

## **NOTICE AND AGENDA**

**HOUSING COMMISSION  
THURSDAY  
AUGUST 26, 2021**

**VIRTUAL MEETING  
MICROSOFT TEAMS MEETING  
1:00 P.M.**

**ATTENTION**  
**IN-PERSON AUDIENCES AT HOUSING COMMISSION MEETINGS HAVE BEEN SUSPENDED UNTIL FURTHER NOTICE**

[Click here to participate in the online meeting](#)

The public can submit comments to [LBloom@FlagstaffAZ.gov](mailto:LBloom@FlagstaffAZ.gov). Public comment will be emailed to Housing Commissioners and will be read at the meeting by a staff member.

**1. Call to Order**

**2. Roll Call**

*NOTE: One or more Commission Members may be in attendance telephonically or by other technological means.*

ERIC DAVIS	DEVONNA MCLAUGHLIN	TAD RIGGS
NICOLE ELLMAN	MOSES MILAZZO	ROSS SCHAEFER ALTENBAUGH
KAREN FLORES	ERIN O'LOUGHLIN	
SANDI FLORES	ADRAH PARAFINIUK	
KHARA HOUSE		

**3. Public Comment**

*At this time, any member of the public may address the Commission on any subject within their jurisdiction that is not scheduled before the Commission on that day. Due to Open Meeting Laws, the Commission cannot discuss or act on items presented during this portion of the agenda. To address the Commission on an item that is on the agenda, please wait for the Chair to call for Public Comment at the time the item is heard.*

**4. APPROVAL OF MINUTES**

- A.** Consideration and Approval of Minutes: Housing Commission Meeting June 24, 2021.  
Approve the minutes of the June 24, 2021 Housing Commission Meeting.

**5. GENERAL BUSINESS**

- A.** Housing Commission Application Update
- B.** Housing Commission Meeting Update, including rescheduling November and December

**6. DISCUSSION ITEMS**

- A.** 10 Year Housing Plan Update - Consideration and Approval of Draft Policy Initiatives and Strategies  
1.) Approve the 10 Year Housing Plan's Draft Policy Initiatives and Strategies

**7. INFORMATIONAL ITEMS TO/FROM COMMISSION MEMBERS, STAFF, AND FUTURE AGENDA ITEM REQUESTS**

- A.** Update from Housing Authority Commission Member  
**B.** Update from Housing Commissioners and other informational items  
**c.** Update from Housing Staff

**8. ADJOURNMENT**

**CERTIFICATE OF POSTING OF NOTICE**

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on \_\_\_\_\_, at \_\_\_\_\_ a.m./p.m. This notice has been posted on the City's website and can be downloaded at [www.flagstaff.az.gov](http://www.flagstaff.az.gov).

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Leah Bloom, Housing Section



## **Housing Commission**

**4. A.**

**From:** Leah Bloom, Affordable Housing Advancement Project Manager

**DATE:** 08/26/2021

**SUBJECT:** Consideration and Approval of Minutes: Housing Commission Meeting June 24, 2021.

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### **STAFF RECOMMENDED ACTION:**

Approve the minutes of the June 24, 2021 Housing Commission Meeting.

### **Executive Summary:**

Minutes of Commission meeting are the requirement of Arizona Revised Statutes and, additionally, provide a method of informing the public of discussions and actions taken by the Housing Commission.

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### **Attachments**

DRAFT Minutes 06/24/2021

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## **DRAFT MEETING MINUTES**

**HOUSING COMMISSION  
THURSDAY  
JUNE 24, 2021**

**VIRTUAL MEETING  
MICROSOFT TEAMS MEETING  
1:00 P.M.**

### **NOTICE AND AGENDA**

#### **ATTENTION**

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The public can submit comments to [LBloom@FlagstaffAZ.gov](mailto:LBloom@FlagstaffAZ.gov). Public comment will be emailed to Housing Commissioners and will be read at the meeting by a staff member.

### **1. Call to Order**

Chair Nicole Ellman called the meeting to order at 1:05 pm.

### **2. Roll Call**

*NOTE: One or more Commission Members may be in attendance telephonically or by other technological means.*

ERIC DAVIS - Present  
NICOLE ELLMAN - Present  
KAREN FLORES - Present  
SANDI FLORES - Absent  
KHARA HOUSE - Present

CHRIS KEMMERLY - Absent  
DEVONNA MCLAUGHLIN - Present  
MOSES MILAZZO - Present  
ERIN O'LOUGHLIN - Absent  
ADRAH PARAFINIUK - Present, Joined 1:21PM

TAD RIGGS - Absent  
ROSS SCHAEFER ALTENBAUGH - Present

### **3. Public Comment**

*At this time, any member of the public may address the Commission on any subject within their jurisdiction that is not scheduled before the Commission on that day. Due to Open Meeting Laws, the Commission cannot discuss or act on items presented during this portion of the agenda. To address the Commission on an item that is on the agenda, please wait for the Chair to call for Public Comment at the time the item is heard.*

### **4. APPROVAL OF MINUTES**

- A.** Consideration and Approval of Minutes: Housing Commission Meeting May 27, 2021  
Approve the minutes of the May 27, 2021 Housing Commission Meeting.

**Moved by** Khara House, **seconded by** Eric Davis

**Vote:** 8 - 0 - Unanimously

**5. GENERAL BUSINESS**

**A. July's Housing Commission Meeting**

The July 22, 2021 Housing Commission Meeting is canceled. The meeting scheduled for August 26, 2021 will occur and may include a hybrid meeting option.

**6. DISCUSSION ITEMS**

**A. Discussion and Input: General Obligation Bond Basics**

An informational presentation by Rick Tadder, Management Services Director and Sarah Darr, Housing Director.

Mr. Rick Tadder presented on General Obligation Bonds, the process for bonding, bonding capacity, historical bonds, and considerations when crafting bonds. Commissioners Devonna McLaughlin and Adrah Parafiniuk asked about timeline and planned bonding projects, to which Mr. Tadder, Vice Mayor Becky Daggett, and Ms. Sarah Darr answered.

**B. Discussion and Input: National Association of REALTORS - Flagstaff, Arizona Housing Affordability Survey**

An informational presentation regarding the National Association of REALTORS - Flagstaff, Arizona Housing Affordability Survey.

Mr. Rick Lopez presented on the history of development and building code and Flagstaff planning documents, followed by Mr. Tad Moore presenting on the Flagstaff, Arizona Housing Affordability Survey results. Attention was placed on respondents concerned about housing affordability/cost of rent, the valuation of new construction, and the cross-demographic details of the results.

Commissioners Parafiniuk, McLaughlin, and Moses Milazzo asked about pricing and supply, home price targets, further access to the data, and periodic repeat of the survey; to which Mr. Lopez and Mr. Moore responded adding that periodic surveys may be possible based on funding.

**7. INFORMATIONAL ITEMS TO/FROM COMMISSION MEMBERS, STAFF, AND FUTURE AGENDA ITEM REQUESTS**

**A. Update from Housing Authority Commission Member**

Mr. Milazzo presented on the June 17, 2021 Housing Authority meeting, citing the approval of the 5 Year Capital Plan. Ms. Sarah Darr added details about the two Rental Assistance Demonstration (RAD) RSOQ responses and upcoming evaluation.

**B.** Update from Housing Commissioners and other informational items

Ms. Justyna Costa spoke on behalf of Ms. Bloom that four commissioner terms are expiring with follow up coming regarding reapplication by August 20, 2021 and appointment on September 7, 2021.

Commissioners McLaughlin, Ross Schaefer Altenbaugh, and Parafiniuk requested additions to the written report on new developments.

Commissioner House extended an invitation to the League of Neighborhoods meeting held at 6:00 pm, June 24, 2021.

Commissioner Parafiniuk requested a future agenda item to examine the survey and factors relating to sale price of housing units and relevant public education on housing costs.

Ms. Darr provided detail on Aura Flagstaff affordable units, which was affirmed by Commissioner Moses Milazzo. Mr. Eric Davis added details about Miramonte affordable housing units, on which Mr. Parafiniuk and Ms. McLaughlin commented.

**C.** Update from Housing Staff

Ms. Costa and Ms. Darr stated that all updates were previously addressed in the meeting.

**8. ADJOURNMENT**

Meeting was adjourned at 2:28 pm by Chair Ellman.



## **Housing Commission**

**6. A.**

**From:** Leah Bloom, Affordable Housing Advancement Project Manager

**DATE:** 08/26/2021

**SUBJECT:** 10 Year Housing Plan Update - Consideration and Approval of Draft Policy Initiatives and Strategies

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### **STAFF RECOMMENDED ACTION:**

1.) Approve the 10 Year Housing Plan's Draft Policy Initiatives and Strategies

### **Executive Summary:**

Presentation by Leah Bloom, Affordable Housing Project Manager. Please refer to attachment presentation and documents for more information.

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### **Attachments**

2021 Housing Needs Assessment

10 Year Housing Plan Presentation Update - Draft Policy Initiatives and Strategies

Draft Policy Initiatives and Strategies

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Flagstaff Community

# Affordable Housing Needs Assessment

City of Flagstaff Housing Data report created by City of Flagstaff and Housing Solutions of Northern Arizona



Revised July 2021

## Homeownership | Increasingly Unaffordable

Since 2011, the median sales price of a home rose by **119%**, while Area Median Income rose by only **16%**.

### Increase in Median Sales Price <sup>1</sup>

**119%**  
INCREASE

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
\$230,000	\$230,988	\$267,000	\$291,900	\$298,000	\$316,000	\$348,293	\$368,000	\$385,000	\$420,535	\$502,500

### Increase in Area Median Income <sup>2</sup>

**16%**  
INCREASE

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
\$59,600	\$56,700	\$55,900	\$53,600	\$54,200	\$56,900	\$56,600	\$63,000	\$68,800	\$67,700	\$69,200

### Increase in Fair Market Rent (2-bedroom) <sup>3</sup>

**16%**  
INCREASE

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
\$1,136	\$887	\$1,066	\$1,021	\$1,033	\$1,135	\$1,037	\$1,129	\$1,237	\$1,266	\$1,315

## Housing Cost Burden Analysis <sup>4</sup>

**22,073**

Flagstaff Community Members are housing cost burdened.\*

### All Households

Total Households with Payments | 19,531  
Households Cost Burdened | 8,829

**45% Cost Burdened**

### Homeowners

Total Households with mortgages | 7,542  
Cost Burdened Homeowners | 2,005

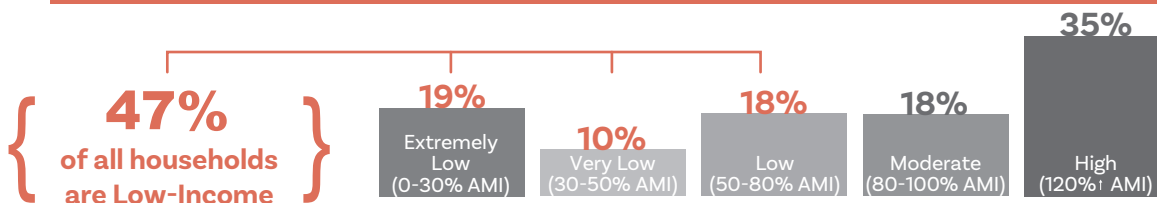
**27% Cost Burdened**

### Renters

Total Renter Households | 11,989  
Cost Burdened Renters | 6,824

**57% Cost Burdened**



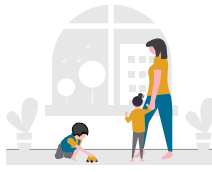

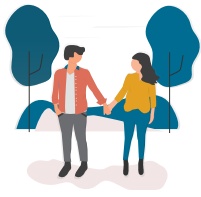
## City of Flagstaff Income Levels <sup>4</sup>



\* Cost burdened households pay more than 30% of their monthly income towards housing.



## What Can Flagstaff Families Afford?

Household Type	Retiree on Fixed Income	Service Industry Worker @ \$15/hr.	Single Parent with 2 children	Family of 4 people	Young married couple
					
Number in Household	1	1	3	4	2
Estimated Household Income	\$16,140	\$31,200	\$55,350	\$76,800	\$73,800
% of Area Median Income	30%	58%	80%	100%	120%
Max <b>Rent</b> They Can Afford	\$404	\$780	\$1,384	\$1,920	\$1,845
Max <b>Home Purchase Price</b> They Can Afford *	\$49,000	\$125,000	\$248,000	\$359,000	\$343,000
\$ Needed for <b>Downpayment &amp; Closing Costs</b> *	\$3,185	\$8,125	\$16,120	\$23,335	\$22,295

\* 4.0% interest rate; 30-year term with 3.5% down payment. Assumes 30% housing ratio and that household debt does not impact affordability. Insurance = \$50/mo. Taxes = \$120/mo. No HOA payment. Monthly MI @0.28%.

## A National Comparison <sup>5</sup>

### Flagstaff Cost of Living

**13.1%**  
HIGHER

13.1% higher than the national average

### Flagstaff Cost of Housing

**29%**  
HIGHER

29% higher than the national average

## HUD Area Median Income (AMI) Limits

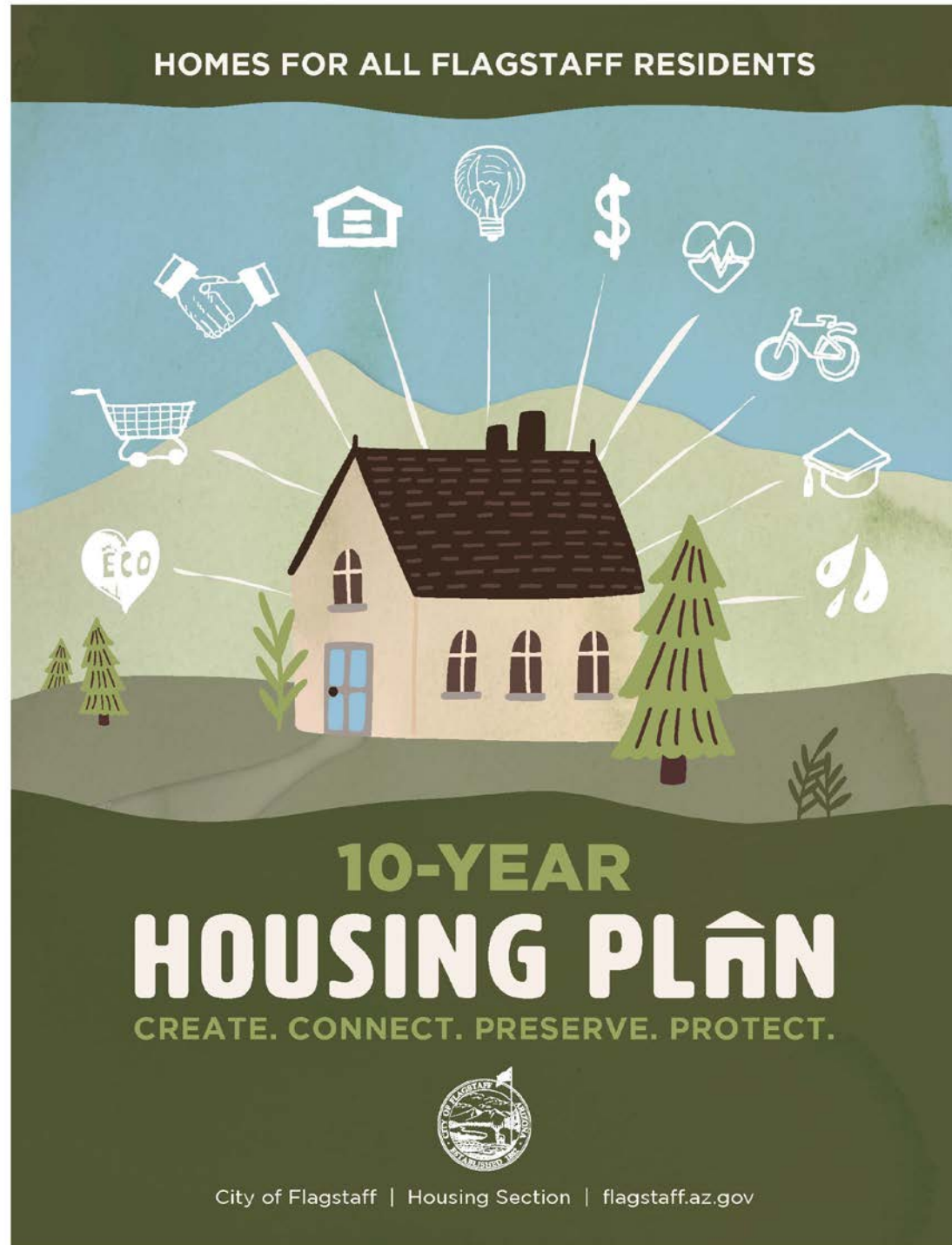
Income Category	AMI %	AMI Income Ranges*
Extremely Low	0 - 30%	\$0 - \$21,960
Very Low	30 - 50%	\$21,961 - \$34,600
Low	50 - 80%	\$34,601 - \$55,350
Low to Moderate	80 - 120%	\$55,351 - \$83,040
Moderate to High	120% >	\$83,041 >

\* Income ranges based on three person household

**Reference List** | 1 Northern Arizona MLS. Information is deemed reliable, but is not guaranteed. | 2 <https://www.huduser.gov/portal/datasets/il.html#2021> | 3 <https://www.huduser.gov/portal/datasets/fmr.html> | 4 US Census 2019 ACS | 5 Data is from the Council for Community Economic Research 2020 Annual Average Data Report

# 10 Year Housing Plan Update

Leah Bloom, Housing Section





# Topics of Discussion

## Education

- What is Affordable Housing?
- Housing Emergency Declaration

## Flagstaff Needs Assessment

- Local data
- Gap Analysis

## Solutions

- Overarching Goal
- Draft Policy Initiatives & Strategies

## Project Timeline





# WHAT IS AFFORDABLE HOUSING



HOMES FOR ALL FLAGSTAFF RESIDENTS



## 10-YEAR HOUSING PLAN

CREATE. CONNECT. PRESERVE. PROTECT.



City of Flagstaff | Housing Section | [flagstaff.az.gov](http://flagstaff.az.gov)



# Housing Emergency Declaration

## Council declared a housing emergency in December 2020

- Encourage more economically priced housing construction for workforce
- Increase attainable housing opportunities for and occupied by local residents.
- Explore and support additional local funding resources for the creation of affordable housing units and expansion of programs to improve housing.
- **Foundational framework for establishing work programs, prioritizing staff work and allocating necessary funding for its implementation**



# Housing Emergency Declaration

## 10 Year Housing Plan

- Within nine months a Housing Plan focused on housing development and preservation within the City for the next 10 years will be presented to Council.
- Requires Housing Commission input
- Present to City Council for consideration



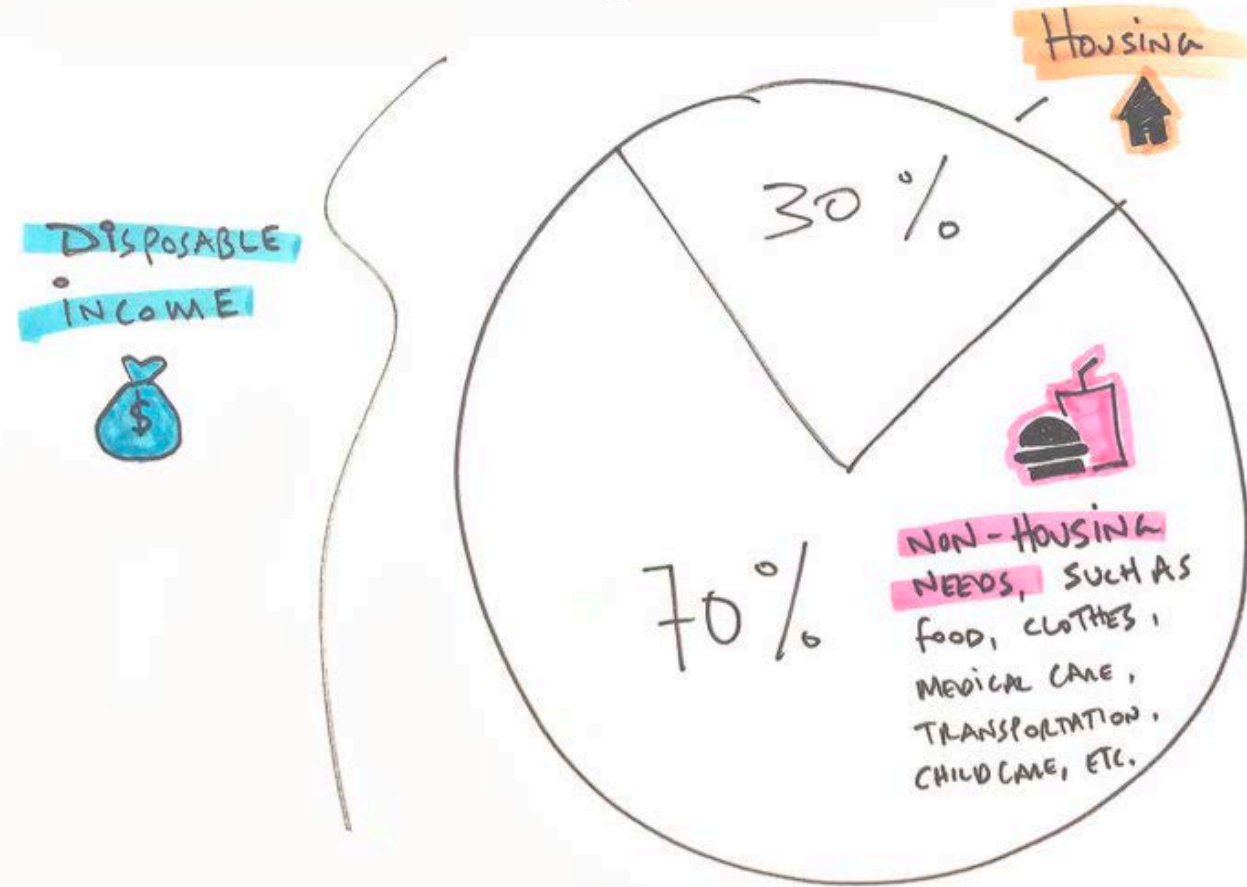


# What is “Affordable Housing”?

When a household to pay **no more than 30 percent of annual income on housing and housing related expenses.**

Source: U.S. Department of Housing and Urban Development)

U.S. Department of Housing and Urban Development's definition of affordable housing





# Why is affordable housing important?

***Communities benefit when citizens of all economic levels are able to secure housing***







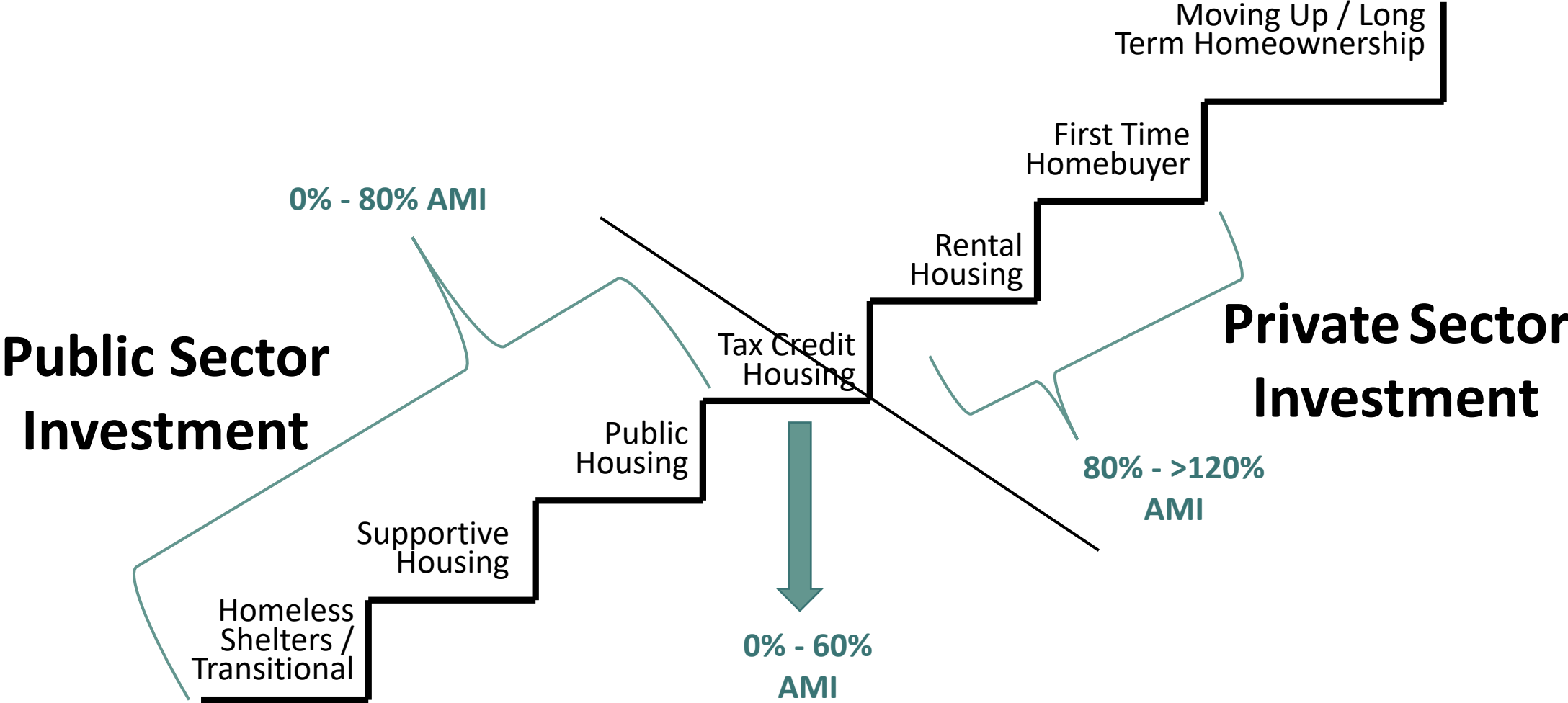
# Program Income Limits

**Who qualifies for affordable housing subsidies?** A household's income largely determines what programs they qualify for. These income limits are determined annually by HUD using local income data.

2020 Area Median Income (AMI) Limits for Flagstaff					
Household size	30%	50%	80%	100%	125%
1	\$15,800	\$26,350	\$42,150	\$52,700	\$65,875
2	\$18,050	\$30,100	\$48,150	\$60,200	\$75,250
3	\$21,720	\$33,850	\$54,150	\$67,700	\$84,625
4	\$26,200	\$37,600	\$60,150	\$75,200	\$94,000
5	\$30,680	\$40,650	\$65,000	\$81,300	\$101,625
6	\$35,160	\$43,650	\$69,800	\$87,300	\$109,125
7	\$39,640	\$46,650	\$74,600	\$93,300	\$116,625



# Basic Housing Continuum



# FLAGSTAFF NEEDS ASSESSMENT

## QUANTITATIVE RESULTS



HOMES FOR ALL FLAGSTAFF RESIDENTS



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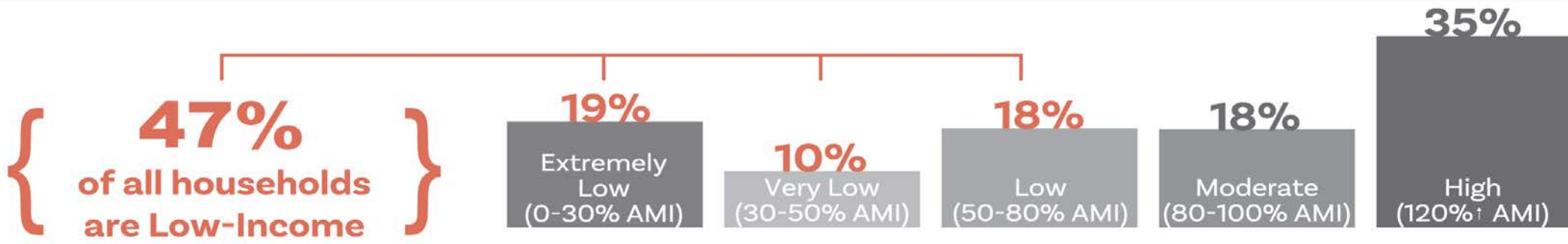




# Local Data



## City of Flagstaff Income Levels



\* US Census 2019 ACS

## HUD Flagstaff Area Median Income (AMI) Limits | 2021

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# Local Data



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## Housing Cost Burden Analysis

# 22,073

Flagstaff Community Members  
are housing cost burdened.\*



### All Households

Total Households with Payments | 19,531  
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### Homeowners

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**27% Cost Burdened**



### Renters

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**57% Cost Burdened**

\* **Cost burdened households** pay more than 30% of their monthly income towards housing.

\* US Census 2019 ACS



# LOCAL HOUSING GAP ANALYSIS

## QUANTITATIVE RESULTS



HOMES FOR ALL FLAGSTAFF RESIDENTS



## 10-YEAR HOUSING PLAN

CREATE. CONNECT. PRESERVE. PROTECT.



City of Flagstaff | Housing Section | [flagstaff.az.gov](http://flagstaff.az.gov)



# What can Flagstaff Families Afford?

## What Can Flagstaff Families Afford?

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# Method for Affordable Housing Need



- Paired data on the number, size, and income of households in Flagstaff (the demand) with data on the number, size, and cost of housing in Flagstaff (the supply).
- Point in time analysis- These numbers are not meant to direct exact building counts, as it cannot capture the demand pressure from people outside Flagstaff.



**GAPS ANALYSIS**  
MONTGOMERY COUNTY HOMELESS CONTINUUM OF CARE







# Affordable/ Subsidized Housing Need

## Affordable Housing Need

		Income & Household Size					
	AMI Range	1 Person	2 Person	3 Person	4 Person	5+ Person	
Extremely low to low Income	0 - 30%	-2,236	-1,582	-486	-298	-273	10,916 units
	30 - 50%	-1,072	-819	-359	-247	-155	
	50 - 80%	-487	-1,139	-491	-772	-500	
Low to Moderate Income	80 - 100%	212	248	114	-366	-311	1,156 units
	100 - 120%	-119	1,206	2,708	247	-360	
	> 120%	-1,261	-4,514	6,366	4,562	392	

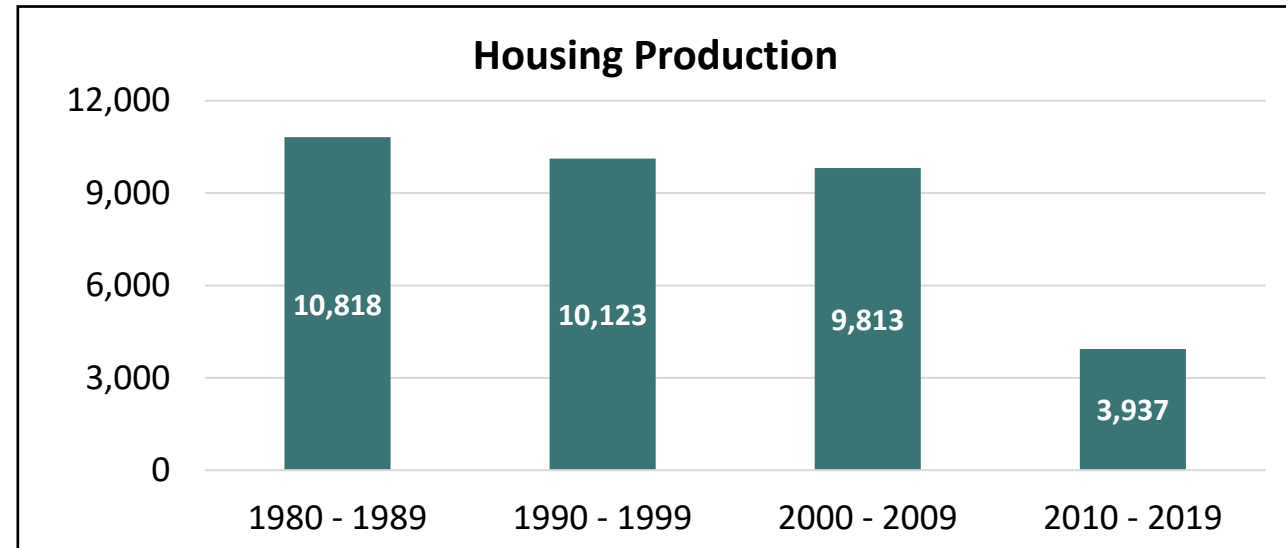
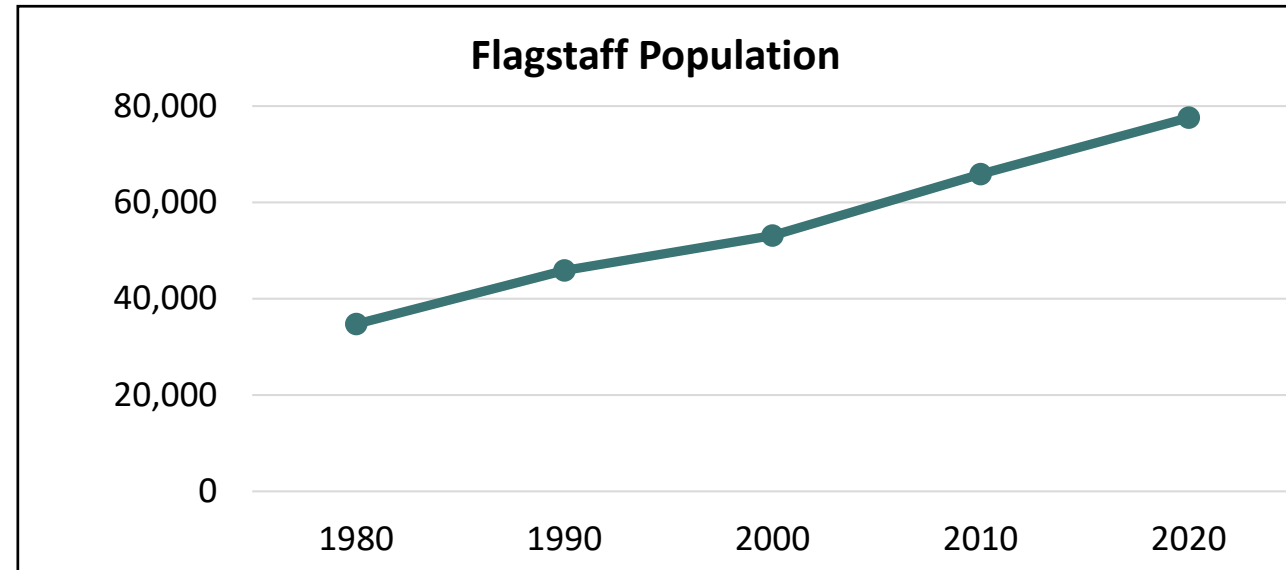
**Total of 12,072  
Affordable/Subsidized  
Units**



# Method for Market-Rate Housing Need



- Declined housing production since 1980 despite a steady population growth.
- Household size has declined for several decades, meaning that more housing units are needed for the same population.
- Conversion of housing to Short Term Rentals (STR) prevents residents from using it.

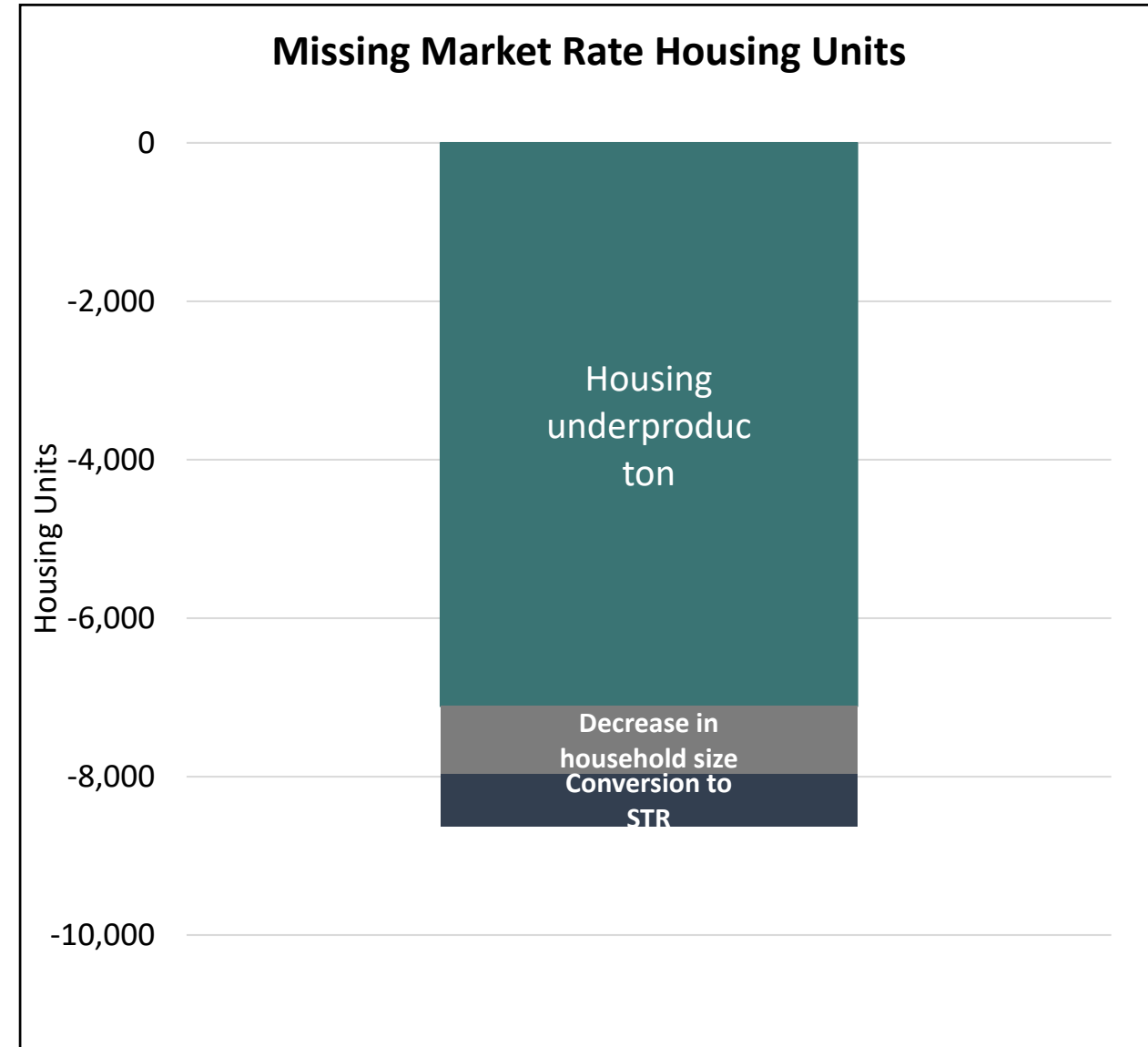




# Market-Rate Housing Need

**Estimated a market-rate housing gap of 8,622 units.**

- 7,113 units from housing underproduction
- 852 units from decrease in household size
- 657 from conversion to Short Term Rentals (STR)





# Total Housing Need

Flagstaff currently has an under supply for **20,694** housing units.

- **8,622** market rate
- **12,072** subsidized

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**20,694 housing units**





# SOLUTIONS



HOMES FOR ALL FLAGSTAFF RESIDENTS



## 10-YEAR HOUSING PLAN

CREATE. CONNECT. PRESERVE. PROTECT.



City of Flagstaff | Housing Section | [flagstaff.az.gov](http://flagstaff.az.gov)



# Single Overarching Goal

- Create or preserve XXX homes by 2031, increasing the overall supply of market, workforce and affordable housing occupied by local, residents and to increase housing subsidies for our neighbors in greatest need.

## Accomplished by 4 Policy Initiatives

- ❖ Create
- ❖ Connect
- ❖ Preserve
- ❖ Protect





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

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

## **Create 1: Create a dedicated funding source for affordable housing in Flagstaff.**

<b>Create 1.1</b>	Present 2022 Bond Measure to Council and Community for consideration for additional funding to be leveraged with local, state and federal dollars.
<b>Create 1.2</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.
<b>Create 1.3</b>	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.
<b>Create 1.4</b>	Explore other funding mechanisms for affordable housing developments such as Revitalization district and dedicated sales tax.





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



## Create 2: Explore building Innovations and cost saving

<b>Create 2.1</b>	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.
<b>Create 2.2</b>	Explore innovative tools and techniques to limit costs for regional development impacts on individual development projects, such as infrastructure.
<b>Create 2.3</b>	Create a dedicated team specifically for affordable housing projects.
<b>Create 2.4</b>	Establish a simplified entitlement (i.e. rezoning and conditional use permit) and development review process.
<b>Create 2.5</b>	Explore alternative Engineering and Fire requirements to minimize the cost of development without compromising Fire and Life Safety.
<b>Create 2.6</b>	Make pre-approved standard plans available to property owners to reduce planning and review costs.
<b>Create 2.7</b>	Construct and promote net zero or net zero ready affordable housing when funding is available and encourage private developers to do the same.
<b>Create 2.8</b>	Prioritize Capital Improvement Projects that facilitate affordable housing.





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



<b>Create 3 : Ensure that the Regional Plan includes robust affordable housing goals and policies.</b>	
<b>Create 3.1</b>	Update the Regional Plan policies to support increased density related to affordable housing.
<b>Create 3.2</b>	Identify suburban areas that have the existing infrastructure to support greater density and intensity of development.
<b>Create 3.3</b>	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.



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

<b>Create 4: Amend the Zoning Code to facilitate the development of all housing types.</b>	
<b>Create 4.1</b>	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.
<b>Create 4.2</b>	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.
<b>Create 4.3</b>	Explore adding affordable housing as an allowed usesallowed use in the Public Facilities (PF) Zone.
<b>Create 4.4</b>	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.
<b>Create 4.5</b>	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.
<b>Create 4.6</b>	Evaluate Resource Protection Overlay standards in terms of consistency across zoning district standards and amend it to allow for uniform maximum density allowance.
<b>Create 4.7</b>	Continue to evaluate and amend the current Accessory Dwelling Unit (ADU) zoning code standards with the goal of increasing supply.
<b>Create 4.8</b>	Explore allowing additional flexibility for homeowners and landlords to increase density.



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



## **Create 5: Incentivize the creation of affordable units through various programs and mechanisms.**

<b>Create 5.1</b>	Ensure that modifications to the zoning code improve and maintain the effectiveness of the density incentives for affordable housing.
<b>Create 5.2</b>	Update the City's affordable housing incentive policy to implement the goals and policies of the 10 Year Housing Plan.
<b>Create 5.3</b>	Amend the City Code to implement the revised affordable housing incentive policy.
<b>Create 5.4</b>	Explore implementing reduced fees and waivers to incentivize the development of affordable housing.
<b>Create 5.5</b>	Explore in-lieu alternatives to providing affordable housing units (e.g. down payment assistance program, donation of finished lots, in-lieu payment, etc.).
<b>Create 5.6</b>	Explore expedited review as an incentive to developments that provide affordable housing units.
<b>Create 5.7</b>	Explore ways to incentivize employers to offer Employer Assisted Housing (EAH) programs.
<b>Create 5.8</b>	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.



# Connect people to equitable housing solutions.

## **Connect 1: Implement a framework for centering equity on proposed and existing housing practices, policies and programs.**

<b>Connect 1.1</b>	Evaluate housing policies and strategies in City planning documents through an equity lens.
<b>Connect 1.2</b>	Encourage community organizations such as local Continuum of Care to continue to integrate equity into programs and policies.
<b>Connect 1.3</b>	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.
<b>Connect 1.4</b>	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.





# Connect people to equitable housing solutions.

## **Connect 2 : Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all.**

<b>Connect 2.1</b>	Explore the feasibility of a one-stop shop for a 'pre-qualification' letter or document that avoids application fees for rentals.
<b>Connect 2.2</b>	Create housing navigator or advocate positions to assist both landlords and housing challenge populations in securing and maintaining housing.
<b>Connect 2.3</b>	Continue to support and develop Coordinated Entry in meaningful way in providing linkages to healthcare, behavioral health and housing.

## **Connect 3: Integrate healthcare into housing programs and housing into healthcare**

<b>Connect 3.1</b>	Raise awareness of housing security as a social determinate of health.
<b>Connect 3.2</b>	Encourage neighborhoods, housing types and building practices that increase health.
<b>Connect 3.3</b>	Work in partnership with the community to develop and promote community health measurement data collection into housing services when viable.



# Preserve affordable housing.

## *Preserve affordable housing.*

### **Preserve 1: Expand efforts to Preserve Existing Housing Stock**

<b>Preserve 1.1</b>	Continue homeownership rehabilitation program and create an affordable rental rehabilitation program with a focus of establishing safe, decent and sustainable housing.
<b>Preserve 1.2</b>	Acquire and rehabilitate already built properties for affordable housing projects when financially feasible.

### **Preserve 2: Encourage adaptive reuse**

<b>Preserve 2.1</b>	Explore the use of Low Income Historic Tax Credit in conjunction with Historic Preservation Tax Credit for acquisition and rehabilitation affordable housing where appropriate.
<b>Preserve 2.2</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.
<b>Preserve 2.3</b>	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.



# Protect people from housing discrimination and remove housing barriers.



## **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**

<b>Protect 1.2</b>	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.
<b>Protect 1.3</b>	Examine and update if needed the City of Flagstaff's Housing Limited English Proficiency (LEP) Plan.
<b>Protect 1.4</b>	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.
<b>Protect 1.5</b>	Support local social service network in establishing a home share program inclusive of features like peer support and conflict resolution.



# Protect people from housing discrimination and remove housing barriers.

## **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>Protect 2.1</b>	Create and maintain an Affordable Housing Impact Statement.
<b>Protect 2.2</b>	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.
<b>Protect 2.3</b>	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.
<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, creating a groundswell of support for affordable housing and combat Not in My Backyard (NIMBY) opposition to housing and affordable housing.

## **Protect 3: Continue to lobby and support federal and state legislation to encourage changes**

<b>Protect 3.1</b>	Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.
<b>Protect 3.2</b>	Pursue local and legislative changes that increases the preservation, creation and protection of affordable housing as necessary.
<b>Protect 3.3</b>	Explore expanding State and local fair housing protected classes to include items such as age, source of income, sexual orientation and gender identity.





# Review & Consideration of Approval

## Draft Policy Initiatives & Strategies

- Questions?
- Comments?
- Consideration of approval of DRAFT Policy Initiatives and Strategies.



# TIMELINE & NEXT STEPS



HOMES FOR ALL FLAGSTAFF RESIDENTS



## 10-YEAR HOUSING PLAN

CREATE. CONNECT. PRESERVE. PROTECT.







# Update & Next Steps

- Writing Draft Document
  - Survey Results – 2,949 respondents
  - Opportunity Mapping – End of Year
- Public Participating & Community Forum For Feedback



# Important Dates

10 Year Housing Plan Schedule	
Thursday, August 26, 2021	Housing Commission Consideration for Approval of DRAFT Policy Initiatives and Strategies
Monday, August 30, 2021	Share Community Forum Survey with Staff
Friday, September 3, 2021	Share Community Forum Survey with Housing Commissioners
Tuesday, September 28, 2021	DRAFT Document to Public
Tuesday, September 28, 2021	Council Presentation Work Session - Council presentation 10 Year Housing Plan DRAFT
Wednesday, September 29, 2021	Send Community Forum Survey out to Community
October	NAAR Luncheon Presentation. ECONA Meeting, Chamber, F3
Monday, October 4, 2021	Community Public Outreach - Vice Mayor
Wednesday, October 6, 2021	All Commission Meeting 5PM
Wednesday, October 20, 2021	Community Public Outreach - Vice Mayor
Tuesday, November 2, 2021	Continuum of Care - Outreach Presentation
November TBD	Consideration for approval of the Plan – Housing Commission
Tuesday, December 7, 2021	Consideration for approval of the Plan Council Meeting



# Thank You

## Questions

## Comments

## Feedback



HOMES FOR ALL FLAGSTAFF RESIDENTS



## 10-YEAR HOUSING PLAN

CREATE. CONNECT. PRESERVE. PROTECT.



City of Flagstaff | Housing Section | [flagstaff.az.gov](http://flagstaff.az.gov)

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
L - Low time commitment M- Medium time commitment H - High time commitment		Indicator for level of funding required ST - Staff Time \$ - Low \$\$ - Medium \$\$\$ - High									
Create housing options for households at all income levels and family sizes occupied by local, residents.											
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	Sustainabilty, 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	



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
<div>L - Low time commitment M- Medium time commitment H - High time commitment</div> <div>Indicator for level of funding required ST - Staff Time \$ - Low \$\$ - Medium \$\$\$ - High</div>					Time Commitment	Public Engagement	Requires Council Consideration	Funding Required				
<i>Create housing options for households at all income levels and family sizes occupied by local residents.</i>												
<b>Create 4: Amend the Zoning Code to facilitate the development of all housing types.</b>												
<b>Create 4.1</b>	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 Departement, Housing Section	
<b>Create 4.2</b>	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	
<b>Create 4.3</b>	Explore adding affordable housing as an allowed usesallowed use in the Public Facilities (PF) Zone.	M	M	Yes	ST	x					Zoning Code, Building Safety, Flagstaff Fire Department, Housing Section	
<b>Create 4.4</b>	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	
<b>Create 4.5</b>	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	
<b>Create 4.6</b>	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	
<b>Create 4.7</b>	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	
<b>Create 4.8</b>	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	
<b>Create 5: Incentivize the creation of affordable units through various programs and mechanisms.</b>												
<b>Create 5.1</b>	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	
<b>Create 5.2</b>	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	
<b>Create 5.3</b>	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	
<b>Create 5.4</b>	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	
<b>Create 5.5</b>	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	
<b>Create 5.6</b>	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	
<b>Create 5.7</b>	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	
<b>Create 5.8</b>	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	

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
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Connect people to equitable housing solutions.														
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	
Preserve affordable housing.														
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	Ecomonic 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	



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
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Protect people from housing discrimination and remove housing barriers.														
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	