Homework Instructions
Review the Outcomes for each strategic direction: “build more,” “more access” or “innovation to scale”

The outcomes are derived and organized based on Task Force feedback/suggestions/input to date. We have also incorporated items identified by the public feedback processes (listed in green on each sheet) and best practices research (listed on blue on each sheet).

As you review the outcomes, consider the following questions:
1. Do these outcomes capture what we want to achieve in the short to long term?
2. What is missing?
3. What else do we need to research/ID next?
4. Who are the coalitions that should be engaged in the work?

Each page contains hyperlinks to source documents for your reference and additional research.

At the meeting, we will develop consensus on outcomes (adding and removing items and elements as needed). We will also work to identify the most important actions to achieve each outcome and who (networks/coalitions/partners) needed to do achieve each outcome (feasibility/viability).
**What Should We Do?**

**Who Does It?**

<table>
<thead>
<tr>
<th>Strategic Direction</th>
<th>Stakeholder Coalitions/Networks</th>
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</table>

**Build More Housing**

Hyperlink to List of coalitions and network conveners ID’d April 1

**KEY**

- Black = task force input
- Green = public feedback
- Blue = consultant ID’d best practices
- Underline = hyperlink to source document

### Desired Outcomes

#### Short (knowledge/thinking)

1) Housing assessment of availability + need (including transitional housing)
2) Promote community acceptance of affordable hsg

### Medium (policy/behaviors)

Promote affordable housing density/infill

1) Fast track affordable housing development projects
2) Swap city-county land & finance predevelopment infrast. costs (ARPA or General Fund for water + sewer)
3) Issue RFP for developable vacant county properties for affordable housing
4) Review zoning code to enable “missing middle” housing (CA, OR have eliminated single fam. only zoning)
5) Enable pre-fab architectural standards to provide more affordable housing
6) Create incentives for affordable housing (Tempe example: voluntary inclusionary zoning p 29-33, including waivers of development and impact fees, reduced parking requirements, height/density bonuses)
7) Align regulatory rules with City of Tucson (including Accessory Dwelling Units and missing middle housing)
8) Leverage Arizona State Affordable Housing Tax Credit program with county resources for affordable housing

### Long (CONDITIONS)

- **Create more affordable housing**
  
  1) Underutilized hotels, commercial props and existing parking lots become affordable housing
  2) Health plans/family office/foundations become large-scale investors in Pima County Transform Finance example

- **Preserve housing for existing homeowners and tenants**
  
  1) Incentivize weatherization
  2) Help landlords maintain affordability (ADOH grants)
  3) Replace/improve mobile homes (ASU Apache Junction example)
Improve Access To Affordable Housing – Outcomes 1.0

What Should We Do?
Who Does It?

Strategic Stakeholder Direction Coalitions/Networks

Improve access to affordable housing

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Desired Outcomes

Short (knowledge/thinking)

Identify where affordable hsg exists + can be deconcentrated

1) Assess locations of existing affordable hsg and locations of available vacant developable land where affordable hsg can be deconcentrated

Increase awareness of fair housing rights

1) Promote (tenant, smaller landlords) awareness of fair housing rights, including monitoring & testing, esp in locations of concentrated affordable hsg

Enhance awareness of strategies to enhance income access among vulnerable populations

1) Promote awareness of Fannie Mae mortgages (including for Accessory Dwelling Units)) for families with adult children with special needs and adult children with elderly parents

2) Assess potential for local financial asset building continuum to improve income capture (Primavera Foundation as potential leader?)

Medium (policy/behaviors)

1) Promote service integration in a timely manner, with income capture + barrier reduction strategies for improved access: transportation, childcare, quality jobs

2) More resources/incentives for voucher and prevention, eviction prevention

Long (CONDITIONS)

Residents have improved financial access + reduced barriers to affordable housing

1) Match first time homebuyer down payment with technical assistance (applying/qualifying for mortgage)

2) Incentivize property owners to take on + retain higher risk tenants (discuss with AMA and AHCCCS: renter insurance for afford. hsg voucher holders, reduced screening criteria for renter credit, assistance from health plans and Federally Qualified Health Centers)

3) Engage with City of Tucson in joint Transportation Oriented Development strategies to promote affordable housing

4) Incentivize property owners to house S. Tucson hsg voucher holders beyond S. Tucson boundaries

5) Advocate for changes in short-term rental regulations to retain supply (see p 9-10, State-Level Legal Barriers to Afford Housing)

6) Build/incentivize local financial asset building coalition for increased income capture among renters and homeowners

7) Incentivize affordable housing to include stormwater retention/water reuse (ARPA sewer + water funding?)

Action

Residents have improved financial access + reduced barriers to affordable housing

1) Control of long-term hsg resources for population with chronic histories of evictions

2) Affordable hsg is avail. countywide (deconcentrated)

3) Individuals maximize all sources of income for affordable hsg

Action

1) Assess locations of existing affordable hsg and locations of available vacant developable land where affordable hsg can be deconcentrated

Action

Increase awareness of fair housing rights

1) Promote (tenant, smaller landlords) awareness of fair housing rights, including monitoring & testing, esp in locations of concentrated affordable hsg

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Bringing Innovations to Scale - Outcomes 1.0

**What Should We Do?**

**Who Does It?**

| Strategic Direction | Stakeholder Coalitions/Networks |

**Bring innovations to scale** to promote “no one size fits all” housing + mitigate risk

**Identify innovations for preserving affordable housing, serving most vulnerable**

**Desired Outcomes**

**Short (knowledge/thinking)**

- Identify innovations for preserving affordable housing, serving most vulnerable

**Medium (policy/behaviors)**

- Build on/assess potential for scaling existing successes *(land trust, low cost innovations)*

**Long (CONDITIONS)**

Pima County scales data driven affordable housing innovations

**Action**

1) Develop inventory/understanding of best practice housing and self-governance models in Pima County, AZ and nationally for investment (examples: example, Tempe Affordable Hsg Strategy p 34-43, Point Source Youth, East Bay Permanent Real Estate Coop + Resident-Owned Communities USA
2) Develop repository of UA actionable research for scaling local innovations (example: homelessness tiny home/gardening feasibility model; College of Architecture, Planning and Landscape Arch, Southwest Institute for Research on Women)
3) Research feasibility of incentivizing 3D printed housing meeting architectural standards for small lots - examples: Tempe Habitat for Humanity, ICON

**Action**

1) Evaluate potential for Pima County Community Land Trust and Pima County Industrial Development Authority to scale as model for permanent affordability: rental and homeownership
2) Apply for HUD Policy Development & Research funding to evaluate and scale up UA research + local innovations

**Action**

Pima County develops, evaluates and funds innovative housing models in partnership with Health plans/family office/ foundations

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