

**PIMA COUNTY COMMUNITY DEVELOPMENT AND  
NEIGHBORHOOD CONSERVATION DEPARTMENT**

Kino Service Center

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**MEMORANDUM**

**TO: Pima County Bond Advisory Committee**

**FR: Affordable Housing Subcommittee**

**RE: Housing Recommendations for Future Bond Election;  
\$37,600,000 – total recommended for 2008 Housing Bond Programs**

**Background**

In Pima County the gap between local household incomes and housing prices continues to increase as the region experiences consistent growth. On May 6, 1997, the Board of Supervisors unanimously approved Ordinance 1997-35 establishing the Pima County Housing Trust Fund in order to better address the affordable housing situation in Pima County. On May 20, 1997 voters approved \$10 million for Neighborhood Reinvestment that included Housing. Through the Bond Implementation Plan \$5 Million was allocated for affordable housing programs. Due to the success of the 1997 Bond Program, on May 18, 2004, Pima County voters approved an additional \$10 Million for affordable housing programs utilizing General Obligation Bond funds. The bond authorizations have provided significant capital for improving and expanding affordable housing in Pima County. The Housing Commission meets monthly and will continue to monitor and explore methods on improving the General Obligation Bonds for Affordable Housing Program, as this source of funds has proven to be an essential component in developing affordable housing in our community

## **Summary of Current Bond Allocations**

### **2004 General Obligation Bond Program for Affordable Housing**

The 2004 General Obligation Bond Program for Affordable Housing was created to provide funding opportunities via an open and continuous application process to non-profit corporations, units of government, and/or licensed builders in the private sector for the development of affordable housing. Voters approved \$10 million dollars in funding. The Housing Commission, in conjunction with Pima County Community Development and Neighborhood Conservation Department (CDNC) staff, is responsible for the review and recommendation of 2004 Bond Program proposals. The Board of Supervisors makes the final recommendation for funding. To date, the Housing Commission has reviewed and recommended nine 2004 Bond projects totaling 242 affordable housing units and utilizing \$3,523,892.00 in bond funds. A total of three development projects have been completed, four are currently under construction, one is under development, and one is pending a fully executed contract. Over the past year CDNC staff began to evaluate projects experiencing delays and have worked closely with project developers to help identify solutions and track progress.

Additional Highlights include:

- The Curley School Apartments in Ajo is a Historic Renovation project that converted the two oldest buildings of the former Curley School site, into 30 affordable live-work apartment lofts that will serve low-income residents in the Town of Ajo. This project just received the 2007 National Association for County Community and Economic Development (NACCED) Award for Economic Development. The Grand Opening celebration was held on May 29, 2007, and featured a key-note address by Congressman Raul Grijalva.

### **1997 General Obligation Bond Program for Affordable Housing Update**

The 1997 Bond Implementation Plan allocated \$5 Million for affordable housing projects to be used for engineering planning and infrastructure construction in the public right of way. The 1997 Housing Reinvestment Bond Program had nine affordable housing development proposals approved by the Board of Supervisors. The approved developments, when built-out, will result in a total of 261 new units of affordable housing. Six development projects have been completed, two are under construction and one is planning phase. Over the past year CDNC staff began to evaluate projects experiencing delays and have worked closely with project developers to help identify solutions and track progress. All of the 1997 projects are now either completed or in progress with one exception: Copper Vista II, the most recently approved project, which is in the planning phase, pending the final plat approval from City of Tucson Development Services Department.

Additional Highlights include:

- The Chantlalli Estates project is a 61 unit, mixed-income development of 37 affordable and 24 market rate, owner occupied homes. The project was awarded the 2005 National Association for County Community and Economic Development (NACCED) Award for Excellence.

## **2008 Housing Bond Requests**

The Pima County Housing Commission, acting as the Affordable Housing Subcommittee of the Bond Advisory Committee, has reviewed housing proposals from three jurisdictions seeking inclusion in the next Pima County bond election.

Before reviewing the three proposals, the Subcommittee prepared a set of criteria to utilize in the evaluation process. The written criteria are attached.

The Subcommittee has reviewed written proposals and presentations from Pima County Housing staff, the City of South Tucson, and the Town of Marana. The written proposals are attached. Brief descriptions of the proposals and the Subcommittee's recommendations follow.

### **Pima County Affordable Housing Program**

#### **Request: \$30 Million**

The proposed Pima County 2008 Housing Program reflects the 1997 and 2004 Housing Bond Program but expands the use to aggressively pursue land acquisition. The \$30 million requested could potentially create 1,500 new affordable homes using an average of \$20,000 per homeownership unit, and \$9,000 per rental unit for off-site improvements in the public right-of-way. The additional funds would expand the use of the bonds to provide a resource in the County to purchase land for housing that would remain affordable for a minimum of 30 years.

*Committee recommendation: The Housing Bond Subcommittee recommends inclusion of the Pima County Community Development and Neighborhood Conservation Department Proposal of \$30 million in the 2008 bond package, by a unanimous vote*

### **Pima County Comprehensive Housing Center**

**Request: \$1,350,000** (Land Purchase \$350,000; Building \$1,000,000 (4,000 sq ft @ \$250/sq. ft.)

The Pima County One Stop Housing Center will focus on a collaborative approach that leverages resources with the other departments, local agencies and jurisdictions to maximize available housing opportunities and information for low income households and individuals. Staff will be able to more effectively administer a variety of programs funded by federal, state, and local sources, as well as administration of the Pima County Housing Trust Fund. This collaborative approach will reduce the potential duplication of services and assist in developing a more inclusive planning effort for housing related needs.

*Committee recommendation: The Housing Bond Subcommittee recommends inclusion of the Pima County Community Development and Neighborhood Conservation Department Proposal of \$1,350,000 in the 2008 bond package, by a unanimous vote*

## **City of South Tucson**

**Request: \$5 Million**

The City of South Tucson will develop affordable housing through the acquisition of vacant land and demolition of dilapidated vacant structures. The City will work in conjunction with non-profit organizations in the development of affordable housing once the land is purchased. Pima County Community Development and Neighborhood Conservation Department would administer the program through the same process currently used, under the oversight of the Pima County Housing Commission.

*Committee recommendation: The Housing Bond Subcommittee recommends inclusion of the City of South Tucson Proposal of \$5 million in the 2008 bond package, by a unanimous vote*

**Town of Marana**

**Request: \$1,250,000**

The Town of Marana will use the funds for Engineering and Design, Land Acquisition and Infrastructure Construction in the public right of way for the development affordable housing throughout the Town. Pima County Community Development and Neighborhood Conservation Department would administer the program through the same process currently used under the oversight of the Pima County Housing Commission.

*Committee recommendation: The Housing Bond Subcommittee recommends inclusion of the Town of Marana Proposal of \$1,250,000 in the 2008 bond package, by a unanimous vote*

On behalf of the Pima County Housing Commission I am submitting this report for your review and consideration of inclusion in the future 2008 Bond Election.

**Respectfully Submitted,**



**Frank Moreno, Chair  
Housing Subcommittee**

Cc: Chuck Huckelberry, County Administrator  
Hank Atha, Deputy County Administrator  
Margaret Kish, Director, Community Development and Neighborhood  
Conservation Department  
Betty Villegas, Program Manager, Affordable Housing Program

## Housing Bond Sub-Committee

### Criteria for Prioritizing the Funding of Housing Bond Programs

**1. Broad Demonstrated Support by the Public** - Clearly, public desires regarding what specific projects and programs they would like funded must be a very important criterion for Committee consideration. True, there are certain items that may not be popular with the public that require funding; however, we are using the public's taxes to retire the authorized bond debt. Hence, their opinion should be very important to the Committee. A sense of these opinions comes from the result of public forums that have been held to date, as well as e-mails and letters we have received. Public forums will also be held in the future, and other public opinion type actions could be undertaken by the Committee to gauge the support of the public for specific programs. For example, a questionnaire inserted in the daily newspapers asking that it be returned to the Committee could be a strategy employed by the Committee at some point in the future.

- Well documented plan for public meetings with citizen participation and input
- Documented Letters/Emails showing support for program

**2. Projects or Programs of Regional Significance** - The County's secondary property tax to retire our General Obligation Bond indebtedness is a Countywide tax. Everyone pays the tax. Therefore, we should emphasize projects or programs that have broad, regional significance and benefit the greatest number of individuals or participants. For example, I believe it would be more important to fund regional park improvements as opposed to a neighborhood park. It is more important to fund a program such as neighborhood reinvestment broadly to assist distressed communities rather than a specific project in a neighborhood that identifies itself as distressed.

- Needs to demonstrate that program or project will provide a community benefit. (safe, decent affordable housing)
- Should demonstrate a countywide economic development impact.
  - (ex: expand property tax base)
- Project will benefit or assist distressed communities, rather than a project in a location that identifies itself as distressed.
- Should demonstrate the ability for the project to sustain or be supported by additional infrastructure (transportation, schools, etc)
- Proposed project supports critical regional benefit such as increasing homeownership opportunities, building wealth/creating equity or assisting special needs populations such as the elderly or disabled.
- Indication that proposal is innovative and may provide a model that could be replicated in the future, or conversely; might be adopted from being successfully implemented in another community.

**3. Regional and Jurisdictional Balance - Every geographic location in Pima County has needs of one form or another, whether it be park or transportation improvements. From the perspective of equity, it is important that every jurisdiction and every geographic location within Pima County receive some benefit from a bond program or project.**

- Jurisdiction should have prior history and experience in developing successful housing projects
- Should have relevant demographic data indicating need for proposed projects
- Should indicate that the purpose for use of funds are considered in a planning document approved by governing body (housing plan, consolidated/annual plan, comprehensive plan, “Growing smarter” etc.)
- Indication that the project addresses an imbalance or lack of investment in community or shortfall in program funding.

**4. Public and Private Partnerships, Particularly With Other Non-Profit Organizations - It is important to form strong alliances in meeting future community needs. Public and private alliances in the form of partnerships are one method of meeting future community needs, but lessening the burden for existing taxpayers. Very often, community non-profits provide services to a variety of community individuals in need, but lack the capital that could be provided by and through bonds to increase their ability to serve the community. These public, private and non-profit partnerships, when they have a common purpose, should be fostered and encouraged.**

- Needs to show willingness and ability to build on private /public alliances.
- In addition to public partnerships, does the proposal include participation and partnerships with non-profit agencies.
- Needs to indicate support and ability to incorporate public/private sectors into implementation.
- Is there a plan to market the program/project to the end user? to potential applicants to the program
- Is the proposal comprehensive in its approach. i.e., if the project contemplates the development of affordable housing – is the need for housing counseling considered? Is the financing appropriate for low-income buyers?
- Does the proposed project suggest an innovative approach to public/private/non-profit partnerships?

**5. Other Funding Sources - Often, large or regional scale infrastructure needs can be supplemented with federal or state funds when such projects or programs can attract significant other governmental investment. Those projects or programs should receive priority over others that do not.**

- Should show other available funding will provide sufficient leverage to make project feasible and indicate what specific funds are appropriate for the program
- What is the history of obtaining funding and ability to leverage other resources?

**6. Regulatory Mandates - Very often, certain capital improvements are mandated by regulatory actions of either the state or federal governments. A good example is the huge capital investment now needed in the area of Wastewater Management to denitrify effluent being discharged to the Santa Cruz River. Such is a regulatory requirement of the Arizona Department of Environmental Quality, and will require the County to expend \$100 million to \$200 million to comply. In the past, the County has been under federal court order in the area of jail expansion. Hence, regulatory requirements may, in fact, cause very specific funding priorities for capital bond projects or programs. However, they should also be viewed cautiously to ensure that the regulatory threat is real and exists. Other than the need for capital investment in Wastewater infrastructure noted above, I do not believe we have any other regulatory mandates to fund capital improvements.**

- Does the project meet the eligibility requirements as determined by the bond language and Arizona Revised Statutes?
- Does the proposed project assist with the reduction to regulatory barriers and provide access to housing?
- Does the project meet federal requirements – Fair Housing, accessibility, environmental.

### **7. Viability of program**

- Will the project be completed within a reasonable time frame to coincide with bond compliance requirements? What is planning process leading to implementation? What is the administrative plan to implementing the proposal? Does the jurisdiction have adequate capacity to allocate funds and administer the program?
- How does the program propose to meet long-term affordability requirements and income targeting?
- Is the program financially feasible?
- Is the jurisdiction providing resources to assist with implementation?

**Department:** *Community Development and Neighborhood Conservation Department*  
**Date:** *August 9, 2006*

**2008 Bond Election Proposed Projects Template**

**Priority:** (Rank each project as A, B, C or D.) A

**Project Name:** AFFORDABLE HOUSING PROGRAM

**Location:** (Provide a descriptive location as well as information for GIS and graphics for mapping.)  
Communities throughout Pima County.

**Scope:** Provide funds to non-profit corporations, units of government, licensed builders/developers in private sector for the development of affordable housing. This program promotes the creation of affordable housing through the construction of public infrastructure in developments that include housing opportunities for low and moderate income families. Unlike other bond projects with specific earmarks for identified projects, the bond funds which support the Affordable Housing program establish criteria for eligible projects and a process for project selection.

**Benefits:** The Affordable Housing program provides for the expansion of homeownership opportunities, the provision of access to affordable housing for low-moderate income residents of Pima County, and encourages public-private partnerships in the development of affordable housing.

In 1997 the voters of Pima County approved a \$5 million bond for Affordable Housing program and the establishment of a Housing Trust Fund. Bond Council determined that funds could be used for planning, pre-development and offsite improvements in the public right of way areas of subdivisions and/or housing developments. In 2004 the voters of Pima County approved a \$10 million bond for Affordable Housing program.

The success of the current program can be measured by the number of housing units that have been completed and the public and private sector partnership, and the dollars leveraged for home ownership opportunities. As of July 31, 2006, 1997 and 2004 Bonds have been used to leverage the development of 234 single family housing units, and 208 multi-family rental units.

Due to the increased costs associated with the housing market, the goal of homeownership is unobtainable for many low and moderate income families. Increasing home ownership opportunities for these families through the use of bond funds to reduce housing costs becomes more critical than ever before. While homeownership for low and moderate income families is the main focus for bond funds, the development of safe and decent multi-family housing is also a necessary component to improve the health and stability of our community. Statistics show that students residing in a safe and decent home will be more engaged and productive in school.

**Costs:** Individual Affordable Housing projects projected cost for 2008 Bond projects is \$30,000.00 per unit. The current range for projects is \$20,000.00-\$30,000.00 per housing unit, and varies with the size of the project. Economic conditions have driven the cost per unit up to an average \$22,000.00. There is a higher per-unit cost for smaller scale projects (20 units X \$20,000 = \$400,000.00 for total allocated funds for offsite improvements)

**Bond Funding:** Thirty Million Dollars

**Other Funding:** (List other funding by type and amount, or "None identified at this time".)  
None identified at this time. On average, 1997 and 2004 Bond funds are leveraged 10:1.

**Department:** *Community Development and Neighborhood Conservation Department*  
**Date:** *August 9, 2006*

**2008 Bond Election Proposed Projects Template**

**Priority:** (Rank each project as A, B, C or D.) **A**

**Project Name:** **PIMA COUNTY COMPREHENSIVE HOUSING CENTER**

**Location:** (Provide a descriptive location as well as information for GIS and graphics for mapping.)  
Central location that is accessible by public transportation.

**Scope:** The creation of the first comprehensive One Stop Housing Center will address the challenges of housing and related issues in a broad-based approach, enhancing the existing collaborative model between Pima County and the non-profit partners. The Center will be centrally located and accessible to residents of Pima County and develop a web-based format for service information for residents in rural communities. The Center will combine all phases of housing support, housing education, home ownership, fee waivers, mortgage and lending information, fair housing, emergency assistance, home repair and weatherization into a single resource site.

**Benefits:**

Pima County will provide a comprehensive resource center for Pima County residents to seek information and services related to housing issues. This center will increase the efficiency of the provision of key housing services to eligible individuals through centralization. The center will streamline application processes and create improved communication between housing providers.

The Pima County One Stop Housing Center will focus on a collaborative approach that leverages resources with other county departments, local agencies and jurisdictions to maximize available housing opportunities and information for low income households and individuals. Staff will be able to more effectively administer a variety of programs funded by federal, state, and local sources, as well as administration of the Pima County Housing Trust Fund. This collaborative approach will reduce the potential duplication of services and assist in developing a more inclusive planning effort for housing related needs.

**Costs:** \$1,350,000 (Land Purchase \$350,000; Building \$650,000 (4,000 sq. ft. @ \$250/sq. ft.))

**Bond Funding:** One Million Dollars

**Other Funding:** (List other funding by type and amount, or "None identified at this time".)

This would be an eligible use for some federal funding sources. Potential cost savings could be achieved from combining this facility with another existing or proposed community center.

**Fiscal Year Project Start and Finish Date:** (Provide estimated Fiscal Year for project start and finish date.)

24 months June – December, 2008 Site location and architectural rendering; 2009 Building plans and development; construction begins; Construction completed June 2010

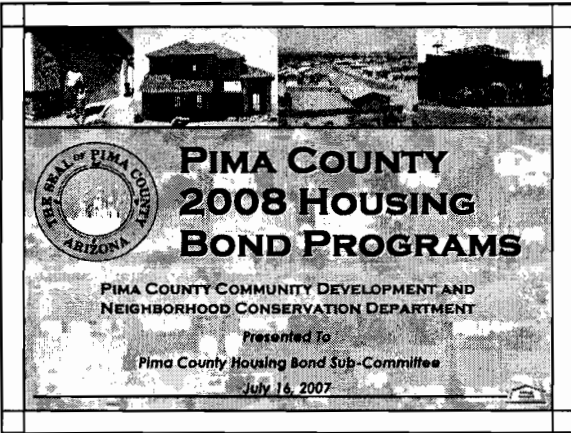
**Project Management Jurisdiction:** (Provide the jurisdiction that will manage the project development.)

Pima County.

**Future Operating and Maintenance Costs:** (Provide information on O&M impact. Estimate an annual amount.

Projected Costs (based on similar County owned and operated facilities) \$

Operation and Maintenance costs will be included in the Affordable Housing Program budget. Non-profit partners that share space will contribute to the ongoing operating and maintenance costs.



### CONTENTS

- 1) The Challenge
- 2) Affordability Gap
- 3) Addressing the Situation
- 4) Affordable Housing Production
- 5) The 2008 Housing Bond Proposals:
  - 1) \$30M Affordable Housing Bond Program
  - 2) \$1.35M One-Stop Homeownership Center
- 6) Support for the 2008 Housing Bond Program

### THE CHALLENGE

- Board of Supervisors Goal:
  - Increase homeownership by households below 80% of the Area Median Income (AMI) by 10% before the end of the decade (2010).
- or:
  - 6,700 new homeowners at 80% AMI.
- 80% AMI for the Tucson MSA:
  - \$41,900
- An 80% AMI Affordable Mortgage @ 7%, 30 year fixed:
  - \$157,500

### AFFORDABILITY GAP: MORTGAGES

Homeownership Market: TUCSON METRO

**\$220,000**  
Median Priced Home

**\$75,365**  
Annual Income Needed for affordable home purchase

Gap still exists even with two incomes!

### AFFORDABILITY GAP: HOUSING COSTS VS. WAGE

Median Housing Costs vs. Median Family Income (Tucson MSA): Ten Year Trend

**88%** increase in new homes sales prices

**123%** increase in resale homes sales prices

**39%** increase in wages

### BOS MEMO: NOVEMBER 16, 2004


1. Policy Goal of increasing Homeownership
2. Adoption of Affordable Housing Strategies
3. Forego Inclusionary Zoning Concept
4. Amend and include Affordable Housing Policy and Strategies in the County Comprehensive Land Use Plan

**Strategy 1:** Down-payment or other direct assistance programs

**GOAL:** Increase homeownership opportunities to persons of or below 80% AMI by 10% by 2010

**Strategy 2:** Program implementation by qualified non-profit and/or public entities

**Strategy 3:** Implementation of housing preservation and rehabilitation programs



**BOS MEMO: NOVEMBER 16, 2004**


5. Adoption of Contribution Guidelines
6. Created Pima County Housing Commission
7. Rezoning and specific plans to comply with Affordable Housing Policy including fee schedule
8. Rezoning and specific plans to comply through development agreement.

**STRATEGY I:**  
Down-payment of other deed assistance programs

**GOAL:**  
Increase home ownership opportunities to persons at or below 80% ARI by 2010

**STRATEGY II:**  
Program implemented by qualified non profit and/or partnership between non-profit and for-profit entities


**STRATEGY III:**  
Implementation of housing conservation and rehabilitation programs



**PIMA COUNTY AFFORDABLE HOUSING BOND PROGRAM**


**\$30 million Housing Bond Program will create 1500 new homes**  
(2750 projected units for the three bond programs)

- **1997 Housing Bond Program**
  - \$5 Million
  - 261 housing units produced
- **2004 Housing Bond Program**
  - \$10 Million
  - \$3.7Million committed
  - 317 housing units in development to date
  - 1,000 units projected by completion of program
- **Average Commitment**
  - \$20,000 per homeownership unit
  - \$9,000 per rental unit




**2008 HOUSING BOND PROGRAMS**

1. \$30 million Affordable Housing Bond Program:
  - A. Off-site improvements located in the public right-of-way:
    - Sewer lines
    - Utility lines
    - Public roadways
    - Streetlights, sidewalks, and curbs
    - Engineering fees associated with off-site improvements located in the public ROW
    - Planning/development review fees associated with off-site improvements located in the public ROW
    - Water/sewer permits and meter/connection fees




**2008 HOUSING BOND PROGRAMS**

1. \$30 million Affordable Housing Bond Program (cont.):
  - B. Long Term Affordability as the public benefit:
    - Land Acquisition
    - Community Land Trust
    - Downpayment Assistance




**2008 HOUSING BOND PROGRAMS**

2. \$1.35 million for One-Stop Homeownership Center:
  - Land Acquisition: \$350,000
  - Construction: \$1M
  - Year 2010: Open to the Public



**Why is it important to support Pima County's 2008 Affordable Housing Bond Programs?**





**1. HISTORY OF EXISTING PUBLIC SUPPORT:**

- **Grassroots:**
  - Pima County Intefaitth Coalition led to the implementation and passage of the 1997 Housing and Neighborhood Reinvestment G.O. Bond Programs
- **Pima County Voters:**
  - Approved the 2004 Affordable Housing G.O. Bond Program
- **Private, public, and non-profit organizations:**
  - Will provide continued public benefit to the community with the approval of 2008 Affordable Housing G.O. Bond Program



**2. REGIONAL SIGNIFICANCE: BOND PROGRAM**

- Newly developed affordable housing increases the tax base
- Produces and provides safe, decent, affordable housing
- A unique and innovative program
- Installs important public infrastructure improvements
- Investment targeted to Pima County Stress Areas
- Complements other funding sources in the production of affordable housing
- Supports housing development for special needs populations
- Sustains long-term homeownership through housing counseling



**3. REGIONAL AND JURISDICTIONAL BALANCE**

- **Bond Program incorporated into existing departmental plans:**
  - Consolidated Plan
  - Annual Action Plans
- **In Last 10 years CDNC has:**
  - Assisted over 700 new homebuyers
  - Supported the development or improvement of over 400 affordable rental units
- **Increase in homeownership:**
  - Bond Program continues to promotes equitable distribution of resources in stressed neighborhoods in both incorporated and unincorporated communities throughout Pima County



**4. PUBLIC PRIVATE & NONPROFIT PARTNERSHIPS**

- **Private:**
  - La Causa Construction
  - Major Construction
  - D.R. Horton
  - Rugan Construction
  - Presidio Nuevo Builders
- **Non Profit:**
  - Family Housing Resources
  - Chicanos Por La Causa
  - Primavera Foundation
  - Habitat for Humanity
  - Old Pueblo Community Foundation
  - Tucson Urban League
  - Development Design Group
  - International Sonoran Desert Alliance
- **Public:**
  - City of Tucson
  - University of Arizona



**5. LEVERAGED RESOURCES**

- Low income Housing Tax Credits
- Historic Tax credits
- HOME
- CDBG
- Federal Home Loan Bank
  - Affordable Housing Program
- Rural Communities Assistance Corporation
- Enterprise Foundation
- Arizona State Heritage Program
- State of Arizona HOME Program
- State of Arizona Housing Trust Fund
- Pima County Industrial Development Authority Loans
- City of Tucson General Fund
- Tucson Electric Power Company
- Fannie Mae Foundation
- Lenders mortgages and loans



**6. REGULATORY MANDATES**

- **No mandates requiring Affordable Housing**
- **HOUSING BOND PROJECTS:**
  - Comply with Fair Housing initiatives
  - Promote accessibility and visibility in housing development
  - Encourages sustainable green building practices
  - Promote access to transit
- **IN ADDITION TO:**
  - Not being subject to federal cross cutting requirements such as:
    - Davis Bacon
    - NEPA





### 7. VIABILITY

- **Existing Capacity**
  - Qualified, experienced and professional housing staff to administer program
  - Staff supported with County General Funds and Federal administrative resources
  - Bond funds compliment other programs administered by the County such as HOME, CDBG, and Housing Trust Fund
- **Process and Oversight:**
  - Open and Continuous Application Process
  - Threshold Criteria and Program Priorities reviewed by staff
  - Housing Commission reviews and makes recommendations to the Board of Supervisors



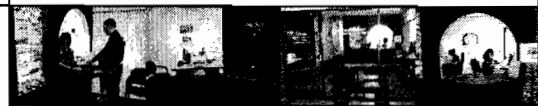
### HOUSING CENTER: REGIONAL SIGNIFICANCE

- **A One-Stop Shop**, centrally located, serving all of Pima County
  - Accessible to transit
- **Access to comprehensive housing services and associated organizations:**
  - Cooperative and collaborative approach
  - Owner occupied rehabilitation and weatherization
  - Homebuyer assistance
  - Housing and financial counseling
  - Fair Housing resources
  - Affordable lending activities
  - Available classroom and demonstration space
  - Venue for public hearings and meetings
- Elimination of duplication of services
- Office space for both Pima County CDNC staff and interested public/nonprofit organizations



### HOUSING CENTER: REGIONAL AND JURISDICTIONAL BALANCE

- **Housing Center incorporated into existing regional plans:**
  - Consolidated Plan
  - Annual Action Plans
  - Capital Improvement Plan
- **In Last 10 years CDNC has:**
  - Assisted over 700 new homebuyers Countywide
  - Supported the development or improvement of over 400 affordable rental units Countywide
- **Need to promote home ownership:**
  - Bond Program continues to promote equitable distribution of resources in stressed neighborhoods in both incorporated and unincorporated communities throughout Pima County



### HOUSING CENTER: PUBLIC PRIVATE & NONPROFIT PARTNERSHIPS

- **Housing Center:**
  - Facilities to provide opportunities for collaboration with public private and non-profit agencies
  - One-Stop concept provides a public benefit at a single point of access to a myriad of housing related services:
    - Meeting space
    - Counseling
    - Lending
    - Information
    - Library
    - Demonstrations
  - Provides access to those less likely to apply for services



### HOUSING CENTER/BOND PROGRAM: LETTERS OF SUPPORT:



### NEIGHBORHOOD CONSERVATION & COMMUNITY DEVELOPMENT DEPT. COMMUNITY PLANNING AND AFFORDABLE HOUSING DIV.



**Jurisdiction:** City of South Tucson  
**Date:** February 16, 2007

**2008 Bond Election Propose Project**

No. 2

**Priority:** A

**Project Name:** Affordable Housing land acquisition

**Location:** City of South Tucson, specific sites to be determined

**Scope:** Purchase land for the construction of affordable housing, primarily by Community Housing Development Organizations. Some mixed use may be included to add to available land for affordable housing.

**Benefits:** The addition of affordable housing both meets immediate local and regional community needs and provides a control over possible future gentrification forcing out low and moderate-income residents.

**Costs:** \$5 million

**Bond Funding:** \$5 million

**Other Funding:** Possible private or grant funding to be determined

**Fiscal Year Project Start and Finish Date:** Earliest possible date, finish depending on need.

**Project Management Jurisdiction:** City of South Tucson or Pima County

**Future Operating and Maintenance Costs:** Assumed by housing owners and operators

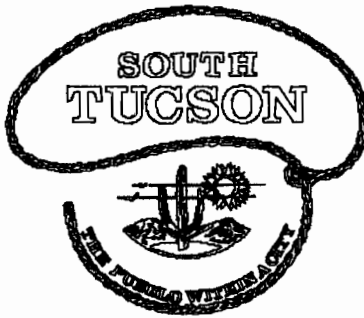
**Regional Benefits:** In addition to expanding the supply of low/moderate income working class housing, solidifies the character and value of near-downtown City of South Tucson.

**Supervisor District of Project Location:** District 2

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For Internal Use only:

**Specific County Administrator Contemporary Issue being addressed with expenditure:**



# **CITY OF SOUTH TUCSON**

**REQUEST FOR**

**AFFORDABLE HOUSING LAND ACQUISITION**

**2008 BOND FUNDING**

**JULY 16, 2007**

**To: Oversight Committee Members**

**From: The City Of South Tucson Mayor, City Council, Staff And Residents**

**Re: 2008 Affordable Housing and Land Acquisition Bond Funding**

**Date: July 16, 2007**

## **Overview of South Tucson Proposal**

The City of South Tucson is submitting a request for five million dollars to be included in the proposed Pima County 2008 bond election for the purpose of developing affordable housing through the acquisition of vacant land and demolition of vacant, dilapidated structures. The City of South Tucson will work in conjunction with non-profit organizations, such as Primavera, Chicanos Por La Causa, Habitat for Humanity, etc. in the development and construction of affordable housing.

The City of South Tucson, an incorporated City in Pima County, strives to meet the needs of its residents through the acquisition of vacant land and development of affordable housing. Known as the Pueblo Within a City, the City of South Tucson experiences high stress in all of its neighborhoods and a major priority of our City Council is addressing the issue of affordable housing in order to improve the quality of life for our residents.

## **Detailed description of the proposed project**

- **Scope** – The scope of this project is to acquire vacant land and acquire and demolish vacant, dilapidated structures for the purpose of developing affordable housing.
- **Budget** – We are currently seeking \$5,000,000 of 2008 Bond Funds to administer this project.
- **Neighborhood Demographics** – The City of South Tucson is comprised with the following demographics:
  - Total population is roughly 5,507 residents with approximately 2,064 homes.
  - Hispanic – 80.99%
  - White – 43.33%
  - Native American – 9.12%
  - Black – 2.31%
  - Asian - .71%
  - Other – 41.11%
  - Multiple Races – 3.38%

- According to the 2000 U.S. Census, the income level is well below the poverty level with 34.3% of household incomes below \$10,000 annually. 24.5% make \$10,000 to \$19,999 and 12.7% earn \$20,000 to \$29,999 annually.
- The average household is approximately 3.03 persons per home. 87.94% of the housing units are occupied. Of those 59.39% are renter occupied and the other 40.61% are owner occupied.
- The poverty status for South Tucson is at 45.5%.

We thank the committee for your consideration of our request.



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Tucson, Arizona 85701

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Fax 520-623-6434  
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July 16, 2007

Pima County Affordable Housing Bond Subcommittee  
Kino Service Center  
2797 E. Ajo Way  
Tucson, AZ 85713

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Re: Letter of Support for City of South Tucson Affordable Housing Program

Dear Affordable Housing Bond Subcommittee:

I serve as the Executive Director of The Primavera Foundation, a Community Housing Development Organization focused on developing and managing safe, affordable housing and carrying out workforce development for the most marginalized citizens of Pima County. In that capacity, I am pleased to write this letter of support for the City of South Tucson Affordable Housing Program.

The need for safe, affordable housing for the residents of the City of South Tucson is critical. Consider the following: within this one square mile "colonia" (a community that meets the federal definition of lacking sewer, wastewater removal, decent housing, or other basic services and is located within 150 miles of the border with Mexico), 47% of the residents have incomes below the poverty line; 34% of the residents survive on an income of less than \$10,000/year; the household median income is \$14,587; the unemployment rate is 13%; 41% of the residents are homeowners; 25% of the homeowners pay housing costs of more than 30% of their income; 50% of the renters pay rental costs of more than 30% of their income; 61% of the residents are under the age of 18; 36% of the residents are age 65 or over. As these statistics demonstrate, Pima County is provided with a tremendous opportunity to make a huge difference in the City of South Tucson by investing in affordable housing.

We are excited that the City of South Tucson has designed a strategy to purchase vacant and distressed properties in order to create a land bank to encourage investment in affordable housing. In partnership with the City of South Tucson and Pima County, The Primavera Foundation is working on a neighborhood revitalization project to rehabilitate owner-occupied distressed homes and to replace homes that are unsafe and too costly to rehabilitate with new, affordable homes. To carry out this project, we are raising funds from outside Tucson and Arizona to bring added investment to this vital community development project. The acquisition of vacant and dilapidated land the City of South Tucson proposes to purchase will increase our ability to partner with them successfully. Affordable housing and neighborhood revitalization will improve the quality of life for many families in South Tucson; it will provide opportunities for many workers in the region struggling with cost burdened housing. It will also be a stimulus for encouraging private investment.

I trust that the Subcommittee will review the request submitted by the City of South Tucson with excitement and a sense of urgency. Your investment in this affordable housing project provides Pima County with a tremendous opportunity to make a real difference in the community and the Pima County region.

Sincerely,  
  
Peggy Hutchison  
Executive Director



## **Housing Bond Sub-Committee**

### **Criteria for Prioritizing the Funding of Housing Bond Programs**

#### **Responses for Housing Bond Subcommittee Presentation on 07/16/2007**

1. ***Broad Demonstrated Support by the Public*** – Clearly, public desires regarding what specific projects and programs they would like funded must be very important criterion for Committee consideration. True, there are certain items that may not be popular with the public that require funding; however, we are using the public's taxes to retire the authorized bond debt. Hence, their opinion should be very important to the Committee. A sense of these opinions comes from the result of public forums that have been held to date, as well as e-mails and letters we have received. Public forums will also be held in the future, and other public opinion type actions could be undertaken by the Committee to gauge the support of the public for specific programs. For example, a questionnaire inserted in the daily newspapers asking that it be returned to the Committee could be a strategy employed by the Committee at some point in the future.

- **Well documented plan for public meetings with citizen participations and input**
- **Documented Letters/Emails showing support for program**

#### **Response:**

It is the City's intent to purchase numerous vacant and dilapidated sites throughout the City in order to make the sites available for the development of affordable housing. To allow for the purchase of the greatest amount of sites possible at the lowest possible price, it is necessary that the City's intent remain undisclosed to keep landowners and speculators from driving up the price of the limited sites available. Therefore, public meetings relating to this request have not been scheduled.

The City of South Tucson has had great success in the past with citizen participation on a number of projects including its Weed and Seed Program. The seven member City Council is elected at large (Mayor elected by City Council) and represents an area 1.2 square miles in size. Constituents achieve citizen participation through formal public meetings and more often as direct communication to elected officials. Citizens of South Tucson have made it clear to both City Council and staff that affordable housing is of utmost importance to maintaining the character of the City and the continuity of the long-standing residents.

The City Council has adopted affordable housing as a major priority in their agenda.

**2. *Projects or Programs of Regional Significance* – The County’s secondary property tax to retire our General Obligation Bond indebtedness is a countywide tax. Everyone pays the tax. Therefore, we should emphasize projects or programs that have broad, regional significance and benefit the greatest number of individuals or participants. For example, I believe it would be more important to fund regional park improvements as opposed to a neighborhood park. It is more important to fund a program such as neighborhood reinvestment broadly to assist distressed communities rather than a specific project in a neighborhood that identifies itself as distressed.**

- **Needs to demonstrate that program or project will provide a community benefit. (Safe, decent affordable housing)**
- **Should demonstrate a countywide economic development impact.**
  - **(Ex: expand property tax base)**
- **Project will benefit or assist distressed communities, rather than a project in a location that identifies itself as distressed.**
- **Should demonstrate the ability for the project to sustain or be supported by additional infrastructure (transportation, schools, etc)**
- **Proposed project supports critical regional benefit such as increasing homeownership opportunities, building wealth/creating equity or assisting special needs populations such as elderly or disabled.**
- **Indications that proposal is innovative and may provide a model that could be replicated in the future, or conversely; might be adopted from being successfully implemented in another community.**

### **Response**

Affordable housing is a continuing objective for the Mayor and City Council. Over half of the residential structures in South Tucson were built in the 1940’s and 1950’s. Many are dilapidated beyond repair. The project would benefit the entire city through the removal of dilapidated structures and the construction of new safe, decent affordable homes on these lots, as well as other vacant lots throughout the city. According to a 2006 study conducted by the University of Arizona’s Drachman Institute and because of its proximity to downtown Tucson development (Rio Nuevo) the City of South Tucson exhibits many elements that are preconditions for gentrification including its distinctive character, its low property values and costs and its high level of vacant land. It is vital that an affordable home program be put in place while the market allows it.

The proposed development of affordable housing within the City of South Tucson will increase property tax revenues for the City and expand homeownership opportunities. The program would promote affordable housing and make these homes available to all qualifying persons within the region. Available, affordable and safe housing is an important aspect of a community’s image and ability to accommodate future growth.

South Tucson is a small, economically disadvantaged municipality with inner city characteristics, comprised of 90%+ minority residents. Our 2000 Census shows 81% Hispanic, 10% Native American, 2.8% Black or African American. The official mid-decade population estimate is 5,630, within which total minority percentages have varied only slightly since 1990. The 2000 Census shows a median income of \$14,587, which is 47.08% of the median for the City of Tucson. South Tucson is completely surrounded by the City of Tucson.

According to the Arizona Department of Economic Security, the 24-month unemployment rate average for calendar years 2005 and 2006 was 12.25%. The City of South Tucson can be classified as a severely distressed area by most economic and social measures

The project is scattered sites within the City. All sites have access to major streets and bus routes. In addition, within South Tucson there are two elementary schools, with a junior high and high school minutes away.

The City of South Tucson has previously managed a similar project in 1992 with funds from the Arizona Department of Commerce (Project Intervention) wherein the City acquired property (30 lots) and worked with local non-profits (Primavera, Chicanos Por La Causa) to construct 30 affordable homes.

**3. *Regional and Jurisdictional Balance* – Every geographic location in Pima County has needs of one form or another, whether it be park or transportation improvements. From the perspective of equity, it is important that every jurisdiction and every geographic location within Pima County receive some benefit from a bond program or project.**

- Jurisdiction should have prior history and experience in developing successful housing projects
- Should have relevant demographic data indicating need for proposed projects
- Should indicate that the purpose for use of funds are considered in a planning document approved by governing body (housing plan, consolidated/annual plan, comprehensive plan, “Growing smarter” etc.)
- Indication that the project addresses an imbalance or lack of investment in community or shortfall in program funding.

**Response:**

The City of South Tucson has had great success in its alliances with public-private partnerships in the development of affordable housing. Through the acquisition of vacant land beginning in 1992, twenty-two units of scattered site public housing were built between 1993 and 1995 in the most depressed area of the City. A total of 30 homes were built between 1996 and 1998. And since 2002, five owner-occupied, homes have been built by nonprofit developers Chicanos Por La Causa and the Primavera Foundation.

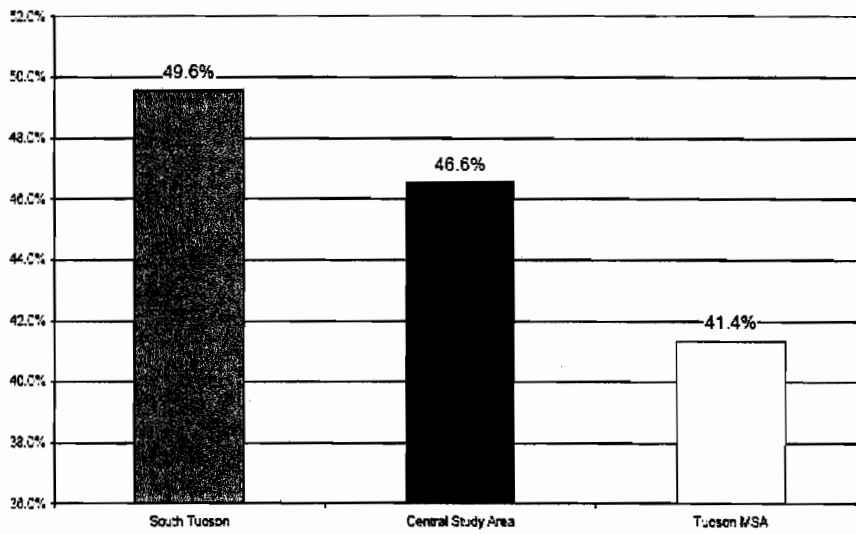
Valle del Sur, the 60 new, tax credit financed, rent-to-own town homes were completed in 2005.

The City also administers grants to allow for the rehabilitation or demolition of dilapidated housing at no expense to the property owner given they meet the income qualifications prescribed by HUD.

The City of South Tucson is disadvantaged by many factors. In a report prepared by The Drachman Institute (City of South Tucson Affordable Housing Preservation Study and Plan - June 2006) comparing the City of South Tucson to eight neighborhoods surrounding the Central Business District (CBD) and the Tucson Metropolitan Statistical Area there is significant data indicating the barriers South Tucson residents face in obtaining adequate affordable housing (see below).

Affordable housing has been identified in other planning documents including the City’s General Plan (2002) and the City’s Strategic Economic Development Plan (2005).

**PERCENTAGE OF RENTERS PAYING MORE THAN 30% OF INCOME ON HOUSING**  
*Source: U.S. Census Bureau*



**4. *Public and Private Partnerships, Particularly With Other Non-Profit Organizations***  
– It is important to form strong alliances in meeting future community needs. Public and private alliances in the form of partnerships are one method of meeting future community needs, but lessening the burden for existing taxpayers. Very often, community non-profits provide services to a variety of community individuals in need, but lack the capital that could be provided by and through bonds to increase their ability to serve the community. These public, private and non-profit partnerships, when they have a common purpose, should be fostered and encouraged.

- Needs to show willingness and ability to build on private/public alliances.
- In addition to public partnerships, does the proposal include participation and partnerships with non-profit agencies.
- Needs to indicate support and ability to incorporate public/private sectors into implementation.
- Is there a plan to market the program/project to the end user? To potential applicants to the program.
- Is the proposal comprehensive in its approach. i.e., if the project contemplates the development of affordable housing – is the need for housing counseling considered? Is the financing appropriate for low-income buyers?
- Does the proposed project suggest an innovative approach to public/private/non-profit partnerships?

**Response:**

The City of South Tucson has previously worked successfully with various non-profit organizations. Among the non-profit organizations are: the Primavera Foundation, Chicanos Por La Causa, Pio Decimo (Catholic Community Services), Tucson Urban League, House of Neighborly Service, Habitat for Humanity, and Community Housing Corporation.

The City of South Tucson has previously managed a similar project in 1992 with funds from the Arizona Department of Commerce (Project Intervention) wherein the City acquired property (30 lots) and worked with local non-profits (Primavera, Chicanos Por La Causa) to construct 30 affordable homes.

The program would be marketed to potential applicants by the assistance of non-profit organizations such as the Primavera Foundation and Chicanos Por La Causa. The city will acquire the property and work in collaboration with the Community Housing Development Organizations (CHDO's) to develop the affordable homes. Upon acceptance, new applicants will attend a mandatory class providing them with an overview of the program as well as the process involved in attaining a new home. These housing counseling classes would be offered to homebuyers with the assistance of the aforementioned non-profit organizations. This project will involve and strengthen the relationship between public/private /non-profit agencies due to the work and time involved with a project of this magnitude.

**5. *Other Funding Sources* – Often, large or regional scale infrastructure needs can be supplemented with federal or state funds when such projects or programs can attract significant other governmental investment. Those projects or programs should receive priority over others that do not.**

- Should show other available funding will provide sufficient leverage to make project feasible and indicate what specific funds are appropriate for the program
- What is the history of obtaining funding and ability to leverage other resources?

**Response:**

Due to the proximity of South Tucson to Downtown Tucson and its status as an established, landlocked City, infrastructure needs are minimal. However, City staff has successfully administered infrastructure improvement projects in the past through local, state and federal funding.

The City of South Tucson has long standing relationships with experienced, quality developers of affordable housing with ties to the City and its welfare. Through the acquisition of vacant and dilapidated sites the City plans to work closely with its affordable housing partners so that they, the organizations developing affordable housing, can leverage the incentives provided by South Tucson and obtain federal grants at the organizational level to maximize their capacity in building affordable housing in the City. It is in providing the nonprofit organizations access to developable land that the City believes it can create the optimum amount of affordable housing.

**6. *Regulatory Mandates* – Very often, certain capital improvements are mandated by regulatory actions of either the state or federal governments. A good example is the huge capital investment now needed in the area of Wastewater Management to denitrify effluent being discharged to the Santa Cruz River. Such is a regulatory requirement of the Arizona Department of Environmental Quality, and will require the County to expend \$100 million to \$200 million to comply. In the past, the County has been under federal court order in the area of jail expansion. Hence, regulatory requirements may, in fact, cause very specific funding priorities for capital bond projects or programs. However, they should also be viewed cautiously to ensure that the regulatory threat is real and exists. Other than the need for capital investment in Wastewater infrastructure noted above, I do not believe we have any other regulatory mandates to fund capital improvements.**

- Does the project meet the eligibility requirements as determined by the bond language and Arizona Revised Statutes?
- Does the proposed project assist with the reduction to regulatory barriers and provide access to housing?
- Does the project meet federal requirements – Fair Housing, accessibility, environmental.

**Response:**

The project meets the eligibility requirements determined by the bond language and the Arizona Revised Statutes.

In addition, this project will assist the region overall by reducing regulatory barriers that sometimes impede the production and availability of affordable housing. This can be accomplished in the plan review and inspection services. Due to the size of the Development Department, staff could provide the utmost attention to ensure the plans are reviewed within 7 days or less and staff can work alongside the developer throughout the process.

## **7. Viability of program**

- Will the project be completed within a reasonable time frame to coincide with bond compliance requirements? What is planning process leading to implementation? What is the administrative plan to implementing the proposal? Does the jurisdiction have adequate capacity to allocate funds and administer the program?
- How does the program propose to meet long-term affordability requirements and income targeting?
- Is the program financially feasible?
- Is the jurisdiction providing resources to assist with implementation?

### **Response:**

The intent of the City of South Tucson is to create a Land Acquisition/Bank Program for the purchase of available vacant and dilapidated parcels by the City to make them available to nonprofit groups for the development of affordable housing.

The project is financially feasible. Nonprofit organizations will be tasked with targeting the demographics that qualify for the purchase of these owner occupied homes. Nonprofit organizations will be given a timeline in which affordable housing must be made available to qualified seekers.

The City of South Tucson will assist nonprofit organizations by providing resources to assist with the implementation.

**Town of Marana**

**Date:** May 23, 2007

**2008 Bond Election Proposed Projects Request**

**Project Name:** Affordable Housing Land Acquisition, Entitlement, and Improvement Fund

**Location:** Town of Marana incorporated area

**Scope:** By acting as the land developer for affordable housing projects, the Town can leverage land acquisition dollars and community resources to offer community partners entitled and improved land. Marana's Affordable Housing Advisory Commission will work under the direction and oversight of the Pima County Affordable Commission to administer designated funding for land acquisition and infrastructure planning and development. Infrastructure improvements may include the installation of sewer lines, road construction, and parks and shared amenities development.

**Benefits:** Recognizing the key links between future commercial growth and the ability for the region to supply a ready workforce, safe affordable housing for working families and low-income vulnerable populations is a critical element to growth and sustainability. The lack of affordable housing in Northwest Pima County and the Town of Marana, in particular provides, a significant challenge to the region that will require create flexible solutions and a wide-variety of partnerships to address. The Town of Marana will be able to offer improved housing lots to non-profit partners for the development of affordable housing at a cost that is not prohibitive and contributes to the overall success of the project. The availability of safe appropriate affordable housing is vital to regional stability.

**Costs:** \$1,250,000

**Bond Funding:** \$1,250,000

**Other Funding:** None identified at this time

**Fiscal Year Project Start and Finish Date:** FY 2008-2009 – FY 2012-2013

**Project Management Jurisdiction:** Town of Marana

**Future Operating and Maintenance Costs:** Operating costs (indirect and administrative) - for land acquisition and off-site infrastructure improvements will be paid by the Town of Marana through general fund dollars.

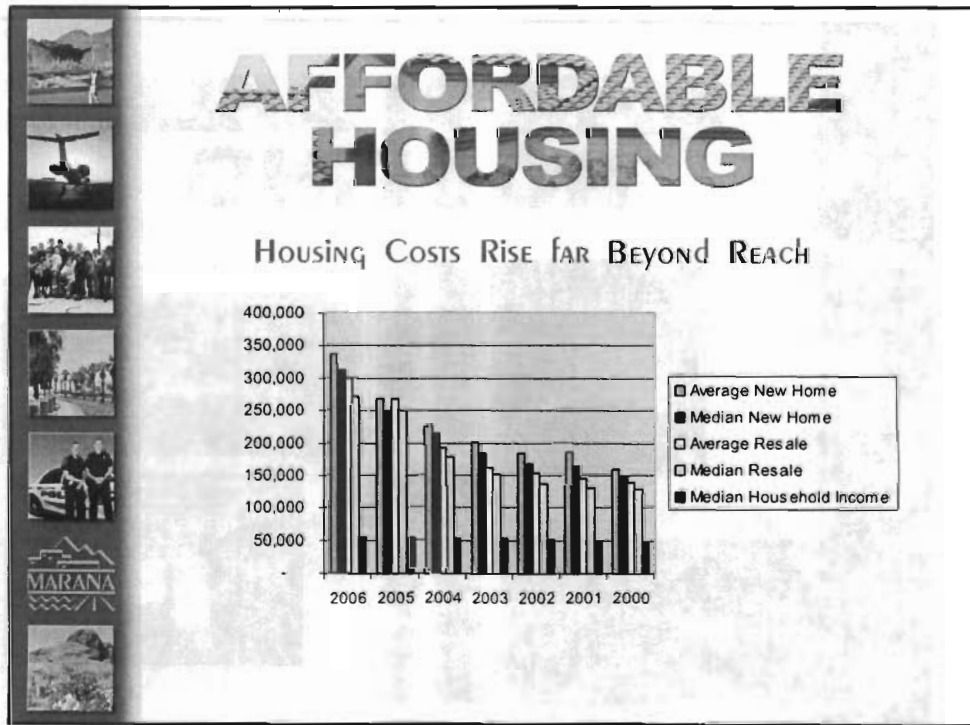
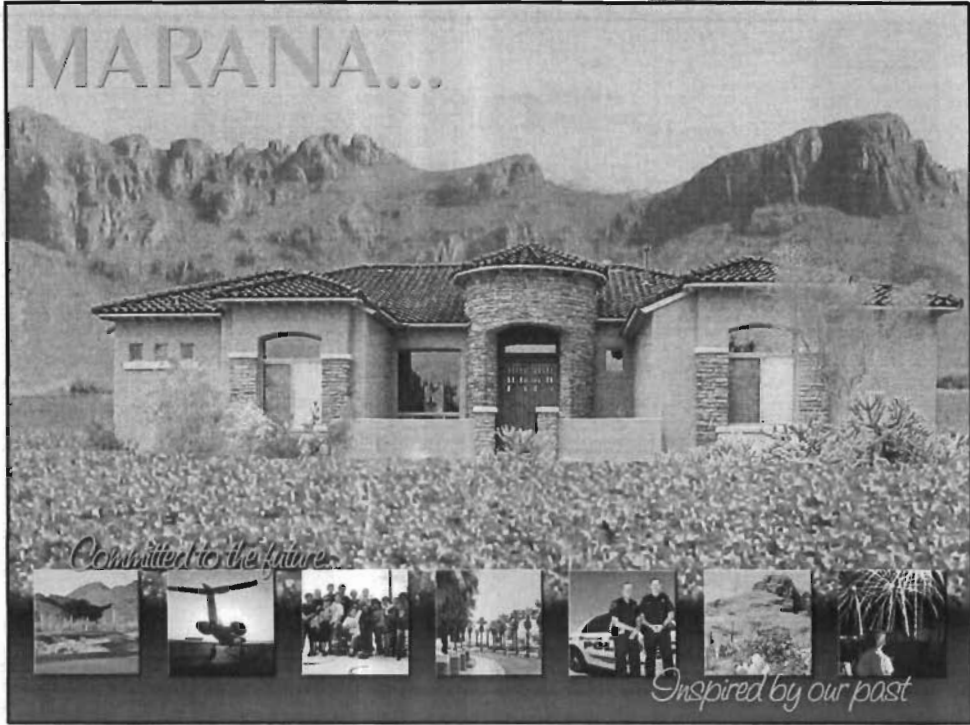
**Regional Benefits:** Safe affordable housing is critical to the continued economic growth in the region. The ability to retain and attract new businesses to the region will be reliant on the availability of adequate housing for the workforce in Pima County.

**Supervisor District of Project Location:** District 1 and 3

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For Internal Use only:

**Specific County Administrator Contemporary Issue being addressed with expenditure:**





# AFFORDABLE HOUSING


Affordable Housing Development 1977-2006

- First-Time Buyer Program (Town of Marana/CPLC)
  - Youth/Town/partner Built -15 Single Family Homes
- El Memorial de Don Frew (PPEP)
  - 13 Section 8 Qualified Apartment Units
- Marana Apartments TMM
  - 80 Low-Income Tax-Credit Units




# AFFORDABLE HOUSING





# AFFORDABLE HOUSING

MARANA'S LEADERSHIP RECOGNIZE THE VALUE OF OFFERING A WIDE VARIETY OF HOUSING PROGRAMS BALANCED TO PRESERVE EXISTING HOUSING STOCK, MEET THE CHANGING NEEDS OF CURRENT AND FUTURE RESIDENTS, PROMOTE ECONOMIC GROWTH, AND ENHANCE THE CHARACTER OF THE COMMUNITY.



# AFFORDABLE HOUSING

MARANA'S AFFORDABLE HOUSING PLAN HAS 1 GOAL

Provide for sufficient availability and variety of safe, decent, and appropriate affordable housing stock within cohesive neighborhoods that meet the needs of present and future Marana residents.

FIVE (5) OBJECTIVES HELP REACH THIS GOAL



# AFFORDABLE HOUSING

## FIVE (5) OBJECTIVES HELP REACH THIS GOAL

Promote quality residential development along with diversity in housing type.

Encourage the development of affordable owner occupied housing units.

Encourage and promote community efforts to revitalize mature neighborhoods.

Provide for adequate housing opportunities for seniors and special needs groups.

Support programs and agencies that seek to eliminate housing discrimination.



# AFFORDABLE HOUSING

## 2008 PIMA COUNTY BOND FUNDING REQUEST \$1,250,000 SET ASIDE

- Land Acquisition
- Engineering and Design (Planning and Platting)
- Building Infrastructure  
(drainage, sewer, sidewalks, streets, parks and shared amenities)

MARANA AFFORDABLE HOUSING COMMISSION  
RECOMMENDATIONS WILL BE FORWARDED TO THE  
PIMA COUNTY HOUSING COMMISSION



# AFFORDABLE HOUSING

## BROAD DEMONSTRATED Public Support.

Entities from throughout the Marana community and region have come together to initiate the development of a comprehensive affordable housing plan that will look at systemic changes to ensure long-term support for workforce and special populations housing.

This support has come from both private and public sectors including developers, non-profits, and community advocates. Working in coordination with other regional players is helping assure that Marana's housing programs reflect the needs of the community and support regional sustainability.



# AFFORDABLE HOUSING

## PROJECTS OR PROGRAMS OF REGIONAL SIGNIFICANCE.

The availability of safe appropriate affordable housing is vital to regional stability. As part of a regional solution, the Town of Marana is working with other jurisdictions and TREO to developing a regional Blueprint for the I-10 Corridor that will include a call for development of affordable housing in coordination with economic development initiatives.

Recognizing the key links between future commercial growth and the ability for the region to supply a ready workforce, safe affordable housing for working families and low-income vulnerable populations is a critical element to growth and sustainability. The lack of affordable housing in Northwest Pima County and the Town of Marana, in particular provides, a significant challenge to the region that will require create flexible solutions and a wide-variety of partnerships to address.



# AFFORDABLE HOUSING

## REGIONAL JURISDICTIONAL BALANCE.

The Town of Marana is requesting funding as a set-aside as part of an overall Pima County initiative to provide affordable housing options throughout the community. The Town is looking to Pima County and other jurisdictions to help balance projects within the region to support an overall strategy for providing housing. Marana's Affordable Housing Advisory Commission is working to develop strong short- medium- and long-term strategies to address the growing need for housing and reduce the gap in affordability. These funds will be used, under the oversight of the Pima County Affordable Housing Commission, to develop creative programming to encourage the development of affordable options.

# AFFORDABLE HOUSING

## PUBLIC AND PRIVATE PARTNERSHIPS, PARTICULARLY WITH OTHER NON-PROFIT ORGANIZATIONS

The Town is working closely with the Pima County, the Arizona Department of Housing, the Drachmar Institute, Tucson Association of Realtors, United Way, CPLC, Habitat for Humanity – Tucson, Old Pueblo Community Foundation, Foundation for Senior Living, John Wesley Miller Companies, City of Tucson, Tucson Metropolitan Alliance, members of SAHBA, and both housing and commercial developers to find creative ways of solving the regions affordable housing crisis.

Projects are currently underway in three new affordable housing development for both ownership and rental units with for- and non-profit partners..



# AFFORDABLE HOUSING

## OTHER SOURCES OF FUNDING

Marana's Mayor and Council have dedicated both land holdings and general fund dollars to support affordable housing development in the community. These resources valued between \$2 and \$3 million will be leveraged to seed on-going affordable housing efforts. In addition, the Town is partnering with Old Pueblo Community Foundation and Habitat for Humanity Tucson to bring private dollars to the community. Ongoing efforts include funding through CDBG and other sources. This funding will equal more than \$750,000 during the next fiscal year.

## REGULATORY MANDATES

Affordable housing development is mandated only by the needs of the community and Mayor and Council efforts to provide a sustainable community for Marana residents.



# AFFORDABLE HOUSING

## Viability of PROGRAM

The Town of Marana has established Affordable Housing Advisory Commission and is working diligently to ensure ongoing support of its housing programs. The Mayor and Council have repeatedly financed the Community Services Department and affordable housing programs through the general fund. In addition, The Town is including housing as part of the General Plan update to be completed in 2007 and has priorities affordable housing development and preservation as part of its General Plan required under the States Smart Growth initiative.



# AFFORDABLE HOUSING

## MARANA'S Affordable HOUSING PROGRAMS

**Honea Heights Neighborhood Redevelopment Area**  
Sewer Project (Pima County Bond Funding - ongoing)  
Roads and Sidewalk Development (General Fund and other sources 2008-2009)  
75-100 New mix-income single family units (General Fund Planning Dollars)  
Park Development (Pima County CDBG 2006-2007, 2007-2008)

**Marana Vista Estate Neighborhood**  
Lighting and Sidewalk Improvements (Pima County Neighborhood Reinvestment)  
Owner-Occupied Housing Rehabilitation (ADOH Old Pueblo Community Foundation)

**Owner-Occupied Housing Rehabilitation Program**  
Housing Rehab (Pima County CDBG - ongoing)  
Emergency Home Repair (Pima County CDBG - ongoing)

**Employer Assisted Housing Program**  
\$100,000 to assist Town of Marana Employees (General Fund - ongoing)  
Shared Equity Program  
Home Must Be in Town Limits



# AFFORDABLE HOUSING

## QUESTIONS?

T. VanHook, Director  
Community Development Department  
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Marana, Arizona 85653  
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520.382.1909 direct  
520.940.0766 cellular

