

# Housing Plan & Public Participation Plan

## Public Participation Purpose

*This document guides the public involvement activities conducted by the Flagstaff Housing Section. The purpose of public participation is to ensure a proactive process affording the opportunity for the public to be involved in all phases of the creation of Flagstaff's 2021 Housing Plan. The Housing Section will provide complete information, timely public notice, sufficient periods for comment, full access to key decision points, and early and continuing engagement in developing the plan and policies. The Housing Section encourages active public participation in identifying and commenting when creating Flagstaff's 2021 Housing Plan.*

*Multiple versions of this document will be created throughout the process to track progress and allow for incorporation of new ideas and lesson learned. Evaluation of the quality of input received and the achievement of diversity and inclusivity will be key drivers of the changes to this participation plan.*

## Overall Public Participation Objectives

To educate the community of Flagstaff's affordable housing needs in order to garner quality public input and to create a strong consensus regarding specific policies to reduce Flagstaff's Housing emergency.

### Public Participation Objectives

- Create trust in a fair and inclusive decision-making process.
- Educate community about affordable housing needs and impacts.
- Endorse possible solutions through the creation of specific policies to reduce Flagstaff's housing emergency.
- Include people from throughout the region in the discussion. Gather quality feedback and input from stakeholders and the public in general.
- Reach as many people as possible to create an inclusive environment for dialogue.
- Recruit a stakeholder group of diverse and interested people. Community meetings could be led by staff and subcommittee Housing Commission members.

### Informal Working Group Objectives

- Informal Working Groups will include, community members, target neighborhood representatives, housing practitioners, realtors, lenders, developers, builders, Commission Members, City of Flagstaff Staff, nonprofit and for-profit partners.
- The Informal Working Group will match existing policies from other plans and documents, create specific policies initiatives and strategies as needed. These working group will create policy initiatives and strategies to reduce Flagstaff's affordable housing emergency.
- Informal Working Groups will research community needs and affordable housing impacts, create a local housing survey and conduct gap analysis for both market rate and affordable/

subsidized housing in Flagstaff. This information will assist with the creating of the 10 Year Housing Plan.

### Community Outreach Communication Objectives

- Educate the community regarding Flagstaff's affordable housing needs.
- Involve community in the prioritization of policy initiatives and strategies to reduce Flagstaff's Housing emergency.
- Engage the community members in the draft 10-year housing plan and seek endorsement for the final document.
- Create a clear understanding of policy implementation. Some policy initiatives and strategies will be easier to accomplish than others. For example, many policies will require public and private partnerships and/ or possibly a dedicated affordable housing funding source. Some may need Council action.

### Establish Stakeholders List

- As appropriate, utilize the 2018 Housing Bond Outreach Stakeholders List
- Internal City Departments and Leadership
- Other City Commissions
- Realtors and Lenders
- Developers/Builders
- Neighborhoods
- Community members
- Current and future beneficiaries
- Nonprofit organizations
- Evaluation:
  - Have we reached the right people?
  - Have we created an expectation of inclusivity and emotional safety for all participants?
  - Do we have consensus that the process going forward is clear and fair?
  - If the answer to a, b, or c is no, what do we need to do to achieve these objectives?



### Advertising Public Participation

- Coconino County Continuum of Care listserv
- Community Forum
- Local Housing Survey
- Email project notifications to stakeholders list
- Facebook post
- Daily Sun
- Press Release and media outreach with newspaper and radio
- Community Newsletters

## Housing Plan & Timeline

### Housing Plan Purpose

Affordable, accessible and decent housing is of critical importance to a community's health and viability. The Housing Plan will consolidate existing housing documents and augment with an additional planning effort to create a 10-year plan that seeks to define the housing emergency in Flagstaff and to provide policies and strategies to reduce the emergency. The Housing Plan will help identify needs, create an existing list of affordable housing, identify the affordable housing units underway, engage partners, and compile research on best practices. Altogether, these components will help identify specific policy initiatives and strategies that can be implemented within our community to substantially increase the number of affordable housing units and to provide housing subsidies to low- and moderate-income residents. As the City implements the Flagstaff's 2021 10 Year Housing Plan, the goal is to substantially increase the number of available and affordable housing options for all Flagstaff residents at all income levels.

### Housing Plan Goals

- Identify Affordable Housing Need (Goal)
  - Reduce the current affordable housing need in our community by half over the next ten years.**
    - Element one: Create or preserve 7,976 units by 2031 with a minimum of 10% affordable to increase the overall supply of market rate, workforce and affordable housing occupied by local residents.
    - Element two: Impact 6000 low to moderate Flagstaff residents through a combination of unit creation or subsidy provision

### City of Flagstaff Funding and Planning Documents

- 2021 Consolidated Plan
- 2021 Analysis of Impediments
- Housing Authority (5 yr. & Annual Plan)
- City of Flagstaff Regional Plan
- 2018 Bond Survey
- Climate Action and Adaptation Plan
- Neighborhood Plans (La Plaza Vieja, Southside)

## Other Community Documents

- Flagstaff's Lived Black Experience: A Forgotten People Forging a Path Forward
- 2017 Housing Attainability for the Flagstaff Workforce (ECONA)
- Housing Phoenix Plan
- 2021 Community Needs Assessment, Coconino County, AZ
- ADOH at a glance
- Best Practice Toolkit for Municipalities, for Increasing the Supply of Affordable Housing in Arizona

## Step 1: Commission Visioning

The first Commission Visioning Meeting will be held on January 28, 2021. The purpose of the meeting is to:

1. Building Relationships and Inclusive Dialogue.
2. Approve Timeline for the creation of the plan.
3. Create Informal Working Groups (Groups will include Commissioners, City Staff, Community Members)
  1. Policy Working Group
  2. Affordable Housing Gap Analysis
  3. Connection between health and affordable housing
  4. Connection between housing and sustainability
  5. Neighborhood Context - Redlining, Historical data, Generational Wealth
  6. Zoning and Land Use

## Step 2: Conduct Research, Establish Community Needs & Create Policies

1. Combine information from other plans and documents
  - a. Refer to City of Flagstaff Funding and Planning Documents and other community documents (above)
2. Develop stakeholders list
  - a. Internal
  - b. External
  - c. Community survey for residents to sign up for updates
3. Develop a list of existing affordable housing already available (appendix to update annually)
  - a. Identify Existing City Owned/Restricted Affordable Housing:
  - b. Obtain information from outside agencies:
    1. Arizona Department of Housing (LIHTC)
    2. Non-Profits –
  - c. Identify affordable housing need – separate them from rental to homeownership and focus on the housing continuum.

- d. Use the following documents to establish need– separate the need from rental to homeownership and focus on the housing continuum.
  - i. Front door numbers (rental)
  - ii. Attainability report (rental)
  - iii. ECONA – workforce (rental and ownership)
  - iv. Average first-time homebuyer’s data (ownership) –
- e. Identify demographics of need for: (con plan and stakeholders)
  - i. Homeless
  - ii. Special Needs Populations
  - iii. Extremely Low Income (30% of Area Median Income (AMI))
  - iv. Very Low Income (50% of AMI)
  - v. Low Income (80% of AMI)
  - vi. Median Income (100% of AMI)
  - vii. Workforce Housing (80% - 120% of AMI)
4. Identify housing and homeless activities currently underway (appendix to update annually)
  - a. Obtain list of City projects underway from:
  - b. Obtain list of City projects underway from:
5. Create and finalize Affordable Housing Policy Recommendations: - Research successful affordable housing programs in other jurisdictions
  - a. Identify similar or exemplary cities/ jurisdictions
  - b. Develop Housing Needs Assessment and Market Analysis and start establishing policies to accomplish the housing goal – Look at 2020 ACS data and compare Flagstaff’s Needs Assessment Infographic
  - c. Follow-up with identified cities/jurisdictions
    - i. Discuss policy execution
    - ii. Best practices
    - iii. Opportunities for improvement
  - d. Develop Proposed Policy Recommendations with Housing Commission
    - i. Review proposed policy recommendations with stakeholders.
6. Prepare Draft Housing Plan and enter into 30 Day Public Comment Period
  - a. Prioritize Policy Initiatives and Strategies
  - b. Public Outreach Meetings
7. Update Draft to Final 10 Year Housing Plan
  - a. Present to Housing Commission for consideration of approval
  - b. Present to City of Flagstaff Council for consideration of approval

## Step 3: Community Outreach & Partnerships - Project Schedule

Public participation and timeline schedule below. *Public participation schedule is highlighted orange.*

<b>1. Commission and Council Meeting</b>	
<b>January 2021 – February 2021</b>	Use data from already created plans - Combine information from other plans and documents
<b>January 2021 – February 2021</b>	Combined goals from other documents – provide to each working group to begin creating policy.
<b>January 2021 – February 2021</b>	Establish Working Groups (WG) with Commission Members <ul style="list-style-type: none"> <li>• WG will discuss staff and community member to attend during first meeting.</li> <li>• Refer to WG Objectives</li> <li>• Review goals from other document to begin creating policies to reduce the housing emergency</li> <li>• Working groups will meet monthly and report back to Commission</li> </ul>
<b>January – June</b>	Informal working groups with commissioners, staff and stakeholders (meetings or as needed)
<b>January – December</b>	Housing Commission Meetings
<b>April – June</b>	Community Housing Survey
<b>July</b>	Update to City Council – Public Meeting
<b>February</b>	Meet with City Leadership/Management Office
<b>February</b>	Provide overview Council on February
<b>2. Create Stakeholder List (internal and external)</b>	
<b>January 2021 – February 2021</b>	Identify external stakeholders - Refer to 2018 Housing Bond list
	Develop Internal City of Flagstaff Chartering Collaboration List
	Develop project notification email list (ongoing)
<b>February - August</b>	Emails and possible presentation to leadership (ongoing) <ul style="list-style-type: none"> <li>• Invite staff to join Housing Commission Working Group</li> <li>• Keep Leadership and staff up to date throughout creation process of the document.</li> </ul>
<b>3. Refine the List of Existing Affordable Housing</b>	
<i>Have for the Gap Analysis and Housing Needs Working Group</i>	
<b>February 2021</b>	Refine City Owned/Restricted Affordable Housing
<b>4. Identify Affordable Housing Needs</b>	
<b>Informal Working Groups will assist</b>	
<b>February 2021- July 2021</b>	Research waitlists and documents to understand Housing demands, needs and types (rental & homeownership) – <i>Affordable Housing Gap Analysis Working Group</i> <ul style="list-style-type: none"> <li>• Compare Census income data, housing data.</li> </ul>

	<ul style="list-style-type: none"> <li>• Use Methodology similar to Phoenix</li> <li>• Research population percentages compared (PIT, Census)                             <ul style="list-style-type: none"> <li>○ Front door numbers (rental)</li> <li>○ Attainability report (rental)</li> <li>○ ECONA – workforce (rental and ownership)</li> <li>○ Average first-time homebuyer’s data (ownership)</li> </ul> </li> </ul>
<b>March 2021</b>	Identify demographics of need for affordable housing: (con plan and stakeholders)- Connection Between Health and Affordable Housing Working Group - Use Numbers found by <i>Affordable Housing Gap Analysis Working Group</i> <ul style="list-style-type: none"> <li>○ Homeless</li> <li>○ Special Needs Populations</li> <li>○ Extremely Low Income (30% of Area Median Income (AMI))</li> <li>○ Very Low Income (50% of AMI)</li> <li>○ Low Income (80% of AMI)</li> <li>○ Median Income (100% of AMI)</li> <li>○ Workforce Housing (80% - 120% of AMI)</li> </ul>
<b>5. Create Affordable Housing Policy Initiatives and Strategies &amp; Draft Plan</b>	
<b>January 2021 – July 2021</b>	Research Policy Examples
<b>January 2021 – July 2021</b>	Reach out to similar communities
<b>January 2021 – July 2021 (MAY)</b>	Develop Proposed (draft) Policy Initiatives and Strategy Recommendations
<b>June – August</b>	Internal Review with Staff and Legal of Policy Initiatives and Strategies
<b>August</b>	Present findings to the Housing Commission for consideration of approval of draft Policy Initiatives and Strategies
<b>September</b>	Present Draft Housing Plan to Commission for consideration of approval
<b>September</b>	City Council Draft 10 Year Housing Plan Update Presentation
<b>October</b>	30 Day Public Comment Period, Public Outreach Meetings, Community Forum Survey to Prioritize Policy Initiatives and Strategies
<b>6. Finish Writing Draft Document</b>	
<b>November</b>	Collect Public Comments to Draft Plan, Policy Initiative and Strategies – Update Draft Plan
<b>November</b>	Present Final 10 Year Housing Plan to Housing Commission for consideration of adoption
<b>December</b>	Present Final 10 Year Housing Plan to City Council for consideration of adoption

## Step 4: 30 Day Public Comment Period

The 30-day public comment period will occur in October. Submit public comments through Community Forum platform by prioritizing policy initiatives and strategies.

## Step 5: Prepare and Adopt a Plan

Housing staff will:

- August
  - Present to the Housing Commission for consideration of approving the Draft Policy Initiatives and Strategies.
- September
  - Present to the Housing Commission to establish the single overarching goal of the Draft 10 Year Housing Plan and to consider approving the Draft 10 Year Housing Plan.
- Present to Flagstaff City Council to provide and update on the Draft 10 Year Housing Plan and sharing results. Receive Councils input and feedback.
- October
  - Enter into the 30-Day Public Comment Period.
  - Share Community Forum Survey to receive the public comment regarding prioritizing the Policy Initiatives and Strategies.
- November
  - Collect public comments and finalize the 10 Year Housing Plan.
  - Present to Housing Commission for consideration of approval of Final 10 Year Housing Plan
- December
  - Present to City Council for consideration of adoption of 10 Year Housing Plan.