Affordable Housing Task Force

Welcome

Pima County Presentation - grounding for the Outcomes 2.0 review

Report Structure - review proposed report structure

Report Definitions

Review Outcomes 2.0 - Identify possible success measures for proposed actions

Next Steps - receive report at the next Task Force meeting May 27
Affordable Housing Task Force Road Map
April 29, 2022

Feb 18
Who, Why, What, & How?

March 4
What is the terrain like? What do we need to know?

March 18
What pathways are desirable (offer outcomes we want)?

April 1 + 15
What are the viable and feasible strategies that achieve outcomes we want in the short, middle, and long term?

April 29
How might we propose measures of success for meaningful outcomes?

May 27
Recommend 2 strategies to increase affordable housing

Final Task Force Recommendations will include:
- **STRATEGIES**: Overall priorities/directions for how (process) and where (who/place) to act
- **GOALS + OUTCOMES**: Define what we are trying to accomplish and the desired results
- **ACTIONS**: Measurable, time-phased results that support the goals (with metrics and frequency)
Roadmap Detail: Where we were

April 15: Now that we have identified desirable pathways and partnerships...what is viable/feasible?

1) Review + Refine Outcomes 1.0 (Homework)
Small groups, organized around strategic pathways, review and refine the public comment process and best practices.

2) Identify Appropriate Networks/Coalitions/Partners to Support Outcomes

3) Rate Outcomes 1.0 on Feasibility and Viability

April 15

What are the viable and feasible strategies that achieve outcomes we want in the short, middle, and long term?
Roadmap Detail: Where we are/headed

April 29
- Welcome
- Pima County Presentation - grounding for the Outcomes 2.0 review
- Report Structure - review proposed report structure
- Report Definitions
- Review Outcomes 2.0 - Identify possible success measures for proposed actions

May 27
- Receive report at the next Task Force meeting May 27 (Zoom)
- Receive draft charter language

April 29
How might we propose measures of success for meaningful outcomes?

May 27
Recommend 2 strategies to increase affordable housing
**SAMPLE DRAFT REPORTING FRAMEWORK**

**Strategy 1: Provide support for businesses seeking to expand and/or locate to county**

<table>
<thead>
<tr>
<th>Goal</th>
<th>Outcome</th>
<th>Partnerships/Stakeholders</th>
<th>Actions</th>
<th>Scale of Impact</th>
</tr>
</thead>
</table>
| Develop improved regulatory environment that enhances certainty and speed of permitting reviews | Consistent business permitting processes that reduce days in permitting | Community Development Dept Business leader roundtable Economic Development Foundation | - **Impact:** Region more effectively competes in recruiting and retaining business  
  - **Measurable activities:**  
    - Community development department tracks and reports the average reduction in number of days for permitting  
    - Partners develop, market expedited permitting process  
    - Region compares its permitting speed and regulatory processes to competitors | County |

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**Final Task Force Recommendations to include:**

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Definitions

1) Affordable Housing Continuum

- Homelessness
- Transitional Housing
- Subsidized Housing and Affordable Housing
- Moderate Rate Housing (Workforce+)

2) De-concentration (of affordable housing)

3) Regional (cooperation, action)

4) Financial Resilience
## Build More Affordable Housing

### Outcomes 2.0

<table>
<thead>
<tr>
<th>Short Term</th>
<th>Mid Term</th>
<th>Long Term</th>
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<tbody>
<tr>
<td>Regional housing assessment of availability + need (including transitional housing)</td>
<td>Promote affordable housing density/infill</td>
<td>Create more affordable housing</td>
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### ACTIONS

**Short Term**
1. Develop comprehensive understanding of the market (supply and demand), land, and developer needs to facilitate and increase affordable housing
2. Integrate supply and demand information/data, producing a Market Value Analysis, to identify 1) where is there concentrations of affordable housing? 2) where do we target specific regulatory changes based on our unique, place-based needs?
3. Understand what developers need to increase production, including ways to address pre-development and construction costs
4. Understand what nonprofit providers need to build housing that meets needs of individuals/families along the housing continuum

**Mid Term**
1. Fast track and incentivize (including through subsidy financing) innovation in design, height and density for affordable housing development projects
2. Issue RFP for developable vacant county properties for affordable housing
3. Rewrite zoning code to enable "missing middle" housing and align with City of Tucson
4. Enable and incentivize pre-fab architectural standards/Pattern Zone Housing/modular housing options to more quickly provide affordable housing
5. Increase supply of skilled tradepersons in construction to build housing

**Long Term**
1. Underutilized hotels, commercial props, schools, and existing parking lots become affordable housing
2. Health plans/family offices (private wealth management advisors/foundations become large-scale investors in Pima County
3. Density and affordability increase throughout developed Pima County

### ACTIONS

**Promote community acceptance of affordable housing**
1. Confront NIMBYism to increase density and produce more missing middle housing

**Preserve housing for existing homeowners and tenants**
1. Preserve expiring LIHTC and naturally occurring housing
2. Incentivize weatherization, including with discounted labor and materials
3. Help landlords maintain affordability
4. Replace/improve mobile homes
<table>
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<tbody>
<tr>
<td>Increase awareness of fair housing rights</td>
<td>Promote service integration in a timely manner, with income capture + barrier reduction strategies for improved access: transportation, childcare, quality jobs</td>
<td>Residents have improved financial access + reduced barriers to affordable housing</td>
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<tr>
<td><strong>ACTIONS</strong></td>
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<tr>
<td>1. Promote (tenant, smaller landlords) awareness of fair housing rights, including monitoring &amp; testing, especially in concentrated areas of vulnerability and discrimination</td>
<td>1. Match first time homebuyer down payment with technical assistance (applying/qualifying for mortgage)</td>
<td>1. Control of and ownership of more long-term housing resources for population with chronic histories of eviction (poor rental and criminal histories)</td>
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<tr>
<td></td>
<td>2. Engage with City of Tucson in joint Transportation Oriented Development strategies to promote affordable housing</td>
<td>2. Affordable housing is available countywide</td>
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<td>3. Advocate for changes in short-term rental regulations to retain housing supply</td>
<td>3. Individuals maximize all sources of income for affordable housing</td>
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<td>4. Incentivize affordable housing to align with county goals for water and open space management</td>
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<tr>
<td>Enhance awareness of strategies to enhance income access and barriers among vulnerable populations</td>
<td>More resources/incentives for voucher and prevention, eviction prevention</td>
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<tr>
<td><strong>ACTIONS</strong></td>
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<tr>
<td>1. Promote awareness of flexible mortgage products and support programs for individuals and families of dependents (adult children with special needs and elderly parents)</td>
<td>1. Incentivize property owners to house South Tucson housing voucher holders beyond S. Tucson boundaries to promote de-concentration throughout city and county</td>
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<tr>
<td>2. Assess ways individuals can maximize all sources of income and reduce barriers to staying in their housing</td>
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<td>3. Develop repository of UA and other actionable research for scaling local innovations among vulnerable populations</td>
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<tr>
<td>4. Evaluate potential for Pima County Community Land Trust and Pima County Industrial Development Authority to scale as model for permanent affordability: rental and homeownership</td>
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