coming year.

Ongoing strategies newly **prioritized in 2025-2026**:

- ▶ Connect 2.4: Utilize City of Flagstaff resources to educate the community about financing and housing opportunities with an emphasis on assisting low- to moderate-income households to advance through the housing continuum and to address past racial disparities.
- ▶ Connect 3.2: Encourage neighborhoods, housing types, and building practices that increase health.
- ▶ Preserve 1.1: Explore the use of Low-Income Housing Tax Credit in conjunction with Historic Preservation Tax Credit for the acquisition and rehabilitation of affordable housing where appropriate.
- ▶ Preserve 2.1: Continue homeownership rehabilitation programs and create an affordable rental rehabilitation program with a focus on establishing safe, decent, and sustainable housing.
- ▶ Protect 1.1: Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.
- ▶ Protect 2.2: Encourage diversity of housing options in all neighborhoods, understanding that exclusive communities are incompatible with the City of Flagstaff's mission to protect and enhance the quality of life for all.

Ongoing strategies **carried out from past implementation plans**:

- ▶ Create 1.1: Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.
- ▶ Create 1.7: Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.
- ▶ 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.
- ▶ Connect 1.3: Continue to support and develop Coordinated Entry as a meaningful process that provides linkages to healthcare, behavioral health, and housing.
- ▶ Connect 2.1: Evaluate housing policies and strategies in City of Flagstaff planning documents through an equity lens.
- ▶ Connect 2.2: Encourage community organizations such as the local Continuum of Care to continue to integrate equity into programs and policies.
- ▶ Connect 3.1: Raise awareness of housing security as a social determinate of health.
- ▶ Protect 1.2: Pursue local and legislative changes that increase the preservation, creation, and protection of affordable housing as necessary.
- ▶ Protect 2.4: 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.

Conclusion

The strategies prioritized for fiscal year 2025-2026, as well as the ongoing, long-term strategies, reflect a coordinated and multifaceted approach to addressing Flagstaff's Housing Emergency. Continued collaboration among City staff, City Council, and community stakeholders will drive the successful implementation of the 10-Year Housing Plan.

By removing systemic barriers, increasing housing supply, and ensuring equitable access to safe, affordable housing, the City of Flagstaff is making strides toward lessening its housing challenges. Regular updates and transparent progress reporting will ensure the Plan remains on track, paving the way to meet the City's housing needs now and into the future.

2025-2026 Implementation Plan Strategies

The charts below offer a detailed overview of the comprehensive strategies and corresponding policy initiatives identified for fiscal year 2025–2026 (first column). Each strategy features key context from the 10-Year Housing Plan that informs its prioritization in the current housing and policy environment (middle column). The final column shows the current status of each strategy, along with relevant comments or updates.

2025-2026 Strategies

Create housing options for households at all income levels and family sizes occupied by local residents.

<p>Create 1.2: Update the City's affordable housing incentive policy to implement the goals and policies of the 10-Year Housing Plan.</p> <p>Policy Initiative: Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: A minor administrative amendment was approved by City Council on May 20, 2025, allowing Water and Sewer System Fees as an allowable reimbursement category. The entire Incentive Policy for Affordable Housing (IPAH) will be revised after the Land Availability & Suitability Study and Code Analysis Project (LASS+CAP) is completed.</p>
<p>Create 1.3: Amend the City code to implement the revised affordable housing incentive policy.</p> <p>Policy Initiative: Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Zoning Code, Planning, Management Services, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: The City code will be revised in conjunction with the update of the Incentive Policy for Affordable Housing (IPAH), which will occur after the completion of the Land Availability & Suitability Study and Code Analysis Project (LASS+CAP).</p>
<p>Create 1.4: Explore implementing reduced fees and waivers to</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p>	<p>Status: 🕒 In Progress</p>

<p>incentivize the development of affordable housing.</p>	<p>Time Commitment: High Public Engagement: High Requires Council Consideration: Yes Funding Required Over Staff Time: No Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years) City Division/Section Collaboration: Zoning Code, Planning, Management Services, Water Services, Housing Section</p>	<p>Status Comments: This strategy will be explored with the Incentive Policy for Affordable Housing (IPAH) rewrite.</p>
<p>Create 1.5: Explore in-lieu alternatives to providing affordable housing units (i.e. down payment assistance program, donation of finished lots, in-lieu payment, etc.).</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1 Time Commitment: High Public Engagement: High Requires Council Consideration: Yes Funding Required Over Staff Time: No Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years) City Division/Section Collaboration: Zoning Code, Management Services, Housing Section, Planning</p>	<p>Status: 🕒 In Progress Status Comments: This strategy will be explored with the Incentive Policy for Affordable Housing (IPAH) rewrite.</p>
<p>Create 1.6: Explore expedited review as an incentive to developments that provide affordable housing units.</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1 Time Commitment: High Public Engagement: Low Requires Council Consideration: Yes Funding Required Over Staff Time: No Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years) City Division/Section Collaboration: Zoning Code, Planning, Housing Section</p>	<p>Status: 🕒 In Progress Status Comments: This strategy will be explored through the Incentive Policy for Affordable Housing (IPAH) rewrite.</p>
<p>Create 1.8: Explore the use of the community land trust model and public/private partnerships to incentivize the development of</p>	<p>Dependent On Other Strategy Completion: No Time Commitment: Medium</p>	<p>Status: 🕒 In Progress Status Comments: Research is underway, and housing staff will</p>

<p>ownership units that are priced significantly below market rate.</p> <p>Policy Initiative: Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Real Estate Section, Housing Section</p>	<p>present a comprehensive list of City-owned parcels designated for affordable housing to City Council in the fall of 2025.</p>
<p>Create 2.1: Update the Regional Plan policies to support increased density related to affordable housing.</p> <p>Policy Initiative: Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies (Create 2).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify it in May 2026.</p>
<p>Create 2.2: Identify suburban areas to support greater density and intensity of development.</p> <p>Policy Initiative: Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies (Create 2).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: A Regional Plan update is underway. The update will go to City Council for approval by June 2025. Voters will then ratify it in May 2026.</p>
<p>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.</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: A Regional Plan update is underway. The update will go to City Council for approval by Fall 2025. Voters will then ratify it in May 2026. The Community Character chapter is proposed to be eliminated and incorporated as</p>

<p>Policy Initiative: Ensure that the Flagstaff Regional Plan includes robust affordable housing goals and policies (Create 2).</p>	<p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Best Practices for Creating a Sense of Place in the Goals and Policies Chapter.</p>
<p>Create 3.2: 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.</p> <p>Policy Initiative: Create a dedicated funding source for affordable housing in Flagstaff (Create 3).</p>	<p>Dependent On Other Strategy Completion: No</p> <p>Time Commitment: Low</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Management Services, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: Housing was awarded \$500,000 through the City’s fiscal year 2024-2025 budget and will utilize this funding when appropriate opportunities arise.</p>
<p>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.</p> <p>Policy Initiative: Create a dedicated funding source for affordable housing in Flagstaff (Create 3).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 3.1</p> <p>Time Commitment: Low</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Management Services, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: Research is underway, and a bond approved by voters will partially support this strategy through the expansion of the existing down payment assistance program. Additionally, the Housing Office’s grant applications, beyond traditional funding sources, will further contribute to this strategy, in alignment with CDBG Council priorities.</p>
<p>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.</p> <p>Policy Initiative: Amend the Flagstaff Zoning Code to facilitate</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Long-Term (5-10 years)</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: This strategy is currently in progress and will be completed with several amendments, taking time to implement fully.</p>

<p>the development of all housing types (Create 4).</p>	<p>City Division/Section Collaboration: Zoning Code, Planning, Housing Section</p>	
<p>Create 4.6: Evaluate Resource Protection Overlay standards in terms of consistent application across each zone and allow for greater maximum densities.</p> <p>Policy Initiative: Amend the Flagstaff Zoning Code to facilitate the development of all housing types (Create 4).</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Long-Term (5-10 years)</p> <p>City Division/Section Collaboration: Zoning Code, Planning, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: A draft pilot program is underway. Staff have been conducting public outreach, and a City Council Public Hearing is scheduled for June 17, 2025.</p>
<p>Create 5.5: Explore alternative Engineering and Fire requirements to minimize the cost of development without compromising Fire and Life Safety.</p> <p>Policy Initiative: Explore regulatory efficiency and cost-saving practices (Create 5).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Long-Term (5-10 years)</p> <p>City Division/Section Collaboration: Building Safety, Engineering & Capital Improvements, Planning, Flagstaff Police Department, Flagstaff Fire Department, Water Services, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: Staff are working to develop recommendations for City code and standard updates based on the best available wildfire risk reduction science. Wildland Fire Management staff are specifically focused on updating the International Wildland-Urban Interface Code, resource protection standards, and landscaping standards. In 2024, Flagstaff was selected by the Headwaters Economics Community Planning Assistance for Wildfire team to receive technical assistance with land use planning. Wildfire-adapted building codes and construction practices are well aligned with energy efficiency and insurance cost mitigations.</p>
<p>Create 5.9: Prioritize the development of City of Flagstaff owned land designated for affordable housing and evaluate other City-owned parcels for</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: High</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: An inventory of City-owned land was completed through the Land</p>

<p>affordable and mixed-income housing.</p> <p>Policy Initiative: Explore regulatory efficiency and cost-saving practices (Create 5).</p>	<p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Long-Term (5-10 years)</p> <p>City Division/Section Collaboration: Housing Section, Real Estate Section</p>	<p>Availability and Sustainability Analysis (LASS) part of the LASS+ Code Analysis Project (CAP). Staff will present this report to City Council in the fall of 2025 to determine the next steps.</p>
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Preserve affordable housing.



<p>Preserve 1.2: 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.</p> <p>Policy Initiative: Encourage the adaptive reuse of buildings (Preserve 1).</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: High</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Long-Term (5-10 years)</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: A Regional Plan update is underway. The update will go to City Council for approval by Fall 2025. Voters will then ratify it in May 2026. Also, Housing staff have \$3 million in bond funding available for this purpose.</p>
<p>Preserve 2.2: Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.</p> <p>Policy Initiative: Expand efforts to preserve existing housing stock (Preserve 2).</p>	<p>Dependent On Other Strategy Completion: Yes - Create 3.1</p> <p>Time Commitment: High</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Long-Term (5-10 years)</p> <p>City Division/Section Collaboration: Real Estate, Management Services, Housing Section</p>	<p>Status: 🕒 In Progress</p> <p>Status Comments: This strategy relies heavily on collaboration with private development partners as opportunities emerge. Proposition 442 allocates \$3 million in funding for this initiative, with a program framework underway.</p>


Protect people from housing discrimination and remove housing barriers.

<p>Protect 3.3: 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.</p> <p>Policy Initiative: Continue Flagstaff's commitments to further federal and Arizona Fair Housing laws in all housing-related services and programs, value the efforts of those who seek to reduce barriers to equitable housing opportunities, and provide Fair Housing education and resources to the community (Protect 3).</p>	<p>Dependent On Other Strategy Completion: No</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Short-Term (1-4 years)</p> <p>City Division/Section Collaboration: Management Services, Housing Section</p>	<p>Status:  In Progress</p> <p>Status Comments: In progress through the City of Flagstaff Housing Authority.</p>
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Ongoing Strategies




Create housing options for households at all income levels and family sizes occupied by local residents.


<p>Create 1.1: Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.</p> <p>Policy Initiative: Incentivize the creation of affordable units through various programs and mechanisms (Create 1).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.1</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Create 1.7: Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.</p> <p>Policy Initiative: Incentivize the creation of affordable units</p>	<p>Dependent On Other Strategy Completion: Partially - Create 3.1</p> <p>Time Commitment: Medium</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: No</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>

<p>through various programs and mechanisms (Create 1).</p>	<p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	
<p>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.</p> <p>Policy Initiative: Explore regulatory efficiency and cost-saving practices (Create 5).</p>	<p>Dependent On Other Strategy Completion: Partially - Preserve 2.2</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Planning, Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>

Connect people to equitable housing solutions.

<p>Connect 1.3: Continue to support and develop Coordinated Entry as a meaningful process that provides linkages to healthcare, behavioral health, and housing.</p> <p>Policy Initiative: Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all (Connect 1).</p>	<p>Dependent On Other Strategy Completion: No</p> <p>Time Commitment: Medium</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Connect 2.1: Evaluate housing policies and strategies in City of Flagstaff planning documents through an equity lens.</p> <p>Policy Initiative: Implement a framework for centering equity in proposed and existing housing</p>	<p>Dependent On Other Strategy Completion: Yes - Create 5.1</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>




<p>practices, policies, and programs (Connect 2).</p>	<p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Housing Section</p>	
<p>Connect 2.2: Encourage community organizations such as the local Continuum of Care to continue to integrate equity into programs and policies.</p> <p>Policy Initiative: Implement a framework for centering equity in proposed and existing housing practices, policies, and programs (Connect 2).</p>	<p>Dependent On Other Strategy Completion: No</p> <p>Time Commitment: Medium</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Connect 2.4: Utilize City of Flagstaff resources to educate the community about financing and housing opportunities with an emphasis on assisting low- to moderate-income households to advance through the housing continuum and to address past racial disparities.</p> <p>Policy Initiative: Implement a framework for centering equity in proposed and existing housing practices, policies, and programs (Connect 2).</p>	<p>Dependent On Other Strategy Completion: Partially - Protect 2.4</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Connect 3.1: Raise awareness of housing security as a social determinate of health.</p> <p>Policy Initiative: Integrate healthcare into housing programs, and housing into healthcare programs, as appropriate (Connect 3).</p>	<p>Dependent On Other Strategy Completion: Partially - Protect 2.4</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>


	City Division/Section Collaboration: Housing Section	
<p>Connect 3.2: Encourage neighborhoods, housing types, and building practices that increase health.</p> <p>Policy Initiative: Integrate healthcare into housing programs, and housing into healthcare programs, as appropriate (Connect 3).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.1</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Planning, Housing Section, Transportation, PROSE</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>

Preserve affordable housing.

<p>Preserve 1.1: Explore the use of Low-Income Housing Tax Credit in conjunction with Historic Preservation Tax Credit for the acquisition and rehabilitation of affordable housing where appropriate.</p> <p>Policy Initiative: Encourage the adaptive reuse of buildings (Preserve 1).</p>	<p>Dependent On Other Strategy Completion: Partially - Create 5.3</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Planning, Real Estate, Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Preserve 2.1: Continue homeownership rehabilitation programs and create an affordable rental rehabilitation program with a focus on establishing safe, decent, and sustainable housing.</p> <p>Policy Initiative: Expand efforts to preserve existing housing stock (Preserve 2).</p>	<p>Dependent On Other Strategy Completion: No</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Medium</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>

Protect people from housing discrimination and remove housing barriers.

<p>Protect 1.1: Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.</p> <p>Policy Initiative: 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 (Protect 1).</p>	<p>Dependent On Other Strategy Completion: Partially - Protect 2.4</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Economic Vitality, Management Services, Housing Section</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Protect 1.2: Pursue local and legislative changes that increase the preservation, creation, and protection of affordable housing as necessary.</p> <p>Policy Initiative: 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 (Protect 1).</p>	<p>Dependent On Other Strategy Completion: Partially - Protect 2.4</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: Yes</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Housing Section, Management Services</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>
<p>Protect 2.2: Encourage diversity of housing options in all neighborhoods, understanding that exclusive communities are incompatible with the City of Flagstaff's mission to protect and enhance the quality of life for all.</p> <p>Policy Initiative: Ensure affordable housing is a part of every Flagstaff neighborhood and work to address disparate impact as part of any</p>	<p>Dependent On Other Strategy Completion: Partially - Protect 2.4</p> <p>Time Commitment: Medium</p> <p>Public Engagement: Low</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: No</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p>	<p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>

<p>development or redevelopment (Protect 2).</p>	<p>City Division/Section Collaboration: Housing Section, Planning, Transportation, PROSE</p>
<p>Protect 2.4: 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.</p> <p>Policy Initiative: 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).</p>	<p>Dependent On Other Strategy Completion: No</p> <p>Time Commitment: Medium</p> <p>Public Engagement: High</p> <p>Requires Council Consideration: No</p> <p>Funding Required Over Staff Time: Yes</p> <p>Anticipated Timeline of Strategy Implementation from 02/15/2022: Ongoing</p> <p>City Division/Section Collaboration: Housing Section</p> <p>Status:  Ongoing</p> <p>Status Comments: Ongoing</p>