

10-Year Housing Plan

# 18-Month Implementation Plan

January 2023-  
June 2024



CITY OF  
**FLAGSTAFF**

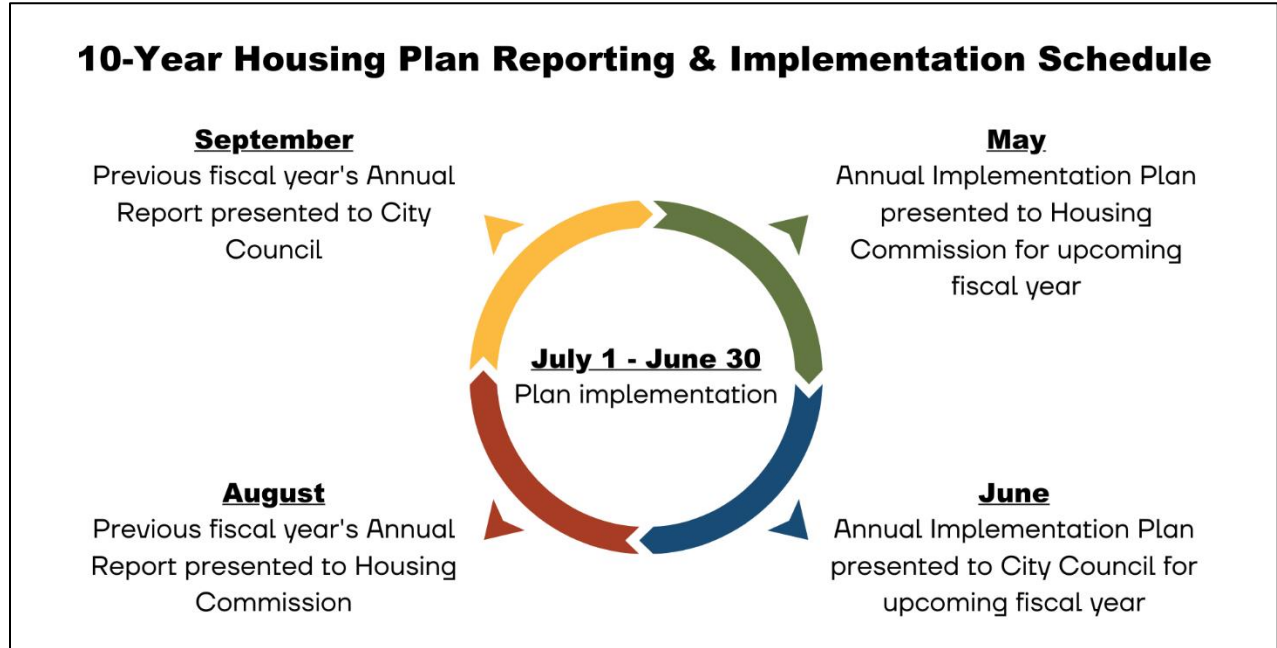
# 18-Month Implementation Plan

## Introduction

On December 1, 2020, the Flagstaff City Council declared a [Housing Emergency](#), recognizing the need to make housing a leading priority for the organization and community. Subsequently, City Council approved the [10-Year Housing Plan](#) on February 15, 2022. The 10-Year Housing Plan is a comprehensive, community-facing document summarizing the City's immediate and long-term needs and strategies to improve housing supply and affordability.

This document is a one-time 18-Month Implementation Plan that outlines the strategies in progress from January 2023 through June 2024. Each year following this unique 18-Month Implementation Plan and one-time 2022 Progress Report, City staff will review the strategies, available funding, market conditions, available staff time, and other relevant factors to determine the strategies to undertake for the following fiscal year. Once a recommendation has been created for review, City staff will prepare an Annual Implementation Plan, to be presented to the Housing Commission and City Council for review and feedback. Following the completion of each Implementation Plan, staff will compile an Annual Report to summarize progress made, to be presented to both the Housing Commission and City Council.

For transparency, forthcoming Annual Implementation Plans and Annual Reports will follow the below schedule:



## 10-Year Housing Plan Overarching Goal & Strategies

The overarching goal outlined in the 10-Year Housing Plan is to “**Reduce the current affordable housing need in our community by half over the next ten years.**” The goal 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.

To achieve the overarching goal, 13 robust policy initiatives and 58 comprehensive strategies provide a foundational framework for establishing housing programs, prioritizing staff work, and allocating necessary funding for

implementation. Each strategic Implementation Plan will summarize the strategies initiated during a specific fiscal year and progress will be outlined in each Annual Report.

## Strategy Implementation

While each of the 58 strategies plays a significant role in the accomplishment of the overarching goal defined by the 10-Year Housing Plan, the strategies are meant to be executed within a 10-year period. Each year, City staff will make recommendations on which strategies to initiate based on the following factors outlined in the 10-Year Housing Plan:

- **Dependency on other strategies:** Determines if the strategy depends on the completion of another strategy before it can be started or completed.
- **Time Commitment:** Indicates the anticipated amount of time necessary to achieve the strategy.
- **Public Engagement:** Indicates the amount of public engagement necessary to achieve the strategy.
- **Requires Council Consideration:** A Yes listed under this column indicates that 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.
- **City Division/Section Collaboration:** Indicates the City of Flagstaff sections and/or divisions that were identified in the 10-Year Plan to collaborate on the strategy.

Each strategy listed also includes the **Anticipated Timeline of Strategy Implementation from 01/2023**, which indicates the initially targeted timeline of how soon the strategy will be implemented from January 2023 – Immediately (within 18 months), Short-Term (within 1-4 years), Long-Term (within 5-10 years), or Ongoing.

Once initiated, and to identify the status of each strategy, City staff will determine how much progress has been made on a strategy and use the **% Complete** column to reflect the work completed. Additional details related to the strategy completion will be provided as **Status Comments**.

## January 2023 to June 2024 Strategies

Strategy	Strategy Description	Dependent on other strategies being completed?	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required over Staff Time?	Anticipated Timeline of Strategy Implementation from 01/2023	% Complete
Create 4.3	Explore adding affordable housing as an allowed use in the Public Facilities (PF) Zone.	Yes - Create 5.1	Medium	Medium	Yes	No	Immediate (18 months)	10%
	<b>City Division/Section Collaboration:</b>	Zoning Code, Building Safety, Flagstaff Fire Department, Housing Section						
	<b>Status Comments:</b>	This strategy will be explored with the completion of Create 5.1, which is in progress (see below).						

Strategy	Strategy Description	Dependent on other strategies being completed?	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required over Staff Time?	Anticipated Timeline of Strategy Implementation from 01/2023	% Complete
Create 5.1	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.	No	High	Low	Yes	Yes	Short-Term (1-4 years)	20%
	<b>City Division/Section Collaboration:</b>	Economic Vitality, Zoning Code, Building Safety, Sustainability, Planning, Flagstaff Police Department, Management Services, Flagstaff Fire Department, Water Services, Housing Section						
	<b>Status Comments:</b>	Funds were requested and approved through the fiscal year 2022-2023 City budget cycle. A Request for Statement of Qualifications (RSOQ) is in progress. The consultant is expected to be hired between March and July 2023. The completion of this strategy significantly impacts and informs the completion of other strategies dependent on code analysis and on a land and suitability analysis, such as Create 4.1 and Create 4.4, among others, which will be addressed in future years.						
Create 5.3	Create a dedicated team within Planning and Development Services specifically for affordable housing projects.	Partially - Create 5.1	Low	Low	No	No	Short-Term (1-4 years)	50%
	<b>City Division/Section Collaboration:</b>	Planning, Housing Section						
	<b>Status Comments:</b>	Housing can meet this strategy's intended outcome by simply formalizing the role of the Housing Analyst within the existing Inter-Departmental Staff (IDS) review process. The entire IDS team underwent an extensive rechartering in 2022 with the goals of improving internal lines of communication and streamlining project reviews, which result in improved outcomes for all development applications. In the coming year, city staff will continue to implement and refine the rechartered IDS review process, with the goal of identifying key duties the Housing Analyst can perform to ensure a clear path for affordable housing projects.						
Connect 2.3	Explore reviewing 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.	No	Medium	Medium	Yes	No	Short-Term (1-4 years)	0%
	<b>City Division/Section Collaboration:</b>	Housing Section						
	<b>Status Comments:</b>	Not yet started.						
Preserve 2.2	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)	10%
	<b>City Division/Section Collaboration:</b>	Real Estate Section, Management Services, Housing Section						
	<b>Status Comments:</b>	Will establish a program framework for use of bond funds approved for this purpose.						

Strategy	Strategy Description	Dependent on other strategies being completed?	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required over Staff Time?	Anticipated Timeline of Strategy Implementation from 01/2023	% Complete
Protect 2.1	Create and maintain an Affordable Housing Impact Statement.	No	High	Medium	No	No	Short-Term (1-4 years)	20%
	<b>City Division/Section Collaboration:</b>	Housing Section, Planning						
	<b>Status Comments:</b>	Continued collaboration with the Planning team and research in progress.						
Protect 3.2	Examine and update, if needed, the City of Flagstaff's Housing Limited English Proficiency (LEP) Plan.	No	Medium	Low	No	No	Short-Term (1-4 years)	25%
	<b>City Division/Section Collaboration:</b>	Management Services, Housing Section						
	<b>Status Comments:</b>	A draft of the updated LEP for the Housing Authority was completed. The Housing Section's updated LEP will be started upon completion of the Housing Authority's LEP.						

## 2022 Ongoing Strategies

Strategy	Strategy Description	Dependent on other strategies being completed?	Time Commitment	Public Engagement	Requires Council Consideration	Funding Required over Staff Time?	Timing of Strategy Implementation from 01/2023	% Complete
Connect 1.2	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)	75%
	<b>City Division/Section Collaboration:</b>	Housing Section, City's Budget Team						
	<b>Status Comments:</b>	Although a Housing Navigator position has been created and hired, it is funded with one-time money. The position is being requested as an ongoing budget item through the City's regular 2023-2024 budget process.						
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.	No	Medium	High	No	Yes	Immediate (18 months)	20%
	<b>City Division/Section Collaboration:</b>	Housing Section						
	<b>Status Comments:</b>	A virtual education campaign was held in October 2022 in celebration of Housing America Month. A larger education campaign will take place in fiscal year 2023-2024.						