

Strategy 1: Build More Across the Housing Continuum SHORT TERM

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
1. Develop regional housing assessment of availability and need, considering the continuum of housing	<p>Create a Joint Regional Housing Affordability Body</p> <p>1.1 Assess organizational structure and its operating needs</p>	<ol style="list-style-type: none"> 1. Identify appropriate governance structure to address housing affordability needs n Pima County and coordinate jurisdictions; Consider creating a nonprofit development entity or coordinating/contracting with existing nonprofit development entity or entities 2. Identify how governance structure would support and enhance work of existing regional housing nonprofit service providers 3. Identify costs associated with funding and staffing the appropriate governing structure of a joint regional housing body; identify resources to fund its creation. 	<p>County staff; nonprofit development entities; staff of municipal jurisdictions</p> <p>City of Tempe affordable housing governance (best practice)</p>
	<p>Streamline Development</p> <p>1.2 Understand what developers need to be able to increase production, including ways to address pre-development and construction costs</p>	<ol style="list-style-type: none"> 1. Conduct needs assessment of housing developers through comprehensive semi-structured interviews, to: <ol style="list-style-type: none"> a. Identify what market-rate developers need to bring timely new projects into the housing development pipeline - see Draft RFP Structure: Value Market Analysis for proposed questions b. Identify what Arizona affordable housing/LIHTC developers need in order to incentivize building more affordable housing - see Scope of Work Considerations for Needs Analysis of Housing Developers for proposed questions 2. Identify feasibility of offering Affordable Housing boot-camp/training (with ongoing support) for non-profit developers and new/small developers 3. Identify funding for items # 1 and 2; consider HUD technical assistance request to assist in funding 	<p>County development services staff and staff of municipal jurisdictions</p> <p>Southern Arizona Home Builders Association</p> <p>Contracted professional services/RFP support as needed</p>
	<p>Housing Market Dashboard</p> <p>1.3 Develop comprehensive understanding of land and market (supply and demand) to facilitate and increase housing affordability</p> <p>1.4 Inventory potential of county and municipal properties for redevelopment</p>	<ol style="list-style-type: none"> 1. Develop a master list of county properties (delinquent tax sales and developable land). Properties should consider lands outside of conservation land and open space with access to water and sewer availability. 2. Identify cost and funding sources for conducting a regional Housing Market Value Analysis (an analysis as to where different types of housing development investment or intervention strategies will be most effective) and Housing Market Dashboard. 3. Conduct a Housing Market Value Analysis (engaging support of a firm with national expertise in market value analysis) and a complementary Supply/Demand + Housing Costs Dashboard into an Affordable Housing Action Plan that: <ol style="list-style-type: none"> a. Identifies existing demand and 10-year projections for three market segments, building on what is currently known about the Pima County housing continuum: <ul style="list-style-type: none"> ● Market rate/total: Pima County needs at least 27,500 finished lots within the next 5 years for housing¹ ● Affordable housing: 12,000 units are available to low-income households² and 75,000 units are needed³ ● Bridging homelessness into housing: 2,546 supportive housing beds are available in Pima County as of 2018 (last pre-pandemic homelessness count), and 2,000 beds are needed within the next 10 years⁴ 	<p>Housing Market Value Analysis Request for Proposals could be modeled after City of Denton, TX (best practice)</p> <p>Housing Data Dashboard could be modeled after Maricopa Association of Governments (best practice)</p> <p>Supply and 5-year demand dashboard could be modeled in part after King County, WA (best practice)</p> <p>County staff; staff of municipal jurisdictions</p> <p>Southern Arizona Home Builders Association</p>

¹ With existing permitting activity of 5,500 homes per year, Pima County is expected to need 27,500 lots within the next 5 years.

² People, Communities, and Homes Investment Plan Investing in Tucson’s Infrastructure of Opportunity. Adopted by the Tucson Mayor and City Council on January 20, 2021. Available at <https://p-chip.tucsonaz.gov/>

³ Housing Affordability Strategy for Tucson Adopted by the Tucson Mayor and City Council on December 21, 2021. Available at <https://housingaffordability.tucsonaz.gov/>

⁴ Scaling Smart Resources, Doing What Works: A system-level path to producing supportive housing in Tucson and Pima County. Tucson Pima Collaboration to End Homelessness Gaps Analysis 2019. Compass Affordable Housing. Available at <https://tpch.net/wp-content/uploads/TPCH-Gaps-Analysis-2019-.pdf>

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
		b. Identifies existing concentrations of affordable housing, areas of opportunity to build and places to target development oriented regulatory changes within Pima County based on place-based needs.	

Strategy 1: Build More Across the Housing Continuum MID TERM

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
2. Promote housing density/infill across the continuum of housing	Joint Regional Housing Body 2.1 Create joint regional housing body	1. Joint regional housing body is created and funded (using existing and/or dedicated funding sources) to: <ul style="list-style-type: none"> a. Facilitate opportunities for development, including with local nonprofits and for-profit developers b. Work with a joint multi-jurisdictional entity that facilitates building, and potentially builds, affordable housing 	County staff; staff of municipal jurisdictions; nonprofit development entities City of Tempe affordable housing governance (best practice)
	Streamline Development 2.2 Fast track and incentivize (including through subsidy financing) innovation in design, height and density for housing development projects	1. Develop a “Streamlining Development” Implementation Plan, enacting recommendations of goals 1.2 and 1.3, to: <ul style="list-style-type: none"> a. Fast track projects that incorporate flexible design guidelines and promote height and density development goals. Joint county and jurisdictional tools to support this work could include, but are not limited, to: <ul style="list-style-type: none"> ■ Infill incentive districts for affordable housing ■ Streamlined, complementary regulatory processes for building ADUs (City of Tucson) and Casitas (Pima County), including permitting modular units ■ Reduced bottlenecks in the prefabricated/pattern zone housing site approval process ■ Expedited entitlement processes (for rezonings, variances, conditional use permits, etc.) b. Develop funding sources and offer for developers appropriate financial subsidies/incentives for fast-track projects that promote housing affordability. Financial incentives are essential in “buying down” costs of housing⁵, and can include, but are not limited, to: <ul style="list-style-type: none"> ■ Creation of Industrial Development Authority-financed revolving loan fund ■ Reduced impact fees for properties already near existing infrastructure ■ Reduced engineering/fee studies ■ Reduced fees for greywater, EV readiness solar readiness, Slurry Coating Newly Finished Streets, Complete Streets, retention/detention work ■ County general fund or dedicated sources of funding, including bonding or property tax 2. Develop strategic updates to county zoning code to enable “missing middle” housing (duplexes, triplexes, townhomes, condos) and align with municipal jurisdictions <ul style="list-style-type: none"> a. Amend zoning code text in Pima County development code to reduce lot size, while increasing density and height requirements 	County staff; staff of municipal jurisdictions Pima County Community Land Trust, CUADRO Design and City of Tucson Industrial Development Authorities (City and County) Mi Casita (coordinated by Pima County Community Land Trust, CUADRO Design and City of Tucson to support independent ADU development) Prefabricated/3D printed housing best practices: Tempe Habitat for Humanity , ICON

⁵ According to economists at the National Association of Home Builders, for every \$1,000 increase in the price of a home, 510 households – in Tucson – are “priced out” from owning that home (source: SAHBA)

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
		<ul style="list-style-type: none"> b. Identify opportunities for multi-jurisdictional collaboration on zoning, progress that needs to be made, and the timeframe to accomplish zoning alignment <p>3. Incentivize affordable housing and balance with county goals for water and open space management</p>	
	<p>Housing Market Dashboard</p> <p>2.3 Issue RFP for county and municipal properties available for redevelopment</p> <p>2.4 Inventory potential of redevelopment of underutilized properties in Pima County and municipal jurisdictions</p>	<ul style="list-style-type: none"> 1. Create inventory of county properties suitable for sale to nonprofit developers that are below fair market value rents (as allowed in state statutes); align opportunities with municipal jurisdictions 2. Identify county parcels suitable for land swaps with other municipal jurisdictions. If infrastructure is not currently available, identify financing sources needed for predevelopment costs associated with available infrastructure (as identified/allowed in Pima County Capital Improvement Plan) 3. Issue and fund an RFP for developing affordable housing of developable vacant properties; identify partnerships with municipal jurisdictions, private sector and nonprofit developers 4. Inventory potential of redevelopment of underutilized hotels, commercial props, schools, and existing parking lots; market assets; identify partnerships with municipal jurisdictions, private sector and nonprofit developers. 	<p>County; staff of municipal jurisdictions</p> <p>Buildable lands best practice: City of Portland Bureau of Planning and Sustainability Buildable Lands Inventory and Growth Allocation GIS model</p>

Strategy 1: Build More Across the Housing Continuum LONG TERM

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
<p>3. Facilitate creation of more affordable and market rate housing across the continuum of housing</p>	<p>Joint Regional Housing Body</p> <p>3.1 Joint regional housing body promotes solutions for market rate housing and increases production for vulnerable populations</p>	<ul style="list-style-type: none"> 1. A regular funding source is developed to evaluate the impact of the joint regional housing body 2. The joint regional housing body’s impact is evaluated + reported to the county and multi-jurisdictional officials and stakeholders 	<p>County; staff of municipal jurisdictions</p> <p>Tucson Association of Realtors</p>
	<p>Streamline Development</p> <p>3.2 Density and height allowances increase throughout the built environment. In so doing, this promotes de-concentration and desegregation of affordable housing</p> <p>3.3. Balance affordable housing with regional water and open space management goals</p>	<ul style="list-style-type: none"> 1. Monitor goals and progress through Supply/Demand + Housing Costs Dashboard (goal 1.2) and though alignment to regional comprehensive plans 2. Fairly assess taxes so affordable housing/smaller lots do not subsidize costs of infrastructure development 	<p>County; staff of municipal jurisdictions</p> <p>Contracted/RFP support if needed</p>
	<p>Housing Market Dashboard</p>	<ul style="list-style-type: none"> 1. Create county infill incentive districts and amend zoning code text to enable flexible development of underutilized properties; align with municipal jurisdictions 	<p>County; staff of municipal jurisdictions</p>

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
	3.4 Underutilized and county owned properties are transformed into housing	2. Increase housing development in underutilized existing properties	

Strategy 2: Improve Access to Affordable Housing SHORT TERM

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
<p>4. Build awareness of strategies for enhancing living wages, income, and reducing barriers among vulnerable populations</p>	<p>Keep People Housed</p> <p>4.1 Understand organizational structure with community-based organizations needed for joint regional housing body around reducing barriers and maximizing all sources of income</p> <p>4.2 Assess ways individuals can maximize all sources of income and reduce barriers to staying in their housing (transportation, childcare, quality jobs)</p>	<ol style="list-style-type: none"> 1. Identify needs of landlords and nonprofit housing providers (through semi-structured interviews or focus groups) to understand what supports would be most effective in reducing barriers and promoting income capture. Investigate potential of HUD technical assistance and other funding sources to fund the needs assessment. 2. Identify the viability of creating a multi-stakeholder collaborative to improve financial access + reduce barriers, especially for vulnerable populations. 	<p>Collaborative informed by research during the pandemic: Achieving Financial Resilience in the Face of Financial Setbacks</p> <p>Landlord members of Southern Arizona Home Builders Association</p> <p>Tucson Association of Realtors; mortgage best practices</p> <p>Asset Funders Network as funding source</p> <p>Affordable housing coalitions and stakeholders resources list developed by task force (see List of Taskforce Identified Stakeholder Coalitions and Networks to Engage List)</p>
	<p>Leverage Innovations</p> <p>4.3 Evaluate potential of regional land trusts to scale</p> <p>4.4 Evaluate potential of University of Arizona/universities as clearinghouse for innovations</p>	<ol style="list-style-type: none"> 1. Identify funding sources to fund evaluation of existing property uses and potential of Pima County Community Land Trust, Southern Arizona Land Trust and smaller city and county land trusts. Identify opportunities for scaling that potentially integrate mortgage financing and down payment assistance. 2. Assess potential for University of Arizona to serve as a clearinghouse for ways of scaling local innovations and consider offering faculty research grants for actionable research to serve vulnerable populations and promote deconcentration of affordable housing. Consider submitting a HUD Policy Development and Research funding request to fund this effort. 	<p>County; staff of municipal jurisdictions</p> <p>Pima County Community Land Trust</p> <p>Southern Arizona Land Trust</p> <p>UA College of Architecture, Planning and Landscape Architecture + Drachman Institute</p> <p>Homelessness tiny home/gardening feasibility model as a potential scalable practice</p>

Strategy 2: More access to Affordable Housing MID TERM

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
5. Promote service integration in a timely manner, with income capture + barrier reduction strategies for improved access	<p>Keep People Housed</p> <p>5.1 Create collaborative to provide timely housing services and promote income capture + barrier reduction strategies</p> <p>5.2 Control and own more long-term housing resources for population with chronic histories of eviction (poor rental and criminal histories)</p>	<p>1. Create collaborative and identify funding sources to improve financial access + reduce barriers; explore how:</p> <p>a. Landlords can receive appropriate, targeted support through incentives such as:</p> <ul style="list-style-type: none"> ■ Voucher programs that include damage and unpaid rents ■ Arizona Department of Housing grants for property owners ■ Property tax rebates ■ Rental rehabilitation support <p>b. Tenants can benefit from reduced wait times through enhanced rental assistance availability and homeownership assistance</p> <p>c. Accessory dwelling units/casitas can allow rentals and concessions to assisted living situations for persons with disabilities. For example, partners can market how local realtors and mortgage brokers are blending Fannie Mae mortgage products and 203k rehabilitation mortgage products, along with paired service supports in Accessory dwelling units/casitas, for older adults⁶ and families with adult children with special needs</p> <p>d. Increase funding (primarily for staffing overhead) for increased case management of housing providers so individuals have guidance and support/case workers are not overworked by case loads</p> <p>e. Collaborative can identify ways to control and own more long-term housing resources for population with chronic histories of eviction (poor rental and criminal histories)</p>	<p>Partner with The Center for Neighborhood Technology (cnt.org) on the role transit and transportation affordability plays in the overall family budget and eTOD (equitable Transportation Oriented Development) https://cnt.org</p> <p>County; staff of municipal jurisdictions</p>
	<p>Leverage Innovations</p> <p>5.3 Implement innovations to improve access for local land trust innovations</p> <p>5.4 Engage in regional Transportation Oriented Development strategies to improve access</p> <p>5.5 Procure research and evaluation support from the University of Arizona/universities</p>	<p>1. Fund an inventory and evaluation of the effectiveness of local land trust innovations</p> <p>2. Engage jurisdictions in joint Transportation Oriented Development strategies to promote affordable housing</p> <p>3. Procure research and evaluation support from the University of Arizona</p>	<p>County; staff of municipal jurisdictions</p>

⁶Access to a larger stock of smaller, more affordable housing, including Accessory Dwelling Units and casitas, can help accommodate the changing needs of America's older adults who otherwise may be adversely impacted by a pending wave of short sales. Nelson, Arthur C. (2020) "The Great Senior Short-Sale or Why Policy Inertia Will Short Change Millions of America's Seniors," *Journal of Comparative Urban Law and Policy*: Vol. 4 : Iss. 1 , Article 28, 473-528. Available at: <https://readingroom.law.gsu.edu/jculp/vol4/iss1/28>

Strategy 2: More access to Affordable Housing LONG TERM

Goal <i>What are we trying to accomplish?</i>	Outcome <i>What results do we want?</i>	Actions <i>What time phased results do we need to achieve success?</i>	Resources for action <i>Who can do it + resources?</i>
6. Improved financial access + reduced barriers to affordable housing	Keep People Housed 6.1 Individuals at risk of housing displacement receive supports and stability to stay in their homes	1. Affordable housing is developed for the most vulnerable populations 2. Housing incentives/financial assurance/support is available for landlords + housing operators of long-term housing willing to take on additional risk	County; staff of municipal jurisdictions
	Leverage Innovations 6.2 Local affordable housing innovations are validated by research and evaluation, providing justification for scale	1. Innovations, which are validated by research and evaluation, scale across the region 2. Innovations are shared with regional stakeholders	County; staff of municipal jurisdictions