

### Policy Drafting Exercise Responses

*This worksheet presents transcriptions of all the responses participants provided in the second column of their individual worksheets. Participants selected the themes in the first column for which they wanted to provide proposed actions or policy concepts, which explains the varying number of responses to each theme.*

<b>STAFF Identified Housing Themes</b> <i>(based on review of housing initiatives over past decade)</i>	<b>PARTICIPANTS' Proposed Actions/Policy Concepts for Plan Tucson</b>
<b>1. Housing Preservation</b>	<ul style="list-style-type: none"> <li>▪ Readapt and rehab distressed housing units with green energy efficient goals to serve diverse populations. Include co-housing opportunities.</li> <li>▪ Ensure that affordable housing units <u>lost</u> are replaced.</li> <li>▪ Promote preservation of 50+ year old homes; educate the public on the benefits.</li> <li>▪ Avoid demolition.</li> <li>▪ City must enforce their own zoning ordinances (R-1 zoning in Jefferson Park). Predictability of your investment.</li> <li>▪ Target areas for higher density new development along corridors vs. within neighborhoods.</li> <li>▪ Encourage adaptive reuse of significant older and historic buildings in lieu of demolition.</li> <li>▪ Trade new development rights for "deeded" preservation of interior historic structures---consider "carrot" for this.</li> <li>▪ Create bigger vision (NPZ needs to be a bigger picture)</li> <li>▪ Value historic "contributing" properties with goal of avoiding demolition</li> <li>▪ Strengthen and extend Neighborhood Preservation to actualize a positive vision for historic areas of Tucson</li> <li>▪ Help property owners understand and improve energy efficiency, esp. for aging housing</li> <li>▪ Encourage housing rehabilitation</li> <li>▪ Determine what is in best interests of community and what is worth preserving and what is not; define historical</li> <li>▪ Incentives and technical assistance. Soft seconds due on sale provisions.</li> <li>▪ Should not inhibit growth or change</li> <li>▪ Old doesn't mean good/nice</li> <li>▪ Establish guidelines for preservation.</li> <li>▪ Research existing inventory of units.</li> <li>▪ Identify funding needs.</li> <li>▪ Identify funding source.</li> <li>▪ Subsidize the affordability and costs of rehabilitation and green retrofitting of historic houses through discounted building permits and review fees.</li> <li>▪ Allow use of the "existing building" standards in Informational Building Code or New Jersey Building Code.</li> <li>▪ Include the loss of embodied energy of existing buildings in energy efficiency ratings/certifications</li> <li>▪ Promote conservation of embodied energy of existing buildings through higher fees for demolition and landfill disposal.</li> <li>▪ Encourage demolition and replacement of substandard housing (including historic).</li> <li>▪ Re-landscape many aging, declining neighborhoods as means of improving their appeal, utilizing relatively "lush" native specimens.</li> <li>▪ Allow preference or points for preservation of existing, but also allow points for demolition and new construction if it is a better use of (less) funds.</li> <li>▪ Give preference or points to projects keeping units affordable.</li> <li>▪ Rehab/replace existing housing at that site. Do not preserve existing historic that costs too much to rehab – reuse the land for same use.</li> </ul>

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<i>Housing Preservation CONTINUED</i>	<ul style="list-style-type: none"> <li>▪ If developers sell off affordable housing, require City to replace elsewhere as part of the deal.</li> <li>▪ Create an inventory database of substandard housing units.               <ul style="list-style-type: none"> <li>- Establish an evaluation standard to assess the condition of the housing</li> <li>- Determine which homes can be preserved</li> </ul> </li> <li>▪ Identify mechanisms, funding sources, resources for implementing repairs – TVSP, utility company grants, HOME funds, etc.</li> <li>▪ Promote energy and accessibility rehabilitation</li> </ul>
<b>2. Housing Supply</b>	<ul style="list-style-type: none"> <li>▪ Readapt and re-use distressed housing with energy efficiency.</li> <li>▪ Consider co-housing model – diverse income, aging.</li> <li>▪ Can't consider housing without considering impacts on utilities and infrastructure.</li> <li>▪ Encourage smart infill and development in ways that are not destructive to neighborhoods</li> <li>▪ Market determination</li> <li>▪ Create redevelopment tools to assist with land assemblage and infill projects.</li> <li>▪ Should be market driven</li> <li>▪ Identify housing need for next 10 years.</li> <li>▪ Identify demographic of who needs housing.</li> <li>▪ Identify available jobs and pay scale.</li> <li>▪ More housing similar to HUD 811 Program – housing for people with mental disabilities.</li> <li>▪ Increase number of affordable units (number of elderly people is increasing)</li> <li>▪ Offer incentives (additional) to educators, police, public safety.</li> <li>▪ Encourage development of new housing among old housing (in-fill) and near major existing roads – bus lanes – shops – job centers.</li> <li>▪ Expand the efforts of the Land Trust to purchase more homes at a faster pace; and expedite the rehab of those homes so they will be available for purchase sooner.</li> <li>▪ Continue and increase incentives for infill development.</li> <li>▪ Recognize and provide for needs of the aging population as baby boomers mature.</li> <li>▪ Encourage a wide range of options that address all levels/segments of the population.</li> <li>▪ Re-assess impact fees and regulations to avoid overstating impact of each new home.</li> <li>▪ The creation of high density must include affordable housing for low paid workers and those without transportation.</li> <li>▪ Transportation corridors must include areas reserved for affordable housing.</li> <li>▪ Require housing developers to work together to entice grocery, boutiques, parks, childcare to the area.</li> <li>▪ Rental housing/density/community.</li> <li>▪ Build housing in business districts that attract/create a walking community for everyone that works there – i.e., downtown, 17<sup>th</sup> St. district</li> <li>▪ Take care of foreclosures first – now new single family housing until foreclosures are down to a minimum.</li> <li>▪ Match / identify the supply of housing by value with range of households at various economic levels.</li> <li>▪ Select the lower income households (i.e., 60%???? AMI or less) as the target for this policy.</li> <li>▪ Identify rental and ownership programs that can provide assistance funding.</li> </ul>

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<p><b>3. Housing Mix (type and affordability)</b></p>	<ul style="list-style-type: none"> <li>▪ Develop/redevelop co-housing opportunities for diverse populations (low-income, disabled, aging, etc.)</li> <li>▪ Ensure that any affordable housing units lost (sale/demolished) are <u>replaced</u>.</li> <li>▪ Be sure to offer housing to all different levels of income and realize not everyone wants to be and/or is eligible to be a site-built home owner.</li> <li>▪ For homeless people there are special populations who need subsidized housing with support services; some even need on-site staff e.g. formerly homeless youth. So the plan suggestion is to seek creative ways to be able to provide these necessary support services, e.g. in other words housing should be seen as an element to be planned in concert with necessary support services, and out-of-the-box ways to do this. Co-housing models for low-income/disabled residents where resources, staff, meals, janitorial services can be shared.</li> <li>▪ Promote housing options for <u>all</u> income levels (reduce "home ownership" emphasis).</li> <li>▪ Any time low-income housing is lost, replace it. City needs to accommodate for finding replacements (people are displaced) LIHPRA concept</li> <li>▪ City should track the affordable housing city-wide and help plan/prepare for ends/expiration of affordability.</li> <li>▪ Market determination</li> <li>▪ Improve the jobs – housing balance by supporting redevelopment.</li> <li>▪ Should be market driven</li> <li>▪ Government regulations / fees / mandates will determine affordability</li> <li>▪ Create a variety of housing according to.....</li> <li>▪ New construction of multifamily units – promote garden type complexes.</li> <li>▪ Promote a diversity of housing options in terms of affordability and type around transit hubs and transit routes. For example, a variety of housing affordability should be located in and around downtown and other stops of the modern street car route. (Suggested indicator to measure progress = % of low, medium, and high cost housing within a quarter mile of modern street car stops)</li> <li>▪ Reward builders' efforts to include variety and affordability. (Suggested indicator to measure progress = % new construction by affordability)</li> <li>▪ Promote mixed use, mixed income developments.</li> <li>▪ Housing for homeless vets should be a priority.</li> <li>▪ Stop the uncontrolled growth of S.F. homes on big lots – or make it really expensive and then make it much easier (and cheaper) for in-fill housing.</li> <li>▪ Extend the EI Portal program to include some MH units if possible. There appears to be a great demand for these types of homes for families. Some communities such as Window Rock are located within the City limits.</li> <li>▪ Encourage a mix of housing types throughout neighborhoods.</li> <li>▪ Keep actions 4.5.A through 4.5.E in current plant.</li> <li>▪ Re-densify Tucson to reflect current and future demographic shift to smaller, more efficient, more flexible homes and neighborhoods.</li> <li>▪ Co-housing options should be encouraged</li> <li>▪ All high end/luxury and moderate income development receive fee reductions based on % of units that are truly affordable.</li> <li>▪ Affordable properties get fee waivers for permits, sewer, impact fees, etc.</li> <li>▪ Encourage infill locations through either new high density zoning or overlay zones.</li> </ul>

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<p><b>4. Housing Quality</b></p>	<ul style="list-style-type: none"> <li>▪ Revise zoning and building codes to reduce the costs associated with housing.</li> <li>▪ Encourage architectural compatibility in historic neighborhoods.</li> <li>▪ Making sure assisted homes are of good quality; in areas of safe environment; housing is of good structure</li> <li>▪ Energy efficiency should be encouraged priority.</li> <li>▪ Minimize "heat islands." Plant trees and desert landscaping.</li> <li>▪ Reduce impact on infrastructure wherever possible.</li> <li>▪ Set reasonable standards that can keep costs low, but also keep safety and efficiency in mind.</li> <li>▪ Should be market driven.</li> <li>▪ Who defines "quality"?</li> <li>▪ Building standards / codes.</li> <li>▪ Promote green building especially infill housing in lower socioeconomic areas.</li> <li>▪ Encourage development of parks, community gardens, farmers markets as part of new housing and in older areas</li> <li>▪ Encourage innovative housing (Drachman Institute – lessons from Civano) design in the affordable housing price range.</li> <li>▪ Utilize more collaborative efforts with the HRC to work together on at least 10-15 projects a year. This will leverage the agency funds received to impact those with the greatest needs in Rio Nuevo.</li> <li>▪ Utilize HRC agency collaborative efforts to serve 10-15 Rio Nuevo homes per year.</li> <li>▪ Enforce code compliance for existing substandard housing.</li> <li>▪ Encourage new building standards and techniques to improve quality.</li> <li>▪ Focus on existing stock revitalization. Energy, materials, landscape, zip cars, urban trails and bike paths, Oasis.</li> <li>▪ Required: structurally sound, curb appeal, secure, raises the appeal of the neighborhood</li> <li>▪ Understand the difference between front-end costs and long-term sustainability (lifetime) of the projects. Current funding sources will dictate the primary direction that can be taken.</li> </ul>
<p><b>5. Housing Efficiency</b></p>	<ul style="list-style-type: none"> <li>▪ Promote energy efficient homes and educate the public on the benefits.</li> <li>▪ Reasonable standards that do not cause excessive costs.</li> <li>▪ Also – consider unintended consequences when attempting "improvement" requirements.</li> <li>▪ Incentives and technical assistance. Soft second loan programs with due on sale provisions.</li> <li>▪ Should be market driven</li> <li>▪ Green / sustainability could jeopardize affordability mandates</li> <li>▪ Provide "real" incentives.</li> <li>▪ Linked to Housing Quality.</li> <li>▪ Promote "Green Building"</li> <li>▪ Enlist more appliance companies in Tucson to provide donations to low-income families in need to make their homes more energy efficient. Ex: Tucson appliances to donate x # of new appliances per year. Home Depot; Lowes</li> <li>▪ Promote higher density – smaller sf housing is already coming. Infill will require fewer community resources and infrastructure.</li> </ul>

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<p><b>6. Housing Choice/Access</b></p>	<ul style="list-style-type: none"> <li>▪ Recognize the many different types and costs of housing.</li> <li>▪ Reduce barriers to access for populations at risk of homelessness: ex-offenders and people with poor credit.</li> <li>▪ Provide a certain percentage of lower wealth options in a new development, particularly in stressed areas. Give reductions in fees to luxury/high-end developments, and off-set costs for 100% affordable, sliding scale fees for risk/debt.</li> <li>▪ Market driven</li> <li>▪ Provide balanced housing policies for rental and homeownership.</li> <li>▪ Create a master website where homes can be viewed that are available; provide info and photos. Just as we have done with the Land Trust. This will save time and money for the City and help connect low-income to available housing.</li> <li>▪ Encourage development adjacent to public transportation.</li> </ul>
<p><b>7. Housing Location</b></p>	<ul style="list-style-type: none"> <li>▪ Promote housing closer to places of employment and business.</li> <li>▪ Encourage mixed uses, vertically and horizontally.</li> <li>▪ Encourage higher density residential along corridors.</li> <li>▪ Dense housing in business districts, focused transportation corridors.</li> <li>▪ Business and housing developers must collaborate to bring in services the community needs.</li> <li>▪ Phase out some neighborhoods that aren't "highest and best use"</li> <li>▪ Need more infill / high density.</li> <li>▪ 3% high density?</li> <li>▪ Affordable near public transportation and work centers.</li> <li>▪ Locate housing along existing and/or planned transit routes. Encourage the development or redevelopment of affordable housing along transit routes in order to ensure access to affordable transportation. (Suggested indicator to measure progress = % of affordable housing stock within walking distance (1 mile?) of a transit route.)</li> <li>▪ Location must be fully in concert with urban design guidelines. (Suggested indicator to measure progress = residential density; location decisions made with urban design requirements in mind)</li> <li>▪ Focus on assisting CHDO's with land dedications so that new housing developments can be constructed in available locations.</li> <li>▪ Dedicate more usable parcels of land to the active CHDOs in Tucson to provide housing in new locations.</li> <li>▪ Focus on dedicating more usable parcels of land to the CHDOs in Tucson so they can develop new housing properties.</li> <li>▪ Define "village cores" and primary arterials then revisit all neighborhood plans to allow densification at appropriate locations. Don't let Tucson become Pompeii.</li> </ul>
<p><b>8. Housing Design</b></p>	<ul style="list-style-type: none"> <li>▪ Promote energy efficiency and educate the public on its benefits.</li> <li>▪ Promote design that is adaptable to our environment.</li> <li>▪ Encourage new developments built for ADA accessibility from the street (or easily retrofit for more accommodations in the future)</li> <li>▪ Market driven but also adheres to Southwest styles</li> <li>▪ Promote traditional neighborhood development principles.</li> <li>▪ Allow for design flexibility.</li> </ul>

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<i>Housing Design CONTINUED</i>	<ul style="list-style-type: none"> <li>▪ Number of mandates determines affordability.</li> <li>▪ Promote appropriate desert dwellings.</li> <li>▪ Prevent – minimize – uniform looking S.F. housing construction (i.e., KB Homes)</li> <li>▪ Utilize the designs of Poster Frost and Civano that will provide the most efficient designs for new housing developments.</li> <li>▪ Create more efficiencies and keep housing costs lower.</li> <li>▪ Relax our suburban codes to allow greater flexibility to reflect modern family patterns and desires. Existing homeowners ARE NOT the only meaningful constituents.</li> <li>▪ Help!</li> </ul>
<b>9. Homelessness</b>	<ul style="list-style-type: none"> <li>▪ The transitional housing that currently exists doesn't work well because when people come to the end of their two-year period and have to move out, many cannot find affordable housing and become homeless again. If they want to remain in units, they should be able to.</li> <li>▪ 2001 Plan has policy 3 prioritization. Continue this policy but include research-based focus based on targeting for homelessness prevention. At the policy level the targeting rationale and goal should be to target scarce housing resources to those most at risk of homelessness: those with disabilities, young, low education, single parents, youth aging out of foster care etc. The specifics wouldn't be in the policy, just the goal.</li> <li>▪ Review ways to reduce barriers – prison records and bad credit. These are contributors to homelessness.</li> <li>▪ Targeting scarce resources for those most at risk for homelessness (different kinds of homeless populations, including youth etc.)</li> <li>▪ Transitional housing doesn't work as currently regulated.</li> <li>▪ Help!</li> <li>▪ Provide resources for</li> <li>▪ Provide incentives to build homeless housing – housing first.</li> <li>▪ Can we talk to the homeless about their housing needs – preference – i.e., where they'd like to live – how they'd like to live – with whom they'd like to live.</li> <li>▪ Provide support services to assist reduction in homelessness.</li> </ul>
<b>10. Housing Resources</b>	<ul style="list-style-type: none"> <li>▪ More available in public libraries (I'm sure it already is), plus Parks and Recreation Centers, Ward Offices, etc., Pima Council on Aging</li> <li>▪ Bond \$</li> <li>▪ State and federal grants and subsidies.</li> <li>▪ Preserve housing resources currently in place. (Use foreclosed homes as rentals until market improves.)</li> <li>▪ Re-evaluate existing applications for state, local, and federal housing \$\$ to be sure funds are supporting the needs as defined by policy and the people.</li> <li>Knowledge, native plant pools.</li> </ul>
<b>11. Targeted Neighborhood Revitalization</b>	<ul style="list-style-type: none"> <li>▪ Provide housing preservation and redevelopment/rehab in neighborhoods with multi-sector partners focused on comprehensive and community development strategies.</li> <li>▪ Offer tax incentives to those who do revitalize their homes in neighborhood revitalization areas.</li> <li>▪ Neighborhood needs assessment – investment.</li> <li>▪ Tax breaks for those choosing to revitalize homes in targeted areas.</li> <li>▪ Assess the needs and wants of the neighborhood; what are the issues of the neighborhood; multiple businesses of same type are not needed</li> </ul>

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Targeted Neighborhood Revitalization <i>CONTINUED</i>	<ul style="list-style-type: none"> <li>▪ Revitalization should be in keeping with the culture and tradition of neighborhoods</li> <li>▪ Phase out some neighborhoods that may not be currently at highest and best usage.</li> <li>▪ Encourage neighborhood revitalization in Tucson's urban core.</li> <li>▪ Connect revitalization planning with urban design goals.</li> <li>▪ Include criteria that cultural history of neighborhood should be acknowledged and preserved.</li> </ul>
<b>12. Comprehensive Community Development</b> <ul style="list-style-type: none"> <li>• Transportation Connectivity</li> <li>• Employment</li> <li>• Housing</li> <li>• Open Space</li> <li>• Businesses/Commerce</li> </ul>	<ul style="list-style-type: none"> <li>▪ The City of Tucson must honor and enforce its own zoning – otherwise all of this is meaningless.</li> <li>▪ Determine cost efficiency of mass transit. Is it worth the financial burden it creates on community?</li> <li>▪ Link housing /public transportation / employment.</li> <li>▪ Closeness to childcare should be included as criteria.</li> </ul>
<b>13. Other: Co-housing for diverse populations: low-income, disabled, aging etc.</b>  <b>(Theme: new ownership/tenancy models?)</b>	<ul style="list-style-type: none"> <li>▪ Privately developed housing communities typically / legally create HOA with Boards of Directors who may not represent the interest of the majority, yet collect and manage \$ (i.e., invest in nonindigenous planting; maintaining costly irrigation system, mismanage streets, parking, etc.</li> </ul>
<b>14. Other:</b>	