

COB - BOSAIR FORM

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Submitted by Sofia.Blue@pima.gov



BOARD OF SUPERVISORS AGENDA ITEM REPORT (BOSAIR)

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Award Type: Agenda Item

Is a Board Meeting Date Requested? Yes

Requested Board Meeting Date: 03/03/2026

Project Title / Description: 10 Year Regional Housing Strategy and Funding Plan

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Agenda Item Report

Introduction / Background: The Pima County 10-year Regional Housing Strategy and Funding Plan is a collaborative framework designed to coordinate efforts across jurisdictions, organizations, and sectors to address critical housing shortages and stability challenges. It serves as a regional roadmap, aligning the County's role as a funder and convener with the land use and zoning authorities of cities, towns, and tribal governments.

Discussion: The purpose of this Regional Housing Strategy and Funding Plan is to address housing production needs, as well as improve housing stability (preventing evictions and displacement) by coordinating roles across County departments, and with cities, towns, tribes, non-profits, private developers, public housing authorities and industrial development authorities. The 2025 Regional Housing Needs Assessment found:

- 1. The region needs about 6,000 new housing units per year to meet future demand and catch up from years of under production. In recent years permits were close to this, but data from last year is expected to show much lower permit numbers.
2. More diverse housing types are needed - growing older adult population, single person households and younger renters demanding smaller, more compact and accessible homes. There is still strong demand for suburban single family detached housing.
3. Affordability is a huge issue and it's estimated that 60 percent of new housing needs to be affordable to those earning 60 percent or lower than the Area Median Income (4 person household: 100% of the AMI=\$96,100; 60% of the AMI=\$57,660)
4. About 190,000 homes were built before 1980, many of which are in need of repair and weatherization

- The Plan includes:
- 5 goals and 27 strategies
- A \$413 million funding plan with estimate of the need that can be met/still needs to be met.
- A Community Revitalization Plan for 10 areas of the County
- Roles and responsibilities across the region

- Metrics, reporting and continued oversight by the Regional Affordable Housing Commission.

This Plan is aligned with:

- Tucson's Housing Affordability Strategy for Tucson (HAST Plan)
- The Prosperity Initiative
- The Comprehensive Climate Action Plan for the region
- Pima Prospers comprehensive land use plan

The Plan was drafted by Pima County's consultant, EConorthwest, with considerable input from Pima County staff and after much public and stakeholder engagement including:

- Several presentations and discussions with the Pima County Regional Affordable Housing Commission and the City of Tucson's Commission on Equitable Housing and Development. The Pima County Regional Housing Commission includes representatives for each member of the Board of Supervisors, the County Administrator, and from each of the cities, towns and tribes.
- Multiple meetings with City of Tucson Housing and Community Development staff & TPCH
- Workshop with staff from cities and towns
- Other stakeholder meetings: Housing advocates, housing providers, SAHBA and TAR
- Roadshow at multiple community events in October

Pima County Departments that provided input:

- Community and Workforce Development
- Development Services
- Real Property
- Regional Flood Control District
- Regional Wastewater Reclamation
- Transportation
- Parks and Recreation
- Environmental Quality
- Economic Development
- County Administrator's Office
- Office of Housing Opportunities and Homeless Solutions
- Assessor's Office
- Health Department

Conclusion:

Adoption of this plan provides clear strategies and metrics to move affordable housing forward in the Pima County region.

Recommendation:

Staff recommends the Board of Supervisors adopt The Pima County 10-year Regional Housing Strategy and Funding Plan.

Fiscal Impact:

The Plan guides spending of \$413M in regional funding, including \$250M of Pima County Affordable Housing Funds pursuant to Board Policy No. D22.17 Closing the Gap in Affordable Housing, Tacking Housing Insecurity and Preventing an Escalation of Homelessness.

Support of Prosperity Initiative:

1. Increase Housing Mobility and Opportunity

Provide information that explains how this activity supports the selected Prosperity Initiative

1. Increasing Housing Supply, Mobility and Opportunity
2. Reinvesting in High Poverty Neighborhoods
3. Improving Housing Stability and 10 Workforce Development for Underserved Populations

Board of Supervisor District:

- 1
- 2

- 3
- 4
- 5

Department: Community and Workforce Development

Name: Sofia Blue

Telephone: 520-724-7312

Department Director Signature:  _____ Date: 2.17.24

Deputy County Administrator Signature:  _____ Date: 2/17/2024

County Administrator Signature:  _____ Date: 2/17/2024

MARCH 2026



PIMA COUNTY Regional Housing Strategy & Funding Plan

Acknowledgments

The **Pima County Regional Housing Strategy and Funding Plan** is the result of a collaborative, year-long effort involving Pima County leadership and staff, two housing commissions, regional partners, and a multidisciplinary consultant team. This work was shaped through extensive analysis, coordination, and engagement across jurisdictions and sectors, reflecting a shared commitment to addressing housing affordability, stability, and supply across Pima County.

Pima County wishes to acknowledge and thank the many individuals and organizations who contributed their time, expertise, data, and perspectives throughout the development of this Strategy.

Pima County Leadership and Project Team

We are grateful to the Pima County Board of Supervisors, County Administrator's Office, and staff across ten departments whose leadership, technical expertise, and sustained engagement guided this work from inception through completion. Key staff members included:

- ◆ **Sofia Blue**, Affordable Housing Division Manager
- ◆ **Terry Galligan**, Deputy Director of Community & Workforce Development
- ◆ **Jenifer Darland**, Director of Office of Housing Opportunities & Homeless Solutions
- ◆ **Nicole Fyffe**, Senior Advisor to County Administrator
- ◆ **Cassie Lundin**, Division Manager in Community & Workforce Development
- ◆ **Chris Poirier**, Director of Development Services

Regional Affordable Housing Commission

Special thanks to the Pima County Regional Affordable Housing Commission for its ongoing partnership throughout this process. Commission members provided critical guidance, policy insight, and feedback that strengthened the regional focus of the Strategy and helped align recommendations with on-the-ground housing priorities and implementation realities.

Jurisdictional, Housing, and Community Partners

We also thank representatives from cities, towns, tribal governments, housing authorities, nonprofit organizations, service providers, developers, and community advocates who participated in interviews, workshops, open houses, and the countywide roadshow. Their insights ensured that the Strategy reflects the diversity of housing needs and local contexts across Pima County.

Consultant Team

This Strategy was prepared with the support of a multidisciplinary consultant team whose analytical rigor, facilitation, and policy expertise were essential to its development.

ECONorthwest

- ◆ **Tyler Bump**, Project Director
- ◆ **Justin Sherrill**, Technical Manager
- ◆ **Michelle Anderson**, Development Feasibility
- ◆ **Lee Ann Ryan**, Senior Project Manager
- ◆ **Amanda Ufheil-Somers**, Displacement Risk

MIG

- ◆ **Mark De La Torre**, Director of Visualization
- ◆ **Finley Sutton**, Engagement Lead
- ◆ **Marcia Boyle**, Project Manager
- ◆ **Anders Garcia O'Dell**, Designer

In addition to the core consultant team, Pima County received valuable advisory and technical support throughout the Housing Study and Strategy development process from Poster Mirto McDonald Architects (PMM) and Arthur “Chris” Nelson.

Finally, we extend our appreciation to the residents of Pima County who shared their experiences and priorities through community engagement activities. Their voices grounded this Strategy in lived experience and reinforced the urgency of coordinated action to ensure safe, stable, and affordable housing across the region.

For more information about this report please contact:

Sofia Blue

Sofia.Blue@pima.gov

Pima County

Community & Workforce Development

520-724-7312

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Executive Summary

The Pima County 10-year Regional Housing Strategy and Funding Plan is a collaborative framework designed to coordinate efforts across jurisdictions, organizations, and sectors to address critical housing shortages and stability challenges. It serves as a regional roadmap, aligning the County's role as a funder and convener with the land use and zoning authorities of cities, towns, and tribal governments.

THE SCALE OF THE CHALLENGE

The Pima County Housing Study shows a substantial gap in the regional housing supply. The region requires approximately 116,000 additional housing units by 2045, with 73,000 needed by 2035.

- ◆ **Income Alignment:** Over 60 percent of the total need is concentrated among households earning at or below 60 percent of the Area Median Income (AMI).
- ◆ **Aging Stock:** Roughly 190,000 homes in the county were built before 1980, creating a significant need for repairs and weatherization to promote housing stability for many households and prevent the loss of naturally occurring affordable housing.
- ◆ **Demographic Pressures:** Growth in the aging population, single-person households, and younger renters is increasing demand for smaller, more accessible housing options, while continued demand among households aged 40–59 continues to place pressure on the supply of single-family detached homes.

AN INTEGRATED, REGIONAL APPROACH

The scale of the housing challenge in Pima County requires a coordinated regional response. The Strategy is structured as a shared framework that addresses housing production, preservation, and stability, and clarifies how different partners contribute to the housing landscape across the region.

- ◆ **Pima County:** Leads on funding, regional coordination, and housing stability programs. Through the Affordable Housing Fund and other federal and local sources, the County provides gap financing for rental and ownership housing, supports preservation and home repair, funds eviction prevention and emergency rental assistance, and invests in bridge housing and rapid rehousing. The County also convenes partners through the Regional Affordable Housing Commission, contributes publicly owned land for housing efforts, and manages land use and infrastructure in unincorporated areas.
- ◆ **Cities, towns, and tribal governments:** Hold primary authority over land use, zoning, and development approvals within their boundaries. Their zoning updates, infrastructure investments, fee structures, and use of locally owned land determine where and how new housing can be built, and are essential for enabling both market-rate and income-restricted projects that respond to identified needs.

- ◆ **Nonprofit, private, and housing authority partners:** Develop, own, and operate much of the region’s affordable and mixed-income housing. Nonprofit and for-profit developers assemble capital and deliver new units and preservation projects. Housing authorities administer vouchers and operate public and permanent supportive housing. Service providers implement on-the-ground programs that support housing stability and help people exit homelessness into permanent homes.

These roles form a regional system. The Strategy is intended to align these tools and responsibilities so that investments, policies, and programs work toward the regional housing needs identified in the Housing Study and the same regional goals identified in this Strategy. It also operationalizes housing-related commitments in the Prosperity Initiative, Pima Prospers, and the Comprehensive Climate Action Plan by tying those broader policy directions to specific housing investments and implementation tools.

HOUSING GOALS & STRATEGIES

The Strategy is organized into five core goals. The following table summarizes the full suite of strategies designed to meet these goals over the next 10 years.

GOALS	STRATEGIES
 <p>Goal 1: Expand the supply, diversity, and affordability of housing across the region, including both market-rate and income-restricted homes, to meet countywide housing needs over the next decade.</p>	<p>1.1 Develop a Regional Housing Communication and Education Strategy</p> <p>1.2 Leverage the Expertise of the Pima County Regional Affordable Housing Commission and formalize annual responsibilities</p> <p>1.3 Establish a Data and Planning Coordination Partnership with PAG (the Regional MPO)</p> <p>1.4 Strengthen Local Capacity for Housing Policy and Implementation Across Jurisdictions</p> <p>1.5 Support Workers in Accessing Quality Jobs and Training in Construction and Trades</p> <p>1.6 Continue to Enable a Greater Mix of Housing Types through Zoning and Land Use Reform</p> <p>1.7 Reduce Development Costs By Reviewing and Revising Development & infrastructure Standards & Fees</p> <p>1.8 Leverage Publicly Owned Land to Advance Market Rate and Affordable Housing Development</p>
 <p>Goal 2: Expand the supply of housing affordable to low-income households.</p>	<p>2.1 Increase Gap Funding for LIHTC-Supported Housing Development</p> <p>2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development</p> <p>2.3 Increase Gap Funding for Affordable Homeownership Development Projects</p> <p>2.4 Expand Affordable Homeownership through Non-Traditional Housing Models</p>
	<p>3.1 Designate, Approve, and Invest in Community Revitalization Plan Areas</p>

GOALS	STRATEGIES
 <p>Goal 3: Promote access to opportunity by investing in affordable housing in low-poverty neighborhoods and community revitalization areas.</p>	<p>3.2 Improve Geographic Balance of Affordable Housing While Working Within LIHTC Constraints</p>
 <p>Goal 4: Promote housing stability and prevent displacement.</p>	<p>4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects</p> <p>4.2 Continue Providing Eviction Prevention and Tenant Legal Services</p> <p>4.3 Increase Emergency Rental and Utility Assistance</p> <p>4.4 Support First-Time Homebuyer Assistance Program</p> <p>4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies</p> <p>4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners</p> <p>4.7 Provide Support to Increase Enrollment in Property Valuation and Tax Relief Programs, and Utility Fee Subsidy Programs</p> <p>4.8 Support Community Ownership and Land Stewardship Models</p> <p>4.9 Develop a Countywide Inventory of Income-Restricted and Naturally Occurring Affordable Housing to Support Preservation</p> <p>4.10 Increase Referrals for Childcare and Transportation Assistance to Reduce Household Costs</p>
 <p>Goal 5: Bridge households experiencing homelessness into stable housing by expanding pathways to permanent homes and reducing reliance on emergency shelter.</p>	<p>5.1 Staff a Homeless Prevention and Housing Resource HUB</p> <p>5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing</p> <p>5.3 Continue Supporting Bridge Housing Programs</p>

FUNDING PLAN OVERVIEW

Pima County has made a historic, long-term commitment to addressing regional housing needs through a 10-year, \$250 million investment. This strategy includes a funding plan that combines an ongoing annual base allocation with a new Board policy that dedicates a share of future property tax capacity to the Affordable Housing Fund.

- ◆ **Base funding:** Since FY2022–23, the Board of Supervisors has allocated \$5 million per year in gap funding for affordable housing, establishing a stable funding source for production, preservation, and housing stability programs.
- ◆ **New 10-year funding policy:** In 2025, the Board adopted a policy to allocate at least \$200 million in new funds between FY2026–27 and FY2035–36, through dedicated allocations of the primary property tax rate (up to three cents above the prior year’s allocation) to the Affordable Housing Fund. Combined with the \$5 million annual base, this brings the total planned local investment to a minimum of \$250 million over 10 years and provides flexibility to exceed this floor in strong revenue years.
- ◆ **Early investments:** By mid-2025, the County had already deployed nearly \$16 million across 19 projects, supporting the creation or preservation of 1,332 affordable units. These awards include both new construction and substantial rehabilitation projects and are administered through a coordinated, multi-department process with the Regional Affordable Housing Commission.
- ◆ **Use of funds:** Resources from the Affordable Housing Fund support a mix of rental and ownership housing, including LIHTC and non-LIHTC developments, as well as preservation, home repair, and housing stability efforts such as emergency rental assistance and eviction prevention. This local funding is also structured to leverage additional federal, state, and private capital and align with other resources such as CDBG, HOME, PRO Housing, and PRICE grants.

HOUSING STRATEGY METRICS & ACCOUNTABILITY

The Strategy includes a metrics and reporting framework tied directly to each of the five goals and to the 10-year funding plan. The framework is designed to show not just how dollars are spent, but what outcomes are achieved.

- ◆ **Regular reporting and governance**
 - The County will report on implementation at least annually, summarizing progress on all funded strategies and updating key indicators.
 - Results will be shared with the Regional Affordable Housing Commission to inform its budget recommendations, and with the Board of Supervisors to guide policy and funding decisions.
- ◆ **Core metrics**
 - Number of housing units permitted regionally, to show whether new supply is being delivered at volume for the households identified in the Housing Needs Assessment.
 - Ratio of single-family to multifamily housing permits, to monitor whether the housing stock is diversifying in line with identified needs for smaller and more varied unit types.

- Households served through rental assistance, home repair, eviction prevention, and other stability programs, capturing the scale of interventions that keep households stabilized and reduce the risk of displacement.
- Geographic distribution of investments, to monitor whether the Strategy is reducing concentrations of poverty and supporting neighborhood reinvestment.
- Number of households moving into permanent housing through the rapid rehousing assistance program, to monitor progress toward freeing up shelter space.

➤ Pima County Regional Housing Strategy & Funding Plan

The Pima County Regional Housing Strategy and Funding Plan does not resolve every housing challenge on its own, but it establishes a durable and flexible structure for developing more aligned policy decisions year after year. With identified implementation roles, committed long-term local funding, and clear metrics, Pima County and its partners can adjust to changing conditions, refine approaches based on results, and update priorities while staying focused on the same housing goals. The rest of this document outlines ways that commitment can be carried into implementation and how the Strategy will be revisited as implementation progresses.

1. Background & Context

The Pima County 10-year Regional Housing Strategy and Funding Plan is a countywide framework designed to coordinate efforts across jurisdictions, organizations, and sectors to address the region's shared housing challenges. It is led by Pima County and intentionally structured as a collaborative strategy, aligning the County's roles and tools with those of cities, towns, tribal governments, housing authorities, nonprofit providers, and private developers. By establishing shared goals, outcomes, and implementation pathways, the strategy provides a regional roadmap for collective action.

The purpose of this strategy and funding plan is threefold:

- ◆ **Guide Regional Action:** Provide a coordinated regional approach to housing needs, aligning production, preservation, and stability efforts.
- ◆ **Leverage County Roles:** Clarify the roles of Pima County as a convener, funder, and steward of housing and community development services, and identify where cities and towns see themselves in these strategies.
- ◆ **Support Other Local Jurisdictions:** Provide tools, technical assistance, and funding alignment to cities, towns, and tribal partners who hold primary responsibility for land use and zoning decisions, and housing programs within their boundaries

This strategy builds on extensive analysis from the [Pima County Housing Study](#), translating technical findings into actionable priorities, programs, and investments. This strategy also recognizes and builds upon the City of Tucson's [Housing Affordability Strategy for Tucson \(HAST\)](#), which guides the development and preservation of affordable housing by the City of Tucson.

How This Builds on the Housing Study

The Housing Strategy is grounded in the evidence base established through the analysis components of the Housing Study, completed in August 2025. The Housing Study included the following:

- ◆ **Housing Needs Assessment** that quantified housing needs by income level, identifying a need of 116,000 additional units through 2045. Most of this need lies at or below 60% of Area Median Income (AMI), alongside specific needs across other income bands and household types. The study also identified the need for 8,000 units to serve households currently experiencing homelessness, underscoring the urgency of deeply affordable and supportive housing.
- ◆ **Displacement Risk Assessment** that identified neighborhoods where residents face the greatest vulnerability to housing instability, highlighting areas where an intersection of housing market activity (such as increasing home values or rising rents) and household

factors (such as income or tenure) put residents at heightened risk of being displaced. These findings show where stabilization and preservation strategies are most urgent.

- ◆ Housing Demand Profiles that link specific household segments—such as young adults, working families, older adults, and multigenerational households—to housing typologies that can fit their needs (e.g., casitas, townhomes, supportive housing).
- ◆ Spatial Demand Analysis that mapped where demand for different housing types is likely to be concentrated across the county, helping to identify opportunity areas for production.

While the Housing Study primarily focused on housing production (what needs to be built) and displacement risk (where stability is most at risk), the Housing Strategy extends these findings to include a broader commitment to housing stability. This means:

- ◆ Supporting eviction and foreclosure prevention programs.
- ◆ Preserving naturally occurring affordable housing (NOAH), mobile home communities, and expiring subsidy properties.
- ◆ Investing in critical home repairs and weatherization for low-income homeowners.
- ◆ Strengthening systems to transition people out of homelessness and into stable housing.

Together, the Housing Study and Housing Strategy provide both the evidence-based foundation and the policy framework that outlines what actions and investments are required to meet those needs and stabilize households across the region over the next ten years.

Alignment with the Prosperity Initiative

The Regional Housing Strategy is closely aligned with the [Prosperity Initiative](#), a countywide and multi-jurisdictional policy framework designed to reduce generational poverty and expand opportunity across Pima County. The Prosperity Initiative identifies housing as a foundational element of community well-being, particularly through three policy areas: *Increasing housing mobility and opportunity, Investing in high-poverty neighborhoods, Improving housing stability.*

The Housing Strategy operationalizes these policy directions by:

- ◆ Expanding the supply of affordable and diverse housing options across neighborhoods, with a focus on ensuring that families with children can access high-opportunity areas.
- ◆ Strengthening stability for renters and homeowners by preventing evictions and foreclosures, and by preserving existing affordable housing.
- ◆ Targeting housing and non-housing investments in high-poverty neighborhoods to improve quality of life while preventing displacement, consistent with the Prosperity Initiative's emphasis on building community wealth and opportunity.

By grounding housing action in the evidence base of the Housing Study and advancing the Prosperity Initiative's equity-focused goals, the Housing Strategy ensures that housing policy

is not siloed but integrated into the broader regional effort to reduce poverty, improve health, and expand economic mobility.

Alignment with Pima County's Comprehensive Climate Action Plan

Building on this integrated approach, the Regional Housing Strategy also supports Pima County's climate goals by aligning with the [2025 Comprehensive Climate Action Plan \(CCAP\)](#). Just as the Prosperity Initiative frames housing as a lever for advancing equity and opportunity, the CCAP recognizes the built environment, specifically buildings, as a critical factor for reducing greenhouse gas emissions. Actions proposed in this Housing Strategy—including retrofitting existing homes for energy efficiency and weatherization, constructing new energy-efficient housing, and promoting more compact and infill development across the region to decrease transportation-related climate impacts—are responsive to the CCAP's priority measures across both mitigation and adaptation categories.

These housing strategies address both greenhouse gas mitigation and climate adaptation by reducing energy usage and housing cost burdens in low-income and disadvantaged communities, and improving indoor health outcomes.

Additionally, the emphasis on promoting compact, infill development supports land use and transportation goals outlined in the CCAP by reducing vehicle miles traveled (VMT), one of the largest contributors to regional GHG emissions. These investments in housing near jobs, transit, and services also provide co-benefits such as improved access to opportunity and reduced transportation burdens and related air pollution.

Alignment with Pima Prospers

This Regional Housing Strategy also advances multiple elements of the Pima Prospers 2025 Comprehensive Plan Update, particularly the Land Use, Housing, and Neighborhoods and Communities Elements. Pima Prospers establishes the policy foundation for addressing the regional housing shortage, increasing housing diversity and affordability, and directing growth toward areas with existing infrastructure and services. Together, Pima Prospers and the Regional Housing Strategy establish a unified framework, with Pima Prospers providing the policy direction and land use foundation, and the Regional Housing Strategy providing the programmatic actions, funding mechanisms, and implementation pathways to achieve shared regional housing goals.

Funding Context

Pima County has made an unprecedented long-term commitment to address its affordable housing needs, approving a \$250 million investment policy spanning the next decade, reflecting the County's recognition of its significant housing challenges.

Since July 1, 2022, the Pima County Board of Supervisors has allocated \$5 million annually in gap funding for the development of affordable housing. In June 2025, the [Board adopted a 10-year policy](#) that expands upon this base commitment, setting a minimum investment

target of \$200 million in new funds from FY2026–27 through FY2035–36. Combined with the base commitment of \$5 million per year, this brings the total planned local investment to at least \$250 million over 10 years.

The policy directs the County Administrator to include in the Recommended County Budget a proposed allocation to the Affordable Housing Fund of up to three cents of the primary property tax rate above the previous year's allocation. The policy is drafted in such a way to allow for flexibility in the actual annual budgets amount, so long as over the 10 years, at least \$200 million in additional funding is allocated to the Affordable Housing Fund. The current FY2025–26 budget includes an additional \$3.5 million in gap funding beyond the \$5 million base allocation, thereby increasing housing investments even before the new funding policy takes effect.

As of mid-2025, the County has already invested nearly \$16 million in gap funding across 19 projects, supporting the development or preservation of 1,332 affordable units, including rental and homeownership options. This funding has been administered through a collaborative, multi-departmental effort led by the Community & Workforce Development Department and the Pima County Regional Affordable Housing Commission.

The \$250 million investment marks a historic and strategic effort to address the County's housing crisis. These funds also provide a crucial foundation for leveraging additional local, state, federal, and private resources to close the remaining gap.

The Regional Housing Strategy and Funding Plan will build on this foundation by guiding funding commitments for a select number of strategies over the 10-year period. With clearly identified needs and measurable targets, this Plan can also be used to solicit additional non-county funding to address unmet needs.

2. Current Housing Landscape & Roles in Pima County

This chapter describes the current housing landscape in Pima County, summarizing the key housing needs identified in the 2025 Pima County Housing Study, highlighting key displacement pressures shaping the market, and outlining the roles of local jurisdictions and regional partners in addressing those needs. Together, these elements establish a shared baseline for action, illustrating both the scale of the challenge and the collective capacity of public, private, and nonprofit actors working to meet it.

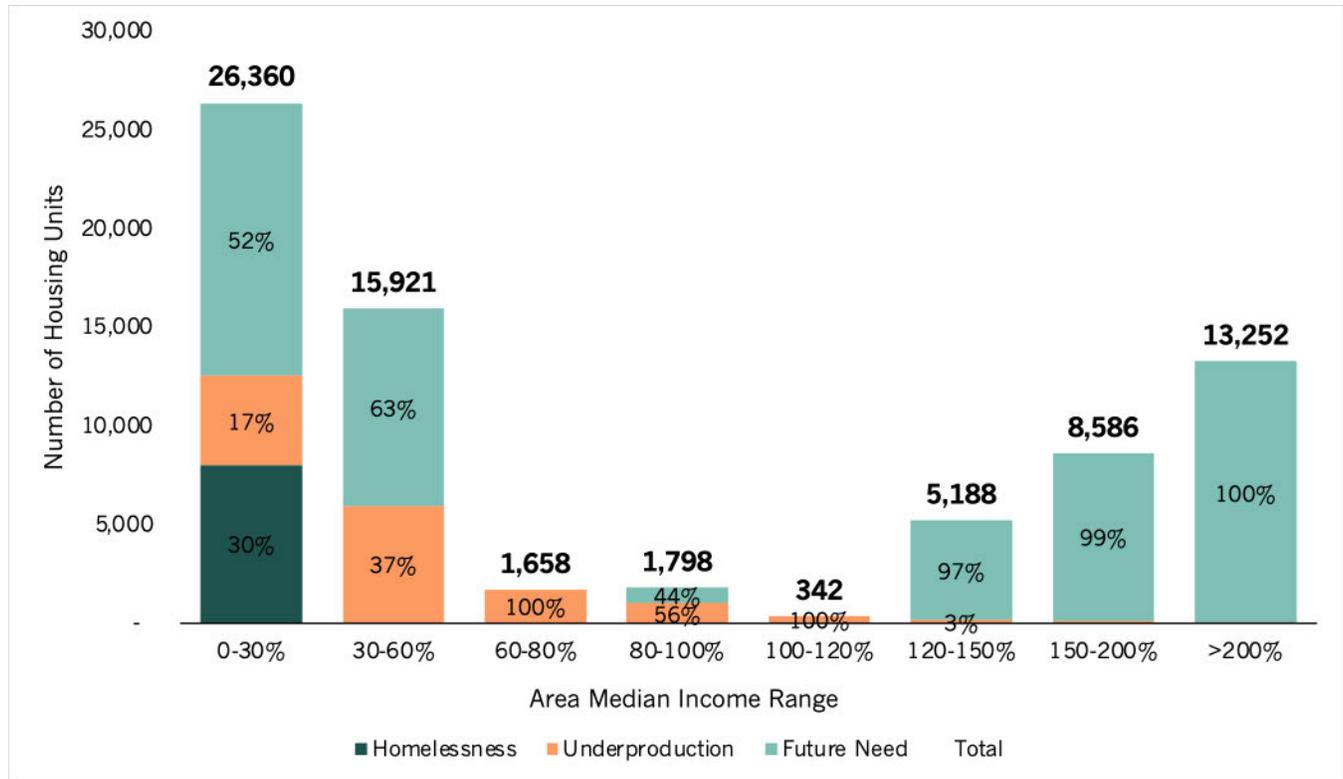
Estimated Housing Needs

Pima County faces a substantial housing shortfall that will require coordinated regional action over the next two decades. The Housing Needs Assessment estimates that the county will need nearly 116,000 additional housing units between 2024 and 2045 to meet future household growth, address existing housing underproduction, and house residents experiencing homelessness.

This Housing Strategy and Funding Plan is designed as a 10-year implementation framework to align with the County's funding commitment and near-term housing outcomes. To guide this timeframe, the assessment also included a housing need estimate between 2024 and 2035 of approximately 73,000 units, broken down as follows:

- ◆ Future need: 51,434 units (70%) to accommodate population and household growth
- ◆ Underproduction: 13,671 units (19%) to address current shortages
- ◆ Homelessness need: 8,000 units (11%) to support residents transitioning out of homelessness

Exhibit 1. Scaled Estimate of Housing Need Components by Income, 2024-2035



Source: ECONorthwest analysis; OEO Population Projections by County, U.S. Census Bureau, ACS 1-year 2023 PUMS estimates; TPCH

Across both time horizons, the greatest need is concentrated among lower-income households. More than 60 percent of all needed units are for households earning below 60 percent of Area Median Income (AMI), the segment of the population least served by the private market and most affected by housing instability. While demand spans all income levels, the shortage of deeply affordable homes remains the most pressing challenge.

Shifting demographics across the region are influencing housing preferences and shaping the types of units in demand: a growing aging population, single-person households, and younger renters are driving increased need for smaller, more compact, and accessible housing options. Meanwhile, demand for suburban, detached single-family homes remains strong among households aged 40–59.

Displacement Risk

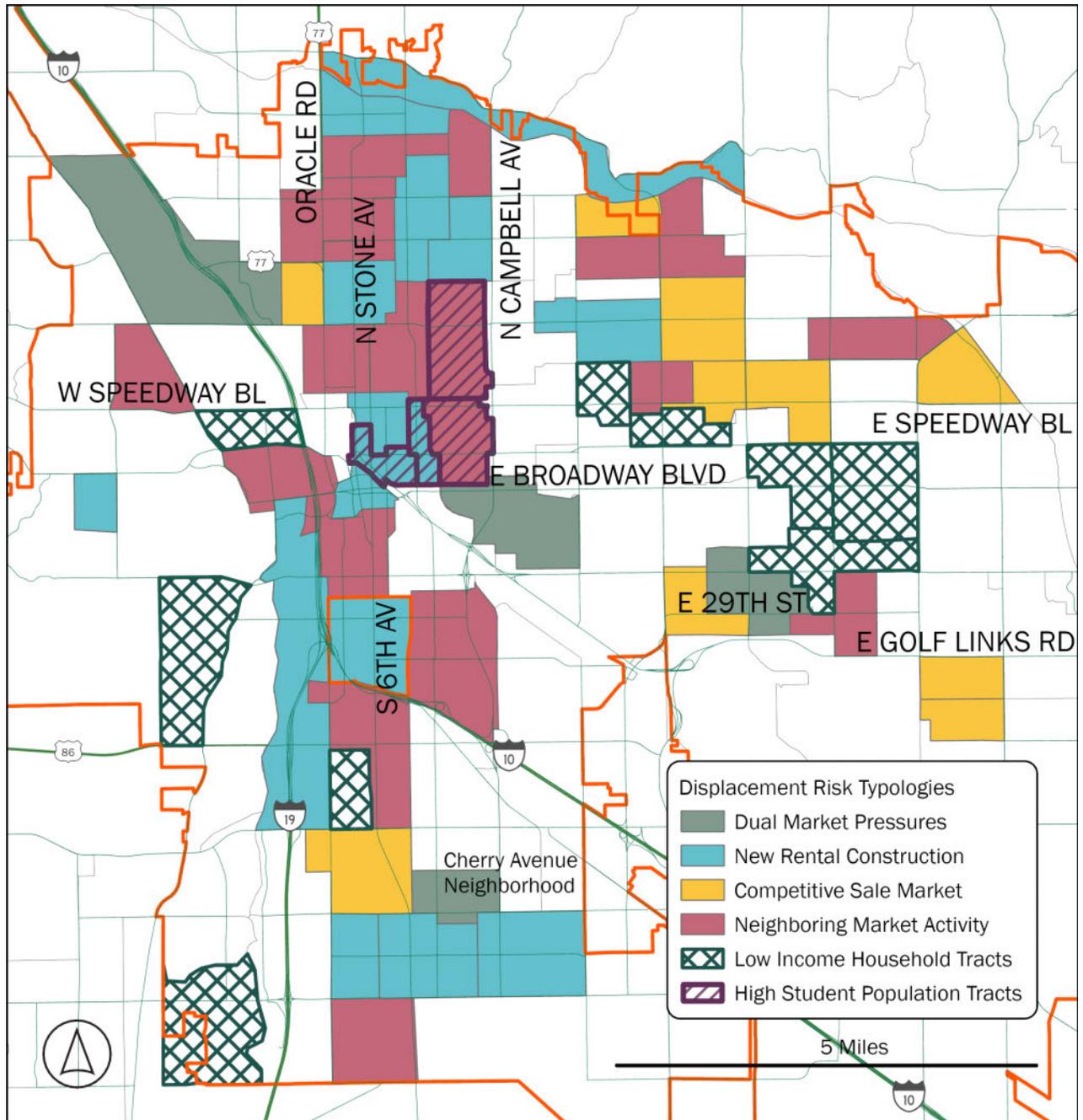
While housing need is widespread across Pima County, the pressures of displacement and housing instability are concentrated in the county’s eastern urbanized areas, particularly where low-income renters live in neighborhoods experiencing strong market activity. These include places with high rates of new rental construction or strong demand in the single-family for-sale market, both of which can increase costs and the likelihood of redevelopment.

The results show that displacement pressures are most pronounced within and around the City of Tucson. Neighborhoods along the north–south corridor from Oracle Road through Stone and Sixth Avenues show the greatest concentration of risk, reflecting a combination of older, more affordable housing stock and new investment activity. Downtown Tucson and surrounding areas, including parts of the Cherry Avenue neighborhood and the 29th Street corridor, exhibit overlapping pressures from both new rental construction and competitive for-sale markets.

UNDERSTANDING THE DISPLACEMENT RISK MAP

- » **Exhibit 2 identifies census tracts where indicators of displacement risk are elevated in Pima County. Tracts that are shaded represent areas where market conditions—such as new rental construction or strong competition in the for-sale housing market—are creating pressures that may increase the likelihood of economic or physical displacement. These areas reflect the intersection of active market dynamics and concentrations of low-income renter households.**
- » **The map also identifies additional tracts that do not currently exhibit the same level of market activity but do have high concentrations of low-income renters. While these areas may face less immediate pressure, they may be vulnerable to future displacement as market conditions evolve.**
- » **Given the unique geography of Central Tucson and the presence of a large university, we also identified tracts with high concentrations of student populations to provide additional context about rental market dynamics in those areas.**
- » **A more detailed description of the displacement risk methodology, map, typologies and results can be found in the full Displacement Risk Assessment included in the Pima County Housing Study (2025). It can be found online [here](#).**

Exhibit 2. Central Tucson Displacement Risk



Source: ECONorthwest

Other parts of the eastern and southern city are seeing increasing competition for for-sale homes as affordability in central areas declines. West University also shows adjacent risk, driven by high concentrations of student renters and persistent rental demand that can limit affordability for non-student households.

Beyond the city core, smaller clusters of elevated risk appear in unincorporated areas between Tucson and Oro Valley, where new multifamily and subdivision development intersects with existing older housing and manufactured home communities. These areas

underscore the need for early intervention to prevent loss of naturally occurring affordable housing.

Finally, several tracts with high renter poverty but limited current investment activity remain vulnerable to future pressures. Monitoring these neighborhoods now provides an opportunity for proactive stabilization—through targeted preservation, home repair, and tenant protection programs—before displacement accelerates.

These findings can point to where stabilization and preservation are most urgent and where the County and its partners can focus early action to protect affordability, support long-term residents, and maintain community stability as growth occurs across the region.

Roles and Responsibilities in Addressing Housing Needs

Addressing Pima County's housing challenges, including the scale of production and the urgency of stabilization, requires coordinated action across multiple partners. The preceding sections highlight where housing need and displacement risk are most acute; this section begins to explore how those needs can be met by clarifying the different roles entities play in Pima County's housing system. Pima County plays a distinct and catalytic role within a broader regional housing ecosystem that includes cities, towns, tribal governments, housing authorities, nonprofit developers, and the private sector. Clarifying these respective roles is essential to aligning policies, funding, and land use tools so that each partner's strengths are leveraged to deliver housing solutions across the full continuum of need.

Exhibit 3. Housing Continuum and Roles



Source: ECONorthwest

Pima County’s Role

Pima County plays a central and enabling role in shaping the region’s housing trajectory. Its authorities, convening capacity, and jurisdictional reach make it well positioned to act where

scale, coordination, and cross-jurisdictional leverage are required. Within County government, several departments contribute distinct but complementary functions related to housing and community development. For example, the Community and Workforce Development Department oversees housing investment programs and partnerships with service providers, while Development Services manages land use planning, zoning, and permitting in unincorporated areas to facilitate the development of new housing supply.

CURRENT ROLES THE COUNTY HOLDS

Development Services, Land, and Infrastructure Role

The County has direct authority to shape housing development, market-rate and subsidized, in unincorporated Pima County through its land use, zoning, permitting, infrastructure authorities, and as a holder of land that may be suitable to address the region's affordable housing strategies. This role includes:

- ◆ Managing land use planning, zoning, and permitting.
- ◆ Coordinating infrastructure requirements such as roadway, wastewater, stormwater, and parks/recreation requirements.
- ◆ Planning and constructing public infrastructure that supports new housing.
- ◆ Advancing infrastructure development through funding investment and regulatory tools in unincorporated areas to help fund housing supportive infrastructure where service costs or capacity have limited development.
- ◆ Leveraging land conservation and flood control systems, including the regional Conservation Lands System, to balance development with environmental stewardship and long-term resilience.
- ◆ Making County-owned vacant and underutilized land available for development.

Through this role, the County can demonstrate approaches that other local governments can adapt, or adopt approaches that other local governments have modeled first.¹

Housing Stability and Eviction Prevention Provider Role

The County plays a unique countywide role in advancing housing stability across all jurisdictions. This includes:

- ◆ Emergency rental and utility assistance
- ◆ Eviction legal and mediation services
- ◆ Bridge housing
- ◆ Home repair, weatherization, and other related stabilization programs

¹ The County provides some services and infrastructure County-wide (i.e. wastewater reclamation) within and outside of incorporated cities and towns, and the County owns vacant and underutilized land within and outside of incorporated cities and towns.

- ◆ Property valuation relief and tax exemption programs, fee subsidies, and other programs that reduce household expenses

Workforce Development Role

The County is the regional workforce development provider. As the regional workforce development provider, the County helps job seekers find and train for quality jobs, including building and sustaining the skilled labor force needed to meet long-term housing production goals. The County's Community and Workforce Development Department offers a range of employment and training services that support both job seekers and employers. This role includes:

- ◆ Providing job search assistance, career counseling, skills training, and supportive services through County-operated employment centers.
- ◆ Partnering with employers for job training and apprenticeships.
- ◆ Offering youth employment programs that support early career development and work experience.
- ◆ Supporting veterans through targeted employment and training services.
- ◆ Hosting hiring events and job fairs that connect local employers with qualified job seekers.

Addressing the current housing shortage and developing the number of housing units needed to meet demand over the next 10 years requires a skilled workforce. The County is uniquely positioned to work with home builders, for-profit and nonprofit, to facilitate a home-building training program and prioritize training opportunities for low-income job seekers.

Pima County's economic development role of attracting new businesses is also directly tied to expanding workforce opportunities.

Regional Funder and Funding Role

Pima County's Affordable Housing Fund provides the primary source of local capital for its housing initiatives. Since establishing a base contribution in 2022, the County has invested millions of dollars in gap financing for the development and preservation of affordable rental and ownership housing.

Pima County also serves as the regional conduit for multiple federal and state funding sources, distributing resources to both urban and rural areas. The County administers Community Development Block Grant (CDBG) funds and federal funding for emergency rent and utility assistance, anticipate administering a portion of grant funding with the City of Tucson for the PRO Housing Grant (focused on developing affordable housing in high opportunity areas) and PRICE Grant (focused on preserving and expanding manufactured housing), annual HOME Program funds that support the creation and rehabilitation of affordable housing, and federal rapid rehousing funds.

PROPOSED OR EXPANDED ROLE

Strategic Policy Setting and Advocacy Role

Stakeholders consistently identified a strong interest in the County expanding its leadership role in coordinating regional housing policy, planning, data, and implementation. This proposed role builds on some of the County's existing work, most notably through the stewardship of the Pima County Regional Affordable Housing Commission. The Commission provides a platform for representatives from cities, towns, tribal governments, developers, and community partners to collaborate on shared housing priorities. The success of the Commission demonstrates the County's existing coordination capabilities and the opportunity to enhance this role.

An expanded coordination role could include:

- ◆ Finding opportunities for regional and local policy alignment through shared countywide housing goals
- ◆ Coordinating regional planning frameworks, including consistent data, metrics, and implementation tools
- ◆ Managing public land inventories for housing
- ◆ Convening partners more intentionally around shared production, stabilization, and funding targets
- ◆ Providing technical assistance to cities, towns, and tribal partners with limited staff capacity

This emerging role is further strengthened by the Prosperity Initiative, which integrates housing within a wider framework focused on poverty reduction, economic mobility, health, and neighborhood investment. The County leads multi-department working groups that connect housing policy with these broader community priorities. Related efforts such as Pima Prospers extend this integrated approach by aligning housing, land use, transportation, and infrastructure planning within a comprehensive countywide policy framework.

Roles the County Does Not Play

To avoid confusion about responsibilities, it is important to clarify functions that fall outside the County's authority or mission. Pima County:

- ◆ Is not a housing developer.
- ◆ Does not own, operate, or fund public housing or permanent supportive housing.
- ◆ Does not administer rental vouchers.
- ◆ Does not own or operate emergency shelters.²

² Although the County does not operate emergency shelters, it does operate bridge housing programs. Bridge housing refers to temporary, non-congregate housing paired with services that help individuals stabilize and transition into permanent housing. Unlike long term shelter operations, bridge housing provides private rooms and onsite supports that help people prepare for permanent housing. The Craycroft is an example in which the

Many of these roles and responsibilities fall to the City of Tucson and South Tucson, local housing authorities, Tucson Pima Collaboration to End Homelessness, and nonprofit or faith-based service providers.

Cities, Towns & Tribal Governments

Cities, towns, and tribal governments play a central role in shaping housing outcomes within their incorporated boundaries. While Pima County provides regional funding, housing stability programs, and broad convening and coordination functions, incorporated jurisdictions directly control land-use decisions and local regulations that influence what housing is built and where within their boundaries. Their leadership and partnership are essential to expanding housing options, improving affordability, and strengthening community stability, all of which are necessary to meet countywide housing needs.

ZONING, LAND USE, AND DEVELOPMENT APPROVALS

Cities, towns, and tribal partners hold primary authority over zoning, land use, and entitlement decisions within their jurisdictions. They influence how housing is developed through zoning updates, density allowances, parking requirements, subdivision standards, design review, and development processes. In Pima County, jurisdictions including Tucson, Marana, Oro Valley, Sahuarita, and South Tucson each administer their own zoning codes and development processes, which shape the type, location, and scale of new housing within their boundaries.

Incorporated cities and towns can also adopt local incentives that improve project feasibility or encourage the development of specific housing types, including affordable units. Examples include fee reductions, expedited permitting, local gap funding, and targeted infrastructure support. The City of Tucson employs several of these strategies to support affordable and infill housing development, including local funding contributions, predevelopment support, and permitting assistance.

VACANT AND UNDERUTILIZED PUBLIC LAND FOR HOUSING

Local jurisdictions play an important role in identifying, managing, and repurposing publicly owned vacant or underutilized land to support housing development. Cities and towns can make land available directly, structure long-term ground leases, or partner with developers to advance housing goals that align with local market conditions and community priorities. In Pima County, the City of Tucson uses publicly owned land to support both market-rate and affordable housing development, while the Town of Marana primarily uses publicly owned land to facilitate market-rate housing development.

County provides temporary housing and case management support to individuals transitioning to permanent housing in a non-congregate setting acquired by the City of Tucson.

PLACE-BASED ANTI-DISPLACEMENT AND NEIGHBORHOOD INVESTMENTS

Cities and towns are positioned to lead neighborhood-scale actions that can prevent displacement and support long-term resident stability, with broader support mechanisms from the County. These place-based tools may include small-business support, tenant outreach, local home repair programs, preservation efforts, and planning efforts designed to stabilize at-risk communities. Tribal partners play a similar role within their communities, aligning housing efforts with cultural priorities and stewardship goals. In Pima County, cities including Tucson, South Tucson, and Marana employ various versions of these strategies to support stability and reinvestment in vulnerable neighborhoods.

EMERGENCY SHELTER AND CRISIS RESPONSE

The City of Tucson leads the metro area's response to homelessness through its Housing First Program, as facilitated by the city's Housing and Community Development Department. The Housing First Program includes much of the metro's emergency shelter capacity, street outreach, mobile shower services, housing navigation services, and access to permanent supportive housing. Tucson actively uses these strategies to address immediate crisis needs and create pathways to permanent housing stability.

Housing Authorities & Nonprofit Sector

Housing authorities and nonprofit organizations play a critical role in delivering and preserving affordable housing across Pima County, and operating public and permanent supportive housing. These partners are primary producers of income-restricted homes, often layering federal programs such as LIHTC, HOME, CDBG, and project-based vouchers with philanthropic or local funding to serve low-income households. Their mission-driven expertise also positions them to preserve affordability through the acquisition and rehabilitation of older multifamily properties, manufactured housing communities, and naturally occurring affordable homes that may otherwise be vulnerable to market pressures or speculative investment. Housing authorities additionally administer Housing Choice Vouchers and project-based vouchers, expanding access to rental housing and ensuring compliance with federal and fair housing requirements. There are two official public housing authorities in Pima County: the City of Tucson Housing and Community Development Department (HCD) and the City of South Tucson Housing Authority. In addition, the Tohono O'odham Ki:Ki Association (TOKA) and the Pascua Yaqui Tribe Housing Department serve as tribally designated housing entities, providing affordable housing and related services to tribal members within their communities.

Non-profit organizations operate the majority of shelters across the region. It is anticipated that most of the growth in shelter capacity will continue to occur within the non-profit sector.

Private Sector & Lenders

Private developers, builders, financial institutions, and employers are essential partners in meeting housing needs across the metro. Their investment decisions influence the location,

pace, and type of new construction, shaping whether the market can deliver sufficient rental and ownership options across price points. Private developers contribute most of the new housing production, largely market-rate, but many may also work in affordable or mixed-income development when supported through partnerships, LIHTC allocations, or other public incentives.

Lenders and financial institutions play a fundamental role by providing construction loans, permanent financing, and other capital products that determine project feasibility. Their underwriting standards, interest rates, and willingness to engage in complex capital stacks influence which developments move forward. The Tucson and Pima Industrial Development Authorities (IDAs) also routinely offer downpayment assistance and interest rate buy-downs for first-time homebuyers, which have been highly utilized. Employers can also contribute by partnering on workforce housing initiatives or collaborating with developers and public entities to expand affordable housing options near job centers.

3. Summary of Engagement

Throughout the timeline of this project—completed in partnership between Pima County, EConorthwest, and MIG—hundreds of qualitative and quantitative data points were collected to inform the outcomes. These were from diverse types of conversations and touchpoints throughout the end of 2024 and into 2025, including stakeholder and focus group conversations, workshops, and broad outreach to the public. Outreach touchpoints with stakeholders and the broader community followed the guidelines and timing of technical project efforts, as noted in the graphic timeline below.

Exhibit 4. Project Timeline

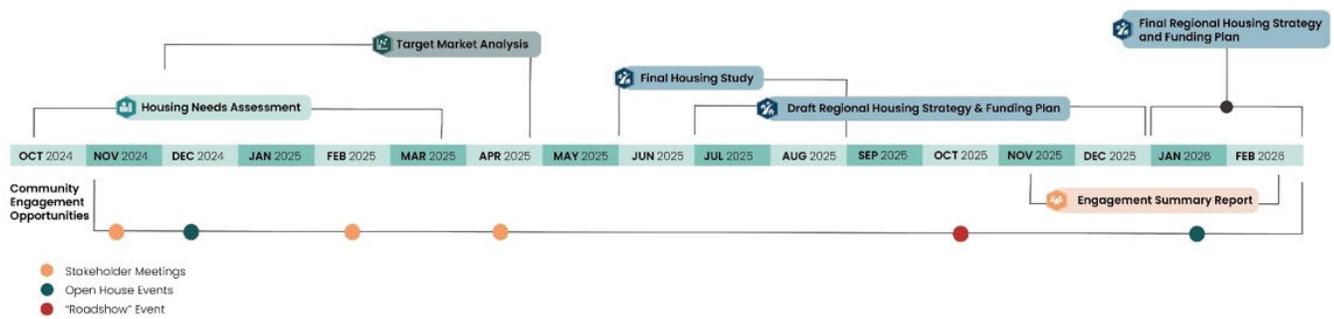


Exhibit 5. Project staff chat with community members in Tucson on October 17th, 2025



Open House #1: December 2024

The first Open House for the Pima County Housing Study was held on December 4, 2024, at the Pima County Health Department building on E. Ajo Way. As part of the ongoing housing study project, this Open House provided an opportunity for community members to share their housing needs and preferences. 33 people attended and signed into the event, including local residents and a variety of housing industry professionals.



A series of boards were available for attendees to learn more about the housing study project and timeline, as well as initial data about Pima County's population, housing stock, and housing affordability challenges. This information was also provided in more detail at the beginning of the event through a presentation by ECONorthwest, the lead project consultant. After the presentation, participants were asked to complete five activities asking about their housing needs and preferences.

Prompts included:

- ◆ What are the housing challenges and concerns in your community?
- ◆ What types of existing and desired housing are in your neighborhood?
- ◆ Where do you see opportunities for cultural preferences in housing in your neighborhood?
- ◆ What do you love about your home?
- ◆ What did we miss?



These question activities were asked through interactive boards for participants to place stickers on their preferences, a table charrette, and a large drawing table.

Key Takeaways

- ◆ Lack of affordability, as well as the low supply/limited options, were the primary concerns with today's housing market
- ◆ Concerns about landlords are common
- ◆ Need for diverse housing types and sizes including smaller floor plans and ADU's

- ◆ Desire for more income-aligned housing and more options for the various workforce sectors in Tucson as well as transit-oriented development
- ◆ Additional comments indicated challenges with housing quality versus cost, a lack of senior housing, and the desire for more mixed-use and middle housing in single-family zones

Stakeholder Meetings: November 2024

MIG hosted two stakeholder meetings to learn more about the specific expertise and needs of housing advocates and housing service providers in Pima County. These were one-hour virtual meetings formatted with interactive elements for conversation and polling to inform the Housing Study.

Exhibit 6. Stakeholder Meeting Takeaways

	HOUSING ADVOCATES (32 PARTICIPANTS)	SERVICE PROVIDERS (36 PARTICIPANTS)
Description	First, attendees were asked to tell us what they love about where they live as a brief icebreaker. Then, the team dove into a conversation about housing challenges and barriers, partnerships needed to coordinate services, and current projects and solutions. Inequities present in housing needs and overall changes seen in the last 10 years in housing related to housing affordability and housing stock were also discussed.	The service provider meeting had a similar structure of conversation, first diving into what they love about where they live throughout Pima County. Then the team guided the stakeholders through conversations surrounding housing challenges and barriers, current projects and solutions, inequalities present in existing housing needs, and changes seen in the last 10 years related to affordability and housing stock.
Key Takeaways	<ul style="list-style-type: none"> ◆ Zoning regulations are limiting the amount of new housing and housing diversity that can be built, typically favoring single-family zoning ◆ Wages have not kept up with increasing housing costs ◆ There are currently extremely high building and construction costs coupled 	<ul style="list-style-type: none"> ◆ Local wages are not keeping up with rising housing costs ◆ There is a general lack of housing stock that cannot keep up with demand. Housing types include missing middle, apartments, affordable and subsidized housing, elderly housing, transitional and supportive housing ◆ There is a lack of emergency assistance such as vouchers,

	HOUSING ADVOCATES (32 PARTICIPANTS)	SERVICE PROVIDERS (36 PARTICIPANTS)
	<p>with high interests rates that dissuades development</p> <ul style="list-style-type: none"> ◆ There are too few options for funding and financing of affordable housing ◆ There are higher risk populations that are bearing the brunt of the housing crisis such as elderly, students, justice-involved individuals, people of color, and single mothers ◆ Creative methods for additional and equitable housing, such as community land trusts or tiny homes would be highly useful ◆ NIMBYism in communities becomes a major issue with increasing housing opportunities 	<p>emergency rental funds and programs</p> <ul style="list-style-type: none"> ◆ Developers and house-flippers limiting housing supply and options ◆ There are large neighborhood gaps making it difficult for people and families to find housing that meets their needs such as safety, proximity to work, etc. ◆ Need for additional gap financing options ◆ City ordinances, permitting, and zoning are all causing limitations and delays for the construction of additional and affordable housing

Workshops: May and June 2025

ECOnorthwest facilitated two workshops in May and June 2025. The first included staff from various departments across cities, towns, and the County. Invites were extended to staff from each municipality in the county, and attendees included staff from Tucson, Marana, South Tucson, Oro Valley, and Pima County.

The second workshop included County department directors with housing-related missions, along with the County Administrator and her staff. The workshop discussions and activities were centered on understanding the County’s role in shaping housing outcomes, along with exploring how jurisdictions, agencies, and different County departments and systems—land use, infrastructure, funding, and services—can align to support housing goals moving forward.

Key Takeaways

- ◆ **Strategic Priorities:** Participants emphasized need for a comprehensive housing strategy that includes preserving existing units, growing and diversifying the supply, expanding homeownership opportunities, and supporting the full continuum of housing—from emergency shelters to down payment assistance.
- ◆ **Local and regional roles:** Participants supported a model where the County leads long-term housing strategy and policy guidance, while local jurisdictions focus on near-term

implementation—highlighting the Affordable Housing Commission’s value for regional coordination and calling for a stronger role from the regional Council of Governments.

- ◆ Policy levers: Updates to zoning, building codes, and development standards— alongside tools like tax abatements, expedited permitting, and use of County-owned land—were seen as critical to unlocking more housing options and improving development feasibility.
- ◆ Improving collaboration and data access: Jurisdictions noted the need for better cross-agency data sharing, particularly with the County Assessor, and identified uneven staff capacity and technical knowledge across local governments as a barrier to regional coordination.
- ◆ Need for clear messaging and land use alignment: Participants agreed on the importance of communicating a unified regional message about housing need and diversity, along with better aligning land availability and development patterns to avoid mismatches between zoning, location, and housing outcomes.

Pima County Roadshow: October 2025

The Roadshow was a broad and featured engagement touchpoint before the strategy and funding plan are finalized. Its purpose was to bring draft strategy goals and categories into the communities across Pima County to hear from local voices so the final strategies reflect diverse priorities.

The Roadshow outreach took place over three days in October 2025. During this time, the project team attended six pop-up events across the county, coordinating with local events and happenings to meet people where they are and have productive conversations about housing stability and challenges. These pop-ups took place at:



1. Tucson Meet Yourself
2. Sahuarita Food Bank
3. Marana Fall Festival
4. Rincon Valley Farmer’s Market
5. Ajo Red & White Weekend
6. Green Valley Recreation

At each of these locations, the project team spoke with hundreds of residents and visitors who were eager to discuss what they think could be the most impactful tools to increase housing stability for themselves or their neighbors.

Activities

At each of the six touchpoints, the project team set up an interactive activity to prompt community members to discuss elements of housing stability. This included the use of a large cardboard house and paper “bricks” and “shingles” that listed elements of housing stability, such as:

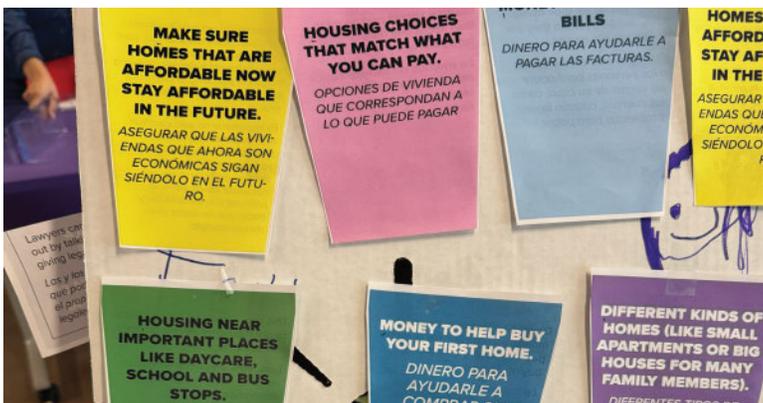
- ◆ Down payment assistance
- ◆ Eviction legal support
- ◆ Options for housing that fit within your budget
- ◆ Utility assistance
- ◆ Affordable housing preservation
- ◆ Housing near key amenities
- ◆ Homelessness support
- ◆ Safety and comfort, such as weatherization

Participants selected their top two or three elements and taped them to the cardboard house, creating a colorful representation of what is most needed in each respective area.



Feedback

Throughout each of the locations, the project team facilitated hundreds of productive conversations that provided both qualitative and quantitative feedback on housing stability. In addition, the Pima County team was able to connect directly with folks who were seeking existing resources.



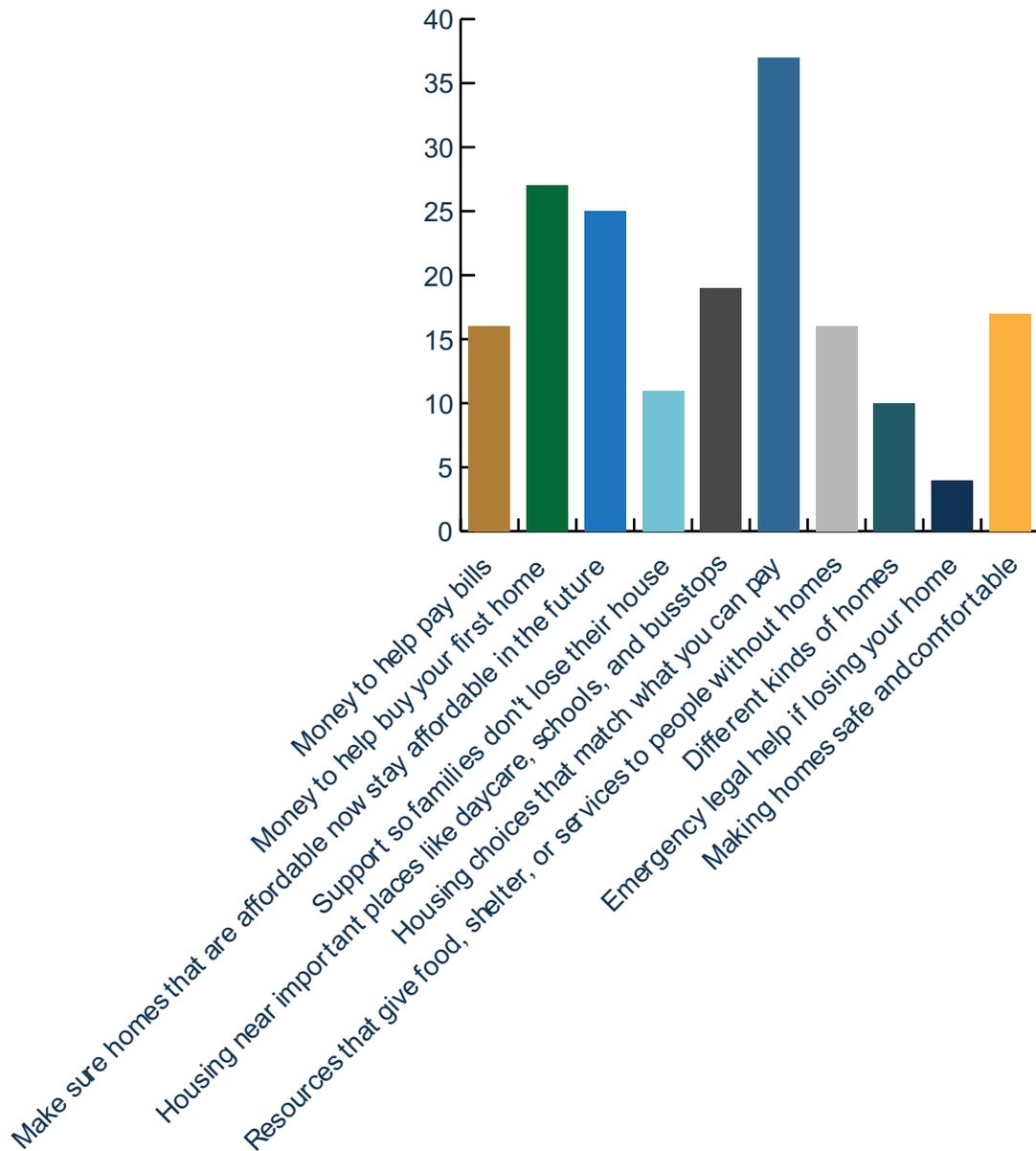
Of the ten housing stability elements presented, a few stood out across all areas, namely “Housing choices that match what you can pay” and “Money to help buy your first home”.

Feedback also varied from place to place. For example, in Marana, the most dominant and common conversations surrounded the costs of living and rental prices being too high for local wages. In Tucson, many conversations focused on resources to

combat homelessness and increasing eviction support.

Exhibit 7 details the combined written feedback across the various communities. The Y-axis notes the total number of votes for each element.

Exhibit 7. Combined Feedback



Other Touchpoints: Ongoing

Tucson Association of Realtors Briefing

The project team presented findings at a regularly scheduled meeting of the Tucson Association of Realtors to share draft housing demand profiles and gather preliminary feedback for revisions.

Affordable Housing Commission Updates

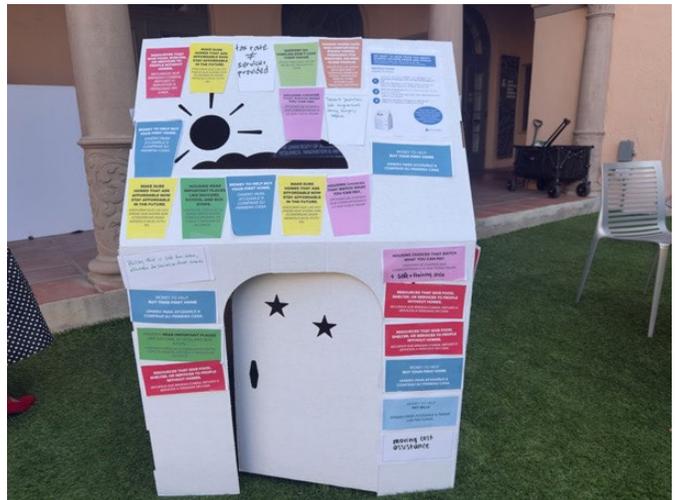
Project staff have provided regular updates to the Pima County Regional Affordable Housing Commission, sharing progress, gathering feedback, and ensuring ongoing alignment with Commission priorities and recommendations.

The County’s Regional Affordable Housing Commission will continue to play an ongoing advisory role, helping to vet recommendations, shape funding strategies, and support cross-sector alignment as the strategy takes shape.

Additional community and stakeholder engagement opportunities may be added as appropriate and needed to ensure the process remains responsive, inclusive, and grounded in community priorities as the project evolves.

City of Tucson Commission Engagement

County staff have regularly appeared on the agenda of the City of Tucson’s Commission on Equitable Housing and Development, where they have presented on the Housing Study and various components of the Regional Housing Strategy and Funding Plan, seeking input and responding to questions throughout the plan’s development.



4. Housing Goals & Strategies

The Pima County Regional Housing Strategy & Funding Plan establishes five core goals that, together, provide a clear framework for how Pima County and regional partners can work on meeting its housing needs over the next decade. These goals reflect the County's commitment to supporting a region where residents of all income levels have pathways to access safe, stable, and affordable homes. They also recognize that housing challenges cannot be solved by a single tool, department, or jurisdiction. Below are the five goals that serve as the key organizing framework for the Regional Housing Strategy.



Goal 1: Expand the supply, diversity, and affordability of housing across the region, including both market-rate and income-restricted homes, to meet countywide housing needs over the next decade.



Goal 2: Expand the supply of housing affordable to low-income households.



Goal 3: Promote access to opportunity by investing in affordable housing in low-poverty neighborhoods and community revitalization areas.



Goal 4: Promote housing stability and prevent displacement.



Goal 5: Bridge households experiencing homelessness into stable housing by expanding pathways to permanent homes and reducing reliance on emergency shelter.

- ◆ **Goal 1** focuses on expanding the overall supply and diversity of housing types, so the County can accommodate households across the full income spectrum.
- ◆ **Goal 2** targets the greatest need identified in the Housing Study by expanding the supply of affordable housing to low-income households.
- ◆ **Goal 3** brings a spatial lens to housing investment by encouraging affordable housing in more affluent areas to reduce the concentration of poverty while supporting revitalization efforts in disinvested neighborhoods.

- ◆ **Goal 4** supports long-term housing stability through housing preservation efforts, providing emergency rent and utility assistance to residents, empowering community ownership, and engaging communities to guide targeted housing investments.
- ◆ **Goal 5** improves housing outcomes for people experiencing homelessness through bridge housing, coordinated services, expanded stabilization programs, and strengthened pathways to permanent homes.

The County and its partners already operate several programs that touch on many of these goal areas. Each goal addresses a specific dimension of the regional housing needs, informed by the Housing Study’s findings on production gaps, affordability pressures, displacement risk, community feedback, and opportunities for strategic investments and partnerships. The five goals are equally important and mutually reinforcing.

Housing Strategy Matrix

To provide a high-level view of how the County’s regional housing goals translate into specific strategies, this chapter begins with a strategy matrix that summarizes the full set of housing strategies included in the Pima County Regional Housing Strategy and Funding Plan. The matrix is designed as a quick-reference tool to scan strategies by goal.

Strategies with an asterisk (*) demonstrate policies and programs where the County is already active and strategies that are included in the Funding Plan in Chapter 7. Strategies reflected in the matrix include both ongoing programs and emerging priorities identified through the Housing Study, stakeholder engagement, and the Prosperity Initiative.

Detailed descriptions of each strategy are provided in the strategy cut sheets that follow.

WHAT IS AREA MEDIAN INCOME?

Area Median Income (AMI) is the midpoint income for a specific geographic area—typically a metropolitan region or county—where half the households earn more than the median and half earn less. It is a metric used primarily by the U.S. Department of Housing and Urban Development (HUD) to assess housing affordability and determine eligibility for various federal, state, and local housing programs.

Income Limits for a 4-Person Household in Pima County (FY 2025)

- » **Area Median Income (100 % AMI): \$96,100**
- » **80% AMI: \$76,900**
- » **60% AMI: \$57,660**
- » **50% AMI: \$48,050**
- » **30% AMI: \$32,150**

Exhibit 8. Strategy Matrix

GOAL	#	STRATEGY	POTENTIAL ACTIONS
 <p>1. Expand the supply, diversity, and affordability of housing across the region, including both market-rate and income-restricted homes, to meet countywide housing needs over the next decade.</p>	1.1	Develop a Regional Housing Communication and Education Strategy	<ul style="list-style-type: none"> • Develop a communication campaign to strengthen alignment on housing policy across the region. • Partner with cities, towns, tribes, chambers of commerce, employers, and housing organizations to amplify consistent messaging, including review of the City of Tucson’s campaign that is underway. • Use data and findings from the housing needs assessment to create clear, visual, and locally relevant materials such as infographics, videos, and social media content that highlight the link between housing, affordability, and economic vitality. • Create simple communication tools that can be provided to external funders, including social investors and philanthropists, clearly showing the unmet need, measurable targets, and successes. • Use the Pima County Regional Affordable Housing Commission as a convening body to promote shared housing goals, track progress, and facilitate alignment on key policy topics. • Regularly brief County lobbyists at the state and federal level on housing needs and opportunities.
	1.2	Leverage the Expertise of the Pima County Regional Affordable Housing Commission and formalize annual responsibilities.	<ul style="list-style-type: none"> • Encourage Commission members to participate in regional forums, advisory groups, and technical committees focused on related disciplines such as building codes, infrastructure planning, transportation, and economic development to promote alignment on shared housing goals. • Create simple communication tools or briefs that Commission members can use when engaging in other committees to communicate regional housing priorities in a clear and consistent way. • Develop a formal annual work plan that outlines policy priorities, coordination activities, and reporting responsibilities for the Commission, including the Commission’s annual budget recommendations process.
	1.3	Establish a Data and Planning Coordination Partnership with PAG (the Regional MPO)	<ul style="list-style-type: none"> • Review the Maricopa Association of Governments housing related data and communication tools. • Initiate coordination with Pima Association of Governments (PAG) to align demographic and housing-related datasets, including population and employment forecasts, housing unit trends, and land use assumptions. • Partner with PAG on data sharing and forecasting, using the Pima County Regional Affordable Housing Commission as the policy forum to promote

GOAL	#	STRATEGY	POTENTIAL ACTIONS
			<p>consistency in how population, employment, and housing data are applied to future housing needs assessments.</p> <ul style="list-style-type: none"> ● Lay the groundwork for a long-term partnership that supports ongoing regional collaboration and shared accountability at the intersection of transportation investments, housing and growth outcomes.
	1.4	Strengthen Local Capacity for Housing Policy and Implementation Across Jurisdictions	<ul style="list-style-type: none"> ● Share ordinances, zoning templates and program descriptions that jurisdictions can adapt to their local regulatory context and capacity constraints. ● Offer technical assistance workshops to support jurisdictions. Host discussions where planners and housing staff can regularly share challenges, best practices, and implementation lessons.
	1.5	Support Workers in Accessing Quality Jobs and Training in Construction and Trades	<ul style="list-style-type: none"> ● Continue to connect job seekers with Pima County One-Stop services such as career coaching, on-the-job work experiences, and supportive services. ● Coordinate with local builders, apprenticeship programs, and nonprofit workforce organizations to expand training and placement opportunities in construction and related trades. ● Facilitate the launch of a homebuilding job training program with for-profit and nonprofit builders, prioritizing training opportunities for low-income job seekers. ● Encourage the inclusion of internships and job training experiences to development agreements. ● Increase the pool of qualified job seekers, specifically in the building trades to meet regional demand. ● Enhance work-based learning opportunities, including subsidizing wages either through direct payment or employer reimbursement for grant eligible individuals.
	1.6	Continue to Enable a Greater Mix of Housing Types through Zoning and Land Use Reform*	<ul style="list-style-type: none"> ● Allow duplexes, triplexes, and townhomes by right in appropriate zones, and reduce minimum lot sizes and setback requirements to support small-lot and attached housing formats; review Tucson’s middle housing code changes to identify opportunities for unincorporated Pima County. ● Promote existing infill incentive overlay zones and adopt additional infill incentive overlay zones that incentivize both housing and non-housing development. ● Create zoning pathways and design standards for attainable fee-simple housing options such as cottage courts, courtyard homes, and townhomes that allow ownership of the land beneath the unit.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
			<ul style="list-style-type: none"> • Allow manufactured housing in more residential zones by adopting a code text amendment that updates siting standards, increases zoning flexibility, and aligns manufactured housing with other small-scale and attainable housing types. • Explore the use of Community Facilities Districts to increase the supply of affordable housing.
	1.7	Reduce Development Costs By Reviewing and Revising Development & Infrastructure Standards and Fees*	<ul style="list-style-type: none"> • Continue to review and adjust County-controlled fee requirements, including sewer connection fees, parks and recreation in-lieu-fees, and transportation impact fees, to better support infill, small-lot, attached, missing middle, and affordable housing. • Amend County code to create a transportation impact fee subsidy to encourage the development of affordable housing, similar to the City of Tucson’s. • Continue evaluating and updating wastewater, flood control, and stormwater design standards to allow more flexibility in infrastructure sizing, layout, and mitigation approaches where appropriate, helping reduce development costs without compromising system function. • Review subdivision and street design standards as part of scheduled updates to ensure smaller-scale residential projects are not subject to oversized or outdated infrastructure requirements that significantly increase per-unit costs. • Expand the use of streamlined and predictable permitting pathways, including pre-approved plans and standardized design options for ADUs and other small-scale housing types, to reduce design costs and approval timelines. • Strengthen coordination across Development Services, Regional Wastewater Reclamation, Regional Flood Control, Transportation and Parks and Recreation departments to ensure infrastructure standards and development regulations are aligned with County housing goals and evaluated regularly for cost and feasibility impacts.
	1.8	Leverage Publicly Owned Land to Advance Market Rate and Affordable Housing Development*	<ul style="list-style-type: none"> • Map and inventory surplus and underutilized public land every 3-5 years, including County, municipal, and school district holdings, to identify sites suitable for affordable or market rate housing. • Establish a County land inventory, prioritization and disposition administrative procedure for surplus land that identifies one or more strategic County priority uses for these properties including housing. • Consider housing needs and opportunities when undertaking County building and facility space planning.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
 <p data-bbox="138 883 468 980">2. Expand the supply of housing affordable to low-income households.</p>			<ul style="list-style-type: none"> • For affordable housing development, prioritize properties located in low-income housing tax credit priority mapped areas (Difficult to Develop Areas and Qualified Census Tracts that include City and County Community Revitalization Plan Areas). • For market rate and affordable housing, solicit housing proposals and enter into development agreements through transparent processes such as RFPs, public-private partnerships, long-term ground leases, or land donation, following the applicable State Statutes for the disposition of land according to the applicable scenario and end use. • Coordinate across jurisdictions and public entities to identify shared sites and joint-use opportunities, including coordination of zoning and infrastructure needs for each property. • Engage the Pima County Regional Affordable Housing Commission to align public land disposition decisions with regional funding decisions and County housing policy objectives.
	2.1	Increase Gap Funding for LIHTC-Supported Housing Development*	<ul style="list-style-type: none"> • Review and update the County’s Request for Proposals (RFP) application and scoring criteria for new development projects to ensure alignment with current housing goals, community priorities, and spatial equity objectives. • Provide County gap financing for LIHTC-supported rental housing development that serves households at or below 60% AMI and commit to a minimum 30-year affordability period. • Prioritize proposals that demonstrate financial readiness and strong leverage, including firm commitments from other funding sources, clear use of County funds for eligible costs (e.g., acquisition, site improvements, or construction), and the ability to proceed to construction within established County timelines. • Work with LIHTC developers, City/County Industrial Development Authorities, applicable State agencies, and the State legislature, to maximize the amount of Private Activity Bonds available for LIHTC housing development.
	2.2	Increase Gap Funding for Non-LIHTC Supported Housing Development*	<ul style="list-style-type: none"> • Review and update the County’s Request for Proposals (RFP) application and scoring criteria for new development projects to ensure alignment with current housing goals, community priorities, and spatial equity objectives. • Provide County gap funding for non-LIHTC affordable housing development serving households at or below 60% AMI, with long-term affordability commitments, to help close financing gaps and expand the supply of deeply affordable housing.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
	2.3	Increase Gap Funding for Affordable Homeownership Development Projects *	<ul style="list-style-type: none"> Review and update the County’s Request for Proposals (RFP) application and scoring criteria for new development projects to ensure alignment with current housing goals, community priorities, and spatial equity objectives Provide County gap funding for affordable ownership developments serving households at 60–80% AMI.
	2.4	Expand Affordable Homeownership Through Non-Traditional Housing Models	<ul style="list-style-type: none"> Review and update County codes and policies to ensure non-traditional ownership models such as community land trusts (CLTs) and limited-equity cooperatives are feasible under current land use, subdivision, and financing regulations. Develop model regulatory language and guidance that jurisdictions across Pima County can adopt to streamline approval of shared-equity or community land trust developments. Provide technical assistance and seed funding to help local partners acquire land, establish stewardship entities, and structure long-term affordability covenants or ground leases.
 <p>3. Promote access to opportunity by investing in affordable housing in low-poverty neighborhoods and community revitalization areas.</p>	3.1	Designate, Approve, and Invest in Community Revitalization Plan Areas	<ul style="list-style-type: none"> Approve a Community Revitalization Plan (Appendix x) for an initial set of 10 areas that have already been prioritized for revitalization by Pima County as they meet one or more of the following criteria: CDBG opportunity areas; Pima Prospers Neighborhood and Community Development Areas (which include CDBG opportunity areas plus additional urban infill/redevelopment areas); and/or Pima County Zoning Code Infill Overlay Zones. Channel housing, infrastructure, and other community development investments within these designated areas to support the economic mobility of existing residents and promote equitable long-term revitalization of these neighborhoods Continue to solicit neighborhood input and consider methods to reduce the possible displacement of existing residents. Develop criteria to designate additional Community Revitalization Plan areas, such as the emerging Silverbell/Mission Road reinvestment area identified in One Pima, informed by criteria used to designate existing CDBG opportunity areas and County land use plan and zoning code reinvestment areas.
	3.2	Improve Geographic Balance of Affordable Housing While Working Within LIHTC Constraints	<ul style="list-style-type: none"> Map areas of high poverty and concentrations of deeply affordable housing (e.g., units affordable at 0–60% AMI) to identify where poverty and deep affordability is already clustered to guide efforts to expand access to lower-poverty neighborhoods and support broader affordable housing distribution throughout Pima County.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
			<ul style="list-style-type: none"> • Identify locations where LIHTC-supported housing is feasible within lower poverty neighborhoods and communities, including annually reviewing HUD mapped areas designated as priorities for LIHTC housing financing (i.e. Difficult to Develop Areas), which currently include areas northwest and southeast of Tucson. • Identify opportunity areas and sites with underutilized land, strong access to transit or other transportation options, jobs, schools, and services, and potential to accommodate affordable and mixed-income infill housing. • Coordinate with municipalities, developers and other housing partners to advance site readiness, including zoning alignment, infrastructure planning, and pre-development analysis. • Use this spatial analysis to inform funding decisions. Embed scoring criteria or guidelines in regional gap-funding programs that balance these objectives, prioritizing families with children for the development of housing in low poverty areas, requiring housing developers to provide housing navigators to promote and assist families that choose to move from high poverty areas to low poverty areas, and consider the transportation needs of these families.
 <p>4. Promote housing stability and prevent displacement.</p>	4.1	<p>Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects*</p>	<ul style="list-style-type: none"> • Continue to provide gap financing for major rehabilitation, preservation, or adaptive reuse projects that maintain affordability or add new affordable units at 0-60% AMI. • Consider prioritizing projects in neighborhoods with elevated displacement risk such as the Oracle Road, Stone Avenue, and South Tucson corridors to support neighborhood stability and keep or create lower-cost rental options in the market. These neighborhoods are also identified as Tucson Community Revitalization Plan areas in Housing Affordability Strategy for Tucson (HAST), which are more competitive for LIHTC housing development financing. • Encourage acquisition and rehabilitation of small, older multifamily buildings that may be vulnerable to speculative investment.
	4.2	<p>Continue Providing Eviction Prevention and Tenant Legal Services*</p>	<ul style="list-style-type: none"> • Continue funding eviction prevention and tenant legal services for renter households at risk of eviction, including the County’s Emergency Eviction Legal Services program (ELLS). • Provide early intervention through navigation and referral, ensuring households are connected to appropriate housing, legal, and supportive resources based on need.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
			<ul style="list-style-type: none"> • Coordinate legal services with rental assistance and stabilization programs, delivering a comprehensive eviction diversion system while avoiding duplication of funding streams.
	4.3	Increase Emergency Rental and Utility Assistance*	<ul style="list-style-type: none"> • Continue and expand County programs providing short-term emergency rental and utility assistance to households experiencing temporary housing-related financial hardship. • Coordinate emergency assistance with eviction prevention and legal services, ensuring households receive the appropriate combination of financial support, navigation, and stabilization resources. • Monitor demand and adjust program capacity over time, using call volume and service data to align funding levels with community need.
	4.4	Support First-Time Homebuyer Assistance Program*	<ul style="list-style-type: none"> • Continue supporting down payment and closing cost assistance to income-qualified first-time homebuyers through HOME Consortium funded partnership. • Continue to support Tucson and Pima Industrial Development Authorities downpayment assistance and interest rate buydown programs, and encourage IDA use of alternative financing for these programs so they are less likely to use private activity bond capacity needed for LIHTC housing development financing. • Coordinate homebuyer assistance with affordable homeownership development programs, so assistance supports access to homes produced through County gap funding and partner-led development efforts. • Evaluate the need for a County operated homebuyer assistance program.
	4.5	Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies*	<ul style="list-style-type: none"> • Building off the 2025 Pima County Housing Study, develop a focused needs assessment for mobile home and manufactured home communities. • Develop strategies that address local opportunities within the constraints of existing state and federal law. • Identify strategies in this Housing Strategy and Funding plan that apply to mobile home and manufactured home communities, or that could be adjusted to meet the unique needs of these communities, including but not limited to strategies concerning utilities and utility fees, community ownership models, vacant and underutilized public land, community revitalization plan strategies, financing models for acquiring and/or improving these communities, and strategies to preventing displacement. • Provide grants for major repairs, whole-home rehabilitation, or replacement of owner-occupied manufactured homes that are unsafe or beyond minor repair.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
			<ul style="list-style-type: none"> • Coordinate PRICE grant funding with County Affordable Housing Fund resources to expand program reach. • Target assistance to low-income manufactured homeowners, including residents in rural areas and manufactured home parks where aging units pose health or safety risks.
	4.6	Expand Home Repair and Weatherization Programs for Low-Income Homeowners*	<ul style="list-style-type: none"> • Expand programming for low-income homeowners by providing funding for essential home repairs, weatherization, accessibility upgrades, and energy-efficiency improvements for income-qualified homeowners, including residents of manufactured homes. • Coordinate County, municipal, and contracted repair programs to maximize reach, manage costs, and address a range of repair needs and project scopes. • Target assistance to seniors, cost-burdened homeowners, and households living in older housing stock, prioritizing repairs that address health, safety, and energy efficiency.
	4.7	Provide Support to Increase Enrollment in Property Valuation and Tax Relief Programs, and Utility Fee Subsidy Programs*	<ul style="list-style-type: none"> • Expand outreach and education so eligible homeowners such as seniors, disabled veterans, and widows or widowers are aware of property valuation and tax relief programs and how to apply. • Expand outreach and education so that low-income customers are aware of water, wastewater, electric, gas and internet bill subsidy programs. • Develop baselines and targets to measure year over year changes in enrollment and evaluate the success of actions taken to increase enrollment. • Partner with the Assessor's Office to offer application assistance through community workshops, senior centers, and veteran service organizations to help homeowners complete forms and gather documentation. • Integrate a referral process within other County and municipal programs such as home repair, foreclosure prevention, and weatherization to identify potentially eligible homeowners and customers and connect them to the Assessor's Valuation Relief Division and utility subsidy programs. • Provide clear multilingual materials and online tools that explain eligibility criteria and deadlines to reduce application errors and improve approval rates.
	4.8	Support Community Ownership and Land Stewardship Models	<ul style="list-style-type: none"> • Partner with CLTs or cooperatives to acquire and preserve multifamily or manufactured housing communities. • Offer County seed funding or technical assistance to support the creation of new resident-led ownership entities.

GOAL	#	STRATEGY	POTENTIAL ACTIONS
	4.9	Develop a Countywide Inventory of Income-Restricted and Naturally Occurring Affordable Housing to Support Preservation	<ul style="list-style-type: none"> ● Compile and maintain a centralized database of income-restricted rental and ownership units, including project location, number of affordable units, funding sources, affordability levels, and restriction expiration dates, alongside key information on naturally occurring affordable housing properties. ● Use the inventory to identify properties at risk of affordability loss or suitable for proactive acquisition, and prioritize them for County or partner-led preservation and reinvestment strategies
	4.10	Increase Referrals for Childcare and Transportation Assistance to Reduce Household Costs*	<ul style="list-style-type: none"> ● Increase referrals for low-income families to access childcare assistance and transportation assistance since these are often the two largest household costs to families after housing and can free up income for housing related costs thereby improving housing stability. ● Coordinate with Pima County’s Early Education Program (PEEPs) and the State’s Childcare Resource and Referral System.
 <p>5. Bridge households experiencing homelessness into stable housing by expanding pathways to permanent homes and reducing reliance on emergency shelter.</p>	5.1	Staff a Homeless Prevention and Housing Resource HUB*	<ul style="list-style-type: none"> ● Co-locate services from County departments and nonprofit partners to streamline access, reduce system fragmentation, and allow residents to receive multiple supports in one place. The County already has an identified facility; the remaining need is dedicated staffing and partner coordination. ● Inventory and develop public facing information on County housing assistance programs.
	5.2	Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing*	<ul style="list-style-type: none"> ● Provide short- to medium-term rental assistance and housing-focused case management for households able to stabilize without long-term supportive housing. ● Coordinate with Continuum of Care partners to align eligibility, referrals, and placements across outreach, shelter, and housing programs. ● Adjust program scale and assistance duration as needed to respond to changes in shelter demand and bridge housing capacity.
	5.3	Continue Supporting Bridge Housing Programs*	<ul style="list-style-type: none"> ● Continue operating and investing in The Craycroft and The Wildcat as key regional bridge housing and stabilization resources by transitioning operating and capital funding to the Affordable Housing Fund. ● Formalize coordination between County and City partners and strengthen service integration and rehousing partnerships to reduce lengths of stay and ensure bridge housing remains a short-term pathway, not a long-term destination.

Housing Strategies

This chapter outlines the full set of strategies and actions that comprise the Strategy, expanding upon the Strategy Matrix. The goal of this chapter is to translate the findings of the Housing Study into a clear implementation roadmap. Each strategy is organized under one of the Strategy's five goals and includes a set of actionable steps the County and its partners can take over the next decade. These strategies reflect both ongoing County work and new opportunities to expand efforts to meet the region's housing needs.

The actions in this chapter vary in scale, scope, and impact. Many build on programs and initiatives the County and partners already operate, while others represent emerging areas of focus based on stakeholder input, the Prosperity Initiative, and the Housing Study's findings on housing need, stability, displacement risk, and spatial opportunity. No single action is expected to solve the region's housing challenges; rather, progress depends on coordinated and iterative efforts across multiple strategies and implementation partners.

Some of the strategies identified will require the formal support and approval of elected leaders to be fully realized. While County departments and partners may lead technical design and program development, implementation often hinges on the Board of Supervisors' direction, policy adoption, and funding authorization. Recognizing this, the strategies are structured to support informed decision-making by elected officials as they consider how best to align resources and policy tools with the region's housing priorities.

How This Chapter Is Organized

The chapter is organized by the five core goals of the Housing Strategy. Under each goal, individual strategies describe a specific area of work, followed by action cut sheets that summarize what implementation could look like. These cut sheets are intended as a helpful guide for decision-makers, staff, and partners involved in implementing these strategies.

What Each Action Cut Sheet Includes

Each action cut sheet presents a concise overview of the strategy and potential implementation activities associated with it. To support clarity and relative comparability across strategies, each sheet contains the following components:

- ◆ **Rationale:** Explains why the strategy is included, drawing on relevant insights from the Housing Study, regional best practices, displacement risk analysis, community and stakeholder engagement, and the Prosperity Initiative.
- ◆ **Description:** Provides a brief explanation of what the strategy entails, what it could accomplish, and how it supports the corresponding goal.
- ◆ **Potential Actions:** Lists high-level steps the County or partners could take to implement the strategy. These actions are intentionally concise and flexible so they can be adapted as programs evolve, resources change, or implementation opportunities emerge.

- ◆ **Lead Implementer Department and Supporting Partners:** Identifies which County Department or Departments would be best positioned to lead the strategy and which partners (jurisdictions, housing authorities, nonprofit developers, service providers, regional agencies, or state/federal programs) could support implementation.
- ◆ **Strategy Evaluation Categories:** Each strategy is assessed qualitatively across several dimensions to help decision-makers understand the potential impact, resource needs, and geographic footprint of the action (if relevant). These include:
 - **Income Band Served** – Indicates which household income levels may be served through implementation of the strategy (e.g., 0-30% or 60-80% AMI).
 - **Type of Housing** – Specifies whether the strategy supports rental, ownership, existing multifamily, new construction, or manufactured housing.
 - **Funding Plan Alignment** – Notes whether the strategy is currently included within the 10-year funding plan.
 - **Geographic Scale** – Describes the intended geographic focus of the strategy, such as countywide application, jurisdiction-specific implementation, or targeted investment areas.
 - **Timeline** – Provides a general implementation horizon (e.g., 1-2 years, 3-5 years, or 6-10 years), recognizing that timelines may adjust as conditions or funding availability change.
- ◆ **County Role:** Each strategy also reflects the specific role(s) Pima County plays in the region’s housing ecosystem, such as development regulator, regional funder, convener, policy leader, or provider of housing stability programs.

Using the Cut Sheets

The cut sheets serve as a practical reference for County departments, County elected officials, and community partners. They can be used to:

- ◆ guide funding, budget planning and annual work programs;
- ◆ support interdepartmental coordination and partnership development;
- ◆ Help other jurisdictions and nonprofits identify alignment opportunities;
- ◆ solicit additional non-county funding, including social investment and philanthropic opportunities to address unmet needs;
- ◆ track progress toward the five housing goals over time.

As the housing market evolves, these strategies and actions are expected to be revisited and refined. The cut sheets are not static but are intended to guide implementation decisions while remaining flexible enough to accommodate new data, funding opportunities, and collaborative approaches.



Goal 1. Expand the supply, diversity, and affordability of housing across Pima County, including both market-rate and income-restricted homes, to meet countywide housing needs over the next decade.

The Housing Needs Assessment estimated that the region needs 73,000 additional housing units between 2024 and 2036 (an average of 6,000 new units per year). Demographic changes including a growing aging population are increasing demand for different types of housing, and the cost of housing compared to incomes remains one of the most pressing challenges. Expanding the supply, diversity, and affordability of housing in Pima County requires coordinated action across communication, policy, workforce development, land use, and development processes. Goal 1 brings together a set of strategies that strengthen regional alignment, build capacity among jurisdictions, broaden housing types through zoning reform, expand pathways into construction careers, reduce development costs, and support new approaches to affordable homeownership. Together, these efforts lay the groundwork for meeting countywide housing needs over the next decade and creating a more responsive, efficient, and equitable housing system.

Strategies

1.1 Develop a Regional Housing Communication and Education Strategy

1.2 Leverage the Expertise of the Pima County Regional Affordable Housing Commission and Formalize Annual Responsibilities.

1.3 Establish a Data and Planning Coordination Partnership with PAG (the Regional MPO)

1.4 Strengthen Local Capacity for Housing Policy and Implementation Across Jurisdictions

1.5 Support Workers in Accessing Quality Jobs and Training in Construction and Trades

1.6 Continue to Enable a Greater Mix of Housing Types through Zoning and Land Use Reform

1.7 Reduce Development Costs By Reviewing and Revising Development & Infrastructure Standards & Fees

1.8 Leverage Publicly Owned Land to Advance Market Rate and Affordable Housing Development

➤ **1.1 Develop a Regional Housing Communication and Education Strategy**

Housing needs and challenges are regional, yet public understanding of these issues is often fragmented. A coordinated communication strategy can build a shared narrative about why housing diversity and affordability matter for quality of life, workforce retention, and the region’s economic competitiveness. It also strengthens support for policy changes and helps jurisdictions and partners communicate with a consistent voice.

Description

A unified, county-led approach to communicating about housing needs, opportunities, and solutions provides consistent, credible information grounded in shared data. Clear regional messaging can reach the public, elected officials, business leaders, and community partners with a common understanding of local housing challenges and opportunities.

Potential Actions

- ◆ Develop a communication campaign to strengthen alignment on housing policy across the region.
- ◆ Partner with cities, towns, tribes, chambers of commerce, employers, and housing organizations to amplify consistent messaging, including review of the City of Tucson’s campaign that is underway.
- ◆ Use data and findings from the housing needs assessment to create clear, visual, and locally relevant materials such as infographics, videos, and social media content that highlight the link between housing, affordability, and economic vitality.
- ◆ Create simple communication tools that can be provided to external funders, including social investors and philanthropists, clearly showing the unmet need, measurable targets, and successes.
- ◆ Use the Pima County Regional Affordable Housing Commission as a convening body to promote shared housing goals, track progress, and facilitate alignment on key policy topics.
- ◆ Regularly brief County lobbyists at the state and federal level on housing needs and opportunities.

Lead Implementer: Pima County

- ◆ Communications Office
- ◆ Community & Workforce Development
- ◆ Development Services
- ◆ Office of Housing Opportunities & Homeless Solutions

Supporting Partners

- ◆ Pima County Regional Affordable Housing Commission
- ◆ Cities, Towns & Tribes
- ◆ Major Employers and Business Associations

Income Band All	Type of Housing All	Funding Plan No	Geography Countywide	Timeline 1-2 years
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EXAMPLE RESOURCES

- » [The FrameWorks Institute](#) research-backed guidance on how to build public understanding and support for housing solutions.
- » [Colorado Health Foundation’s “The Good Neighbor” Strategic Communications](#) guide for advancing policies, informed by research and tested public narratives in Colorado.
- » [DRCOG’s “Why Housing Matters”](#) suite of communication tools, including a messaging playbook, a customizable handout, and slide templates, help local jurisdictions and partners talk about housing clearly, consistently, and persuasively. They provide adaptable language and visuals grounded in DRCOG’s Regional Housing Needs Assessment & Strategy’s findings so communities can frame the importance of housing in ways that resonate with diverse audiences across the Denver region.

➤ 1.2 Leverage the Expertise of the Pima County Regional Affordable Housing Commission and Formalize Annual Responsibilities

The Pima County Regional Affordable Housing Commission already serves as a key forum for dialogue, information sharing, and collective problem solving across jurisdictions and housing partners. Expanding its impact would strengthen regional alignment, deepen technical expertise, and support more coordinated policy and planning efforts across the County. A more empowered Commission can help guide implementation of the Housing Strategy and advance consistent, regionwide progress.

Description

This strategy strengthens the Commission’s role as a regional alignment and coordination body by expanding its presence across related policy and technical forums, improving communication of shared housing priorities, and guiding its work through a clear annual work plan. Through more active participation in regional committees and consistent messaging, the Commission can help integrate housing considerations into broader policy arenas and support greater alignment across jurisdictions and sectors.

Potential Actions

- ◆ Encourage Commission members to participate in regional forums, advisory groups, and technical committees focused on related disciplines such as building codes, infrastructure planning, transportation, and economic development to promote alignment on shared housing goals.
- ◆ Create simple communication tools or briefs that Commission members can use when engaging in other committees to communicate regional housing priorities in a clear and consistent way.

Develop a formal annual work plan that outlines policy priorities, coordination activities, and reporting responsibilities for the Commission, including the Commission’s annual budget recommendations process.

Lead Implementer: Pima County

- ◆ Regional Affordable Housing Commission
- ◆ Community & Workforce Development
- ◆ Development Services

Supporting Partners

- ◆ Cities & Towns

Income Band	Type of Housing	Funding Plan	Geography	Timeline
All	All	N/A	Countywide	1-2 years

➤ **1.3 Establish a Data and Planning Coordination Partnership with PAG (the Regional MPO)**

Population growth, housing demand, transportation, and infrastructure needs are closely linked. Stronger coordination between Pima County and the Pima Association of Governments (PAG) can help align planning assumptions, datasets, and forecasting methods across jurisdictions, which is increasingly important now that the state requires housing needs assessments. A shared data foundation can support a consistent regional growth framework for planning that guides infrastructure and housing investments more strategically.

Description

This strategy aims to build a partnership between the County and PAG with a long-term goal of aligning data sources, forecasting methods, and long-range planning assumptions. It also positions the Pima County Regional Affordable Housing Commission as a coordinating forum to reinforce consistent use of demographic and housing data across jurisdictions.

Potential Actions

- ◆ Review the Maricopa Association of Governments housing related data and communication tools.
- ◆ Initiate coordination with Pima Association of Governments (PAG) to align demographic and housing-related datasets, including population and employment forecasts, housing unit trends, and land use assumptions.
- ◆ Partner with PAG on data sharing and forecasting, using the Pima County Regional Affordable Housing Commission as the policy forum to promote consistency in how population, employment, and housing data are applied to future housing needs assessments.
- ◆ Lay the groundwork for a long-term partnership that supports ongoing regional collaboration and shared accountability at the intersection of transportation investments, housing and growth outcomes.

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Development Services

Supporting Partners

- ◆ Cities, Towns, & Tribes
- ◆ Arizona Department of Housing
- ◆ Pima Association of Governments

Income Band	Type of Housing	Funding Plan	Geography	Timeline
All	All	N/A	Countywide	3-5 years

EXAMPLE RESOURCES

- » Maricopa Association of Governments (MAG) produces regional population and employment projections, along with current population and housing estimates for cities, counties, and Native nations. The agency maintains socioeconomic and land use datasets, as well as transportation system information. MAG also offers information on employers and industries, as well as data on housing activity, development projects, commuting, and workforce patterns.
- » Association of Bay Area Governments (ABAG) produces region-wide planning tools to streamline local housing compliance and regulatory reporting. The agency maintains the [Housing Element Site Selection](#) (HESS) tool, a web-based platform that identifies suitable parcels and zoning capacity. ABAG also offers ready-to-use "Data Packets" for every jurisdiction, providing granular information on population trends, household income, and housing stock.

➤ **1.4 Strengthen Local Capacity for Housing Policy and Implementation Across Jurisdictions**

Not all jurisdictions in Pima County have the same level of staffing, resources, or expertise to plan for and implement housing policy. Jurisdictions are also often working to address similar challenges on different timelines. Strengthening local capacity and coordination across jurisdictions will improve regional consistency, reduce duplicated efforts, and expand the number of jurisdictions able to advance zoning reforms, funding strategies, and housing programs.

Description

Pima County can coordinate opportunities to share experiences with navigating zoning updates, developing housing programs, access funding sources, and applying best practices, building on the City of Tucson’s role as a regional leader in housing policy.

Potential Actions

- ◆ Share ordinances, zoning templates and program descriptions that jurisdictions can adapt to their local regulatory context and capacity constraints.
- ◆ Offer technical assistance workshops to support jurisdictions. Host discussions where planners and housing staff can regularly share challenges, best practices, and implementation lessons.

EXAMPLE RESOURCES

- » [The Colorado Affordable Housing Toolkit for Local Officials](#) provides local officials with actionable policy options, model ordinances, and implementation guidance for supporting affordable housing.
- » [Washington’s Department of Commerce’s Planning for Middle Housing Toolkit](#) support local governments in implementing middle housing by offering model ordinances, best-practice guidance, and a pro forma tool designed to assess the financial feasibility of diverse housing options.

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Development Services

Supporting Partners

- ◆ Cities & Towns
- ◆ Tribal Governments

Income Band All	Type of Housing All	Funding Plan No	Geography Countywide	Timeline 3-5 years
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➤ 1.5 Support Workers in Accessing Quality Jobs and Training in Construction and Trades

Pima County's long-term housing production goals depend on a strong, skilled construction workforce. Many residents in Pima County face barriers to accessing higher-wage careers in the trades, even though employer demand is high. Strengthening construction-focused workforce pathways creates economic mobility for residents while helping the region deliver the housing needed in the coming decade.

Description

This strategy leveraging the services offered by Pima County's Community & Workforce Development Department, such as the One-Stop system, and partnering with local builders. Through skills training, career coaching, hands-on experience, and targeted support, the County can increase the number of job-ready workers available for homebuilding and expand access to stable, well-paying careers. This strategy also uses the County's funding and regulatory roles to reinforce workforce development expectations within publicly supported actions.

Potential Actions

- ◆ Continue to connect job seekers with Pima County One-Stop services such as career coaching, on-the-job work experiences, and supportive services.
- ◆ Coordinate with local builders, apprenticeship programs, and nonprofit workforce organizations to expand training and placement opportunities in construction and related trades.
- ◆ Facilitate the launch of a homebuilding job training program with for-profit and nonprofit builders, prioritizing training opportunities for low-income job seekers.
- ◆ Encourage the inclusion of internships and job training experiences to development agreements.
- ◆ Increase the pool of qualified job seekers, specifically in the building trades to meet regional demand.
- ◆ Enhance work-based learning opportunities, including subsidizing wages either through direct payment or employer reimbursement for grant eligible individuals.

EXAMPLE RESOURCES

- » The [Regional Housing Partnership \(RHP\)](#), convened by the Mid-America Regional Council (MARC) and Greater Kansas City LISC, focuses on housing creation and preservation to strengthen the region's overall housing system. As part of this effort, the RHP's production capacity initiative works to expand the number and capability of developers, builders, and community partners who can deliver quality, affordable homes.

Lead Implementer: Pima County

Supporting Partners

- ◆ Community & Workforce Development
 - ◆ Pima Community College (PCC)
 - ◆ Southern Arizona Home Builders Association (SAHBA)
 - ◆ International Brotherhood of Electrical Workers (IBEW)
 - ◆ Pipe Trust
 - ◆ Arizona Building Trades and Construction Council

Income Band	Type of Housing	Funding Plan	Geography	Timeline
All	All	No	Countywide	1-2 years

1.6 Continue to Enable a Greater Mix of Housing Types through Zoning and Land Use Reform

The County’s long-term housing needs require a wider range of housing types than what current zoning and land use regulations typically allow. Updating land use regulations to support a broader mix of housing types in the unincorporated areas of Pima County can increase production, improve affordability, and promote more housing choice.

Description

The strategy focuses on continuing to update zoning and development standards to enable a more diverse set of small-scale and moderately dense housing options. These reforms can be particularly useful in unlocking more attainable ownership opportunities.

Potential Actions

- ◆ Allow duplexes, triplexes, and townhomes by right in appropriate zones, and reduce minimum lot sizes and setback requirements to support small-lot and attached housing formats; review Tucson’s middle housing code changes to identify opportunities for unincorporated Pima County.
- ◆ Promote existing infill incentive overlay zones and adopt additional infill incentive overlay zones that incentivize both housing and non-housing development.
- ◆ Create zoning pathways and design standards for attainable fee-simple housing options such as cottage courts, courtyard homes, and townhomes that allow ownership of the land beneath the unit.
- ◆ Allow manufactured housing in more residential zones by adopting a code text amendment that updates siting standards, increases zoning flexibility, and aligns manufactured housing with other small-scale and attainable housing types.
- ◆ Explore the use of Community Facilities Districts to increase the supply of affordable housing.

EXAMPLE RESOURCES

» [AARP’s Middle Housing Policy Guide](#) highlights best practices, model policies, and design approaches that help communities expand diverse housing types like duplexes, triplexes, and cottage courts.

Lead Implementer: Pima County

- ◆ Development Services

Supporting Partners

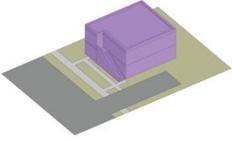
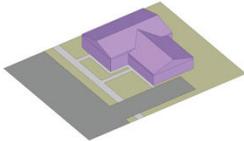
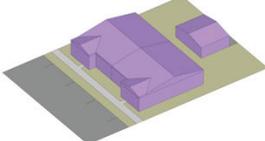
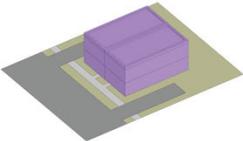
- ◆ Cities & Towns
- ◆ Home Builders & Developers
- ◆ Manufactured Housing Industry Reps

Income Band	Type of Housing	Funding Plan	Geography	Timeline
All	All	No	Unincorporated Pima County	Ongoing

Exhibit 9. Example of Middle Housing Infill, Duplex



COMMON CONFIGURATIONS

Stacked	Set-back	1-Story	2-Story
			

Source: MIG & PMM Architects, Pima County Housing Study

➤ **1.7 Reduce Development Costs By Reviewing and Revising Development & Infrastructure Standards & Fees**

High development costs continue to limit housing production in Pima County, particularly for infill, small-lot, and attached housing. In some cases, these costs stem from infrastructure standards, subdivision requirements, and fee structures that are not well calibrated to smaller-scale or context-sensitive development. Targeted adjustments to County-controlled requirements can reduce per-unit costs and improve project feasibility.

Description

This strategy focuses on advancing ongoing County efforts to review and update regulations, standards, and fee structures by coordinating across County departments and working with the development community to remove unnecessary cost drivers.

Potential Actions

- ◆ Continue to review and adjust County-controlled fee requirements, including sewer connection fees, parks and recreation in-lieu-fees, and transportation impact fees, to better support infill, small-lot, attached, missing middle, and affordable housing.
- ◆ Amend County code to create a transportation impact fee subsidy to encourage the development of affordable housing, similar to the City of Tucson’s.
- ◆ Continue evaluating and updating wastewater, flood control, and stormwater design standards to allow more flexibility in infrastructure sizing, layout, and mitigation approaches where appropriate, helping reduce development costs without compromising system function.
- ◆ Review subdivision and street design standards as part of scheduled updates to ensure smaller-scale residential projects are not subject to oversized or outdated infrastructure requirements that significantly increase per-unit costs.
- ◆ Expand the use of streamlined and predictable permitting pathways, including pre-approved plans and standardized design options for ADUs and other small-scale housing types, to reduce design costs and approval timelines.
- ◆ Strengthen coordination across Development Services, Regional Wastewater Reclamation, Regional Flood Control, Transportation and Parks and Recreation departments to ensure infrastructure standards and development regulations are aligned with County housing goals and evaluated regularly for cost and feasibility impacts.

Lead Implementer: Pima County

- ◆ Development Services
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Developers
- ◆ County Public Works Departments

Income Band	Type of Housing	Funding Plan	Geography	Timeline
All	Infill/Attached	No	Unincorporated Pima County	Ongoing

➤ 1.8 Leverage Publicly Owned Land to Advance Market Rate and Affordable Housing Development

Publicly owned land represents one of the County's most powerful non-financial tools for advancing affordable and mixed-income housing, particularly in high-opportunity, amenity-rich areas where land costs are a major barrier to development. A more coordinated, transparent, and policy-driven approach to public land disposition can unlock sites for housing while advancing equity, climate, and long-term affordability goals.

Description

This strategy establishes a County-led framework for proactively identifying, prioritizing, and deploying surplus or underutilized public land, including properties owned by the County, municipalities, and school districts, for both affordable and market-rate housing development. Building on past experience, it emphasizes a recurring land inventory process every 3 to 5 years, early coordination across public entities, and administrative procedures to prioritize properties for strategic community uses, including housing. County space planning for buildings and facilities will also consider housing opportunities where appropriate.

Potential Actions

- ◆ Map and inventory surplus and underutilized public land every 3-5 years, including County, municipal, and school district holdings, to identify sites suitable for affordable or market rate housing.
- ◆ Establish a County land inventory, prioritization and disposition administrative procedure for surplus land that identifies one or more strategic County priority uses for these properties including housing.
- ◆ Consider housing needs and opportunities when undertaking County building and facility space planning.
- ◆ For affordable housing development, prioritize properties located in low-income housing tax credit priority mapped areas (Difficult to Develop Areas and Qualified Census Tracts that include City and County Community Revitalization Plan Areas).
- ◆ For market rate and affordable housing, solicit housing proposals and enter into development agreements through transparent processes such as RFPs, public-private partnerships, long-term ground leases, or land donation, following the applicable State Statutes for the disposition of land according to the applicable scenario and end use.
- ◆ Coordinate across jurisdictions and public entities to identify shared sites and joint-use opportunities, including coordination of zoning and infrastructure needs for each property.
- ◆ Engage the Pima County Regional Affordable Housing Commission to align public land disposition decisions with regional funding decisions and County housing policy objectives.

Lead Implementer: Pima County

- ◆ Real Property Services
- ◆ Development Services
- ◆ Community & Workforce Development
- ◆ Project Design & Construction

Supporting Partners

- ◆ Cities & Towns
- ◆ School Districts
- ◆ Housing Authorities
- ◆ County Departments that Manage Land or Facilities
- ◆ Faith-Based Organizations

Income Band All	Type of Housing All	Funding Plan N/A	Geography Countywide	Timeline Ongoing
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KEY CONSIDERATIONS & EXAMPLE RESOURCES

- » Past efforts to use County land for affordable housing have highlighted several barriers, including limited parcel size, zoning constraints, and extensive pre-development needs. The presentation underscores the importance of pre-zoning where appropriate, identifying infrastructure needs in advance, and aligning site selection with LIHTC priority areas, Community Revitalization Areas, and displacement risk analyses to improve feasibility and equity outcomes.
- » The [Southern Nevada Strong Underutilized Lands Inventory](#) identifies and maps vacant and underutilized parcels across urbanized Clark County to inform how the region can grow to meet future housing, jobs, and community needs. The inventory highlights land that may be available for redevelopment, including infill housing and mixed-use sites, and supports planning decisions for sustainable growth.



Goal 2. Expand the supply of housing affordable to low-income households.

Expanding housing options that are affordable to low-income households requires targeted investment, supportive policies, and development environments that lower barriers to producing deeply affordable units. Goal 2 focuses on strengthening key tools that directly increase affordability, including expanding homeownership pathways, reducing development costs that disproportionately affect lower-cost projects, and filling financing gaps for LIHTC-supported developments. Together, these strategies reinforce the County’s commitment to increasing the availability of homes that serve residents with the greatest housing needs.

Strategies

2.1 Increase Gap Funding for LIHTC-Supported Housing Development

2.3 Increase Gap Funding for Affordable Homeownership Development Projects

2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development

2.4 Expand Affordable Homeownership through Non-Traditional Housing Models

➤ 2.1 Increase Gap Funding for LIHTC-Supported Housing Development

Low-Income Housing Tax Credit (LIHTC) projects remain one of the most effective tools for producing deeply affordable rental housing for households earning 0–60% of Area Median Income (AMI). However, rising construction costs, higher interest rates, and increased competition for federal and state resources have widened financing gaps. Expanded County gap funding is critical to meeting the region’s housing needs. The Housing Study estimates that Pima County needs 30,584 additional rental housing units over the next 10 years affordable to households earning 0–60% AMI to address underproduction and future demand.

Description

This strategy continues and scales the County’s role in providing local gap financing for LIHTC-supported rental developments to help close critical financing gaps, strengthen applications for competitive state and federal tax credits so high-priority projects can move from award to construction. The strategy assumes an increase in LIHTC-supported production to an average of 464 units per year, compared to roughly 400 units per year over the past three years, resulting in a 10-year target of 4,640 new affordable rental units.

Potential Actions

- ◆ Provide County gap financing for LIHTC-supported rental housing development that serves households at or below 60% AMI and commit to a minimum 30-year affordability period.
- ◆ Prioritize proposals that demonstrate financial readiness and strong leverage, including firm commitments from other funding sources, clear use of County funds for eligible costs (e.g., acquisition, site improvements, or construction), and the ability to proceed to construction within established County timelines.
- ◆ Work with LIHTC developers, City/County Industrial Development Authorities, applicable State agencies, and the State legislature, to maximize the amount of Private Activity Bonds available for LIHTC housing development

PROJECT ELIGIBILITY

» Projects must meet [Pima County GAP Funding eligibility requirements](#), including long-term affordability commitments, income targeting, and use of funds for eligible development or construction costs.

Lead Implementer: Pima County

- ◆ Regional Affordable Housing Commission
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Affordable Housing Developers
- ◆ Arizona Department of Housing

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-60% AMI	Rental	✓	Countywide	Ongoing

➤ 2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development

Not all affordable housing developments use Low-Income Housing Tax Credits, yet non-LIHTC projects play an important role in expanding housing options for low-income renters, particularly smaller-scale, locally driven developments or projects that cannot compete successfully for tax credits. Many of these projects face significant financing gaps that limit their feasibility without local support.

Description

This strategy targets 750 non-LIHTC affordable rental units over 10 years, assuming an average of 75 units per year supported through County gap funding, slightly above the recent three-year average of 66 units per year. This expands the County’s role in providing gap financing for non-LIHTC affordable rental that do not rely on tax credit financing, supporting a more diverse and resilient affordable housing pipeline. Eligible projects must meet County requirements related to income targeting, long-term affordability, and use of funds for eligible development costs.

Potential Actions

- ◆ Review and update the County’s Request for Proposals (RFP) application and scoring criteria for new development projects to ensure alignment with current housing goals, community priorities, and spatial equity objectives
- ◆ Provide County gap funding for non-LIHTC affordable housing development serving households at or below 60% AMI, with long-term affordability commitments, to help close financing gaps and expand the supply of deeply affordable housing.

PROJECT ELIGIBILITY

» Projects must meet [Pima County GAP Funding eligibility requirements](#), including long-term affordability commitments, income targeting, and use of funds for eligible development or construction costs.

Lead Implementer: Pima County

- ◆ Regional Affordable Housing Commission
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Affordable Housing Developers
- ◆ Community Development Financial Institution (CDFIs)
- ◆ Industrial Development Authorities

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-60% AMI	Rental	✓	Countywide	Ongoing

➤ **2.3 Increase Gap Funding for Affordable Homeownership Development Projects**

Expanding access to affordable homeownership is a critical strategy for promoting housing stability, wealth-building, and long-term community retention for moderate-income households. Many households earning between 60–80% AMI are priced out of the for-sale market yet may not qualify for subsidized rental housing. The Housing Study estimates that 1,685 additional ownership units affordable to households earning 60–80% AMI are needed over the next 10 years to address underproduction and future demand. This strategy targets 500 affordable ownership units over 10 years, assuming an average of 50 homes per year, an increase from current production of roughly 30 homes annually supported through County and HOME gap funding. Some ownership needs will also be addressed through down payment assistance programs (see Strategy 4.4).

Description

This strategy expands the County’s role in providing gap financing for affordable homeownership development projects serving households at 60–80% AMI. County funds help bridge affordability gaps by reducing development costs and maintaining lower sales prices attainable for more moderate-income buyers.

Potential Actions

- ◆ Review and update the County’s Request for Proposals (RFP) application and scoring criteria for new development projects to ensure alignment with current housing goals, community priorities, and spatial equity objectives.
- ◆ Provide County gap funding for affordable ownership developments serving households at 60–80% AMI.

PROJECT ELIGIBILITY

» Projects must meet [Pima County GAP Funding eligibility requirements](#), including long-term affordability commitments, income targeting, and use of funds for eligible development or construction costs.

Lead Implementer: Pima County

- ◆ Regional Affordable Housing Commission
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Affordable Homeownership Developers
- ◆ Community Development Financial Institution (CDFIs)

Income Band	Type of Housing	Funding Plan	Geography	Timeline
60-80% AMI	Ownership	✓	Countywide	Ongoing

➤ **2.4 Expand Affordable Homeownership Through Non-Traditional Housing Models**

Many low- and moderate-income households remain priced out of traditional homeownership. Non-traditional models such as community land trusts (CLTs) and limited-equity cooperatives preserve long-term affordability while expanding access to ownership. Supporting these models can help close racial and economic homeownership gaps and increase the supply of permanently affordable homes.

Description

Aligning the Pima County Code with these models will make it easier for community partners to develop shared-equity or CLT projects. Technical assistance and early-stage funding can also strengthen local stewardship entities and help preserve affordability for future generations.

Potential Actions

- ◆ Review and update County codes and policies to ensure non-traditional ownership models such as CLTs and limited-equity cooperatives are feasible under current land use, subdivision, and financing regulations.
- ◆ Develop model regulatory language and guidance that jurisdictions across Pima County can adopt to streamline approval of shared-equity or community land trust developments.
- ◆ Provide technical assistance and seed funding to help local partners acquire land, establish stewardship entities, and structure long-term affordability covenants or ground leases.

Lead Implementer: Pima County

- ◆ Development Services
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Local CLTs
- ◆ Community Development Financial Institution (CDFIs)
- ◆ City of Tucson
- ◆ Nonprofit Developers

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-120% AMI	Ownership; Multifamily/Middle Housing	No	Unincorporated Pima County	3-5 years

EXAMPLE RESOURCES

- » [Washington, DC's Limited Equity Cooperative Task Force](#) was established to identify barriers to the development and sustainability of limited-equity cooperatives and to recommend policy, regulatory, and financing reforms.
- » [Best Practice Toolkit for Increasing the Supply of Affordable Housing in Arizona](#), created by the Arizona Housing Coalition, includes a section on community land trusts that explains how CLTs work and outlines concrete steps municipalities can take to support or create them. It provides Arizona-specific examples and guidance to help local governments integrate CLTs into their broader affordable homeownership and preservation efforts.
- » [Pima County Community Land Trust \(PCCLT\)](#) was formed in 2010 in response to the foreclosure crisis. They acquire, develop, and preserve affordable homes and pairs them with ongoing counseling and support so families can achieve, sustain, and build wealth through stable homeownership.



Goal 3. Promote access to opportunity by investing in affordable housing in low-poverty neighborhoods and community revitalization areas.

Promoting access to opportunity and long-term community stability requires a dual approach: supporting revitalization in areas with high poverty and disinvestment, while also expanding affordable and mixed-income housing options in more affluent neighborhoods. Goal 3 includes strategies that establish Community Revitalization Areas (CRAs) as focal points for place-based investment, leverage spatial analysis to improve the geographic distribution of affordable housing, and identify opportunity areas that align with LIHTC feasibility and regional infrastructure priorities. These strategies aim to reduce the concentration of poverty, improve access to opportunity for low-income households, and guide coordinated investment in both historically marginalized communities and high-opportunity neighborhoods across Pima County.

Strategies

3.1 Designate Community Revitalization Areas

3.2 Improve Geographic Balance of Affordable Housing While Working Within LIHTC Constraints

➤ 3.1 Designate, Approve, and Invest in Community Revitalization Plan Areas

Low-income housing developers often apply to the State for Low-Income Housing Tax Credits (LIHTC) as a substantial source of funding. The federal Internal Revenue Code requires states to adopt Qualified Allocation Plans (QAPs), which prioritize projects located in HUD-designated Difficult to Develop Areas (DDAs) and Qualified Census Tracts (QCTs) where the development contributes to a Community Revitalization Plan (CRP).

A QCT is a census tract with high poverty and low-income levels. HUD discourages continued concentration of affordable housing in these areas without corresponding investments to revitalize neighborhoods and support resident opportunity. [The City of Tucson's HAST](#) Plan serves as its CRP for several targeted areas.

This strategy establishes the County's Community Revitalization Plan to guide revitalization efforts across ten designated geographic areas. These areas serve as place-based focal points for implementing the Strategy's housing goals, increasing competitiveness of applications tax credits, and aligning non-housing investments in infrastructure, amenities, and services.

The CRP also advances the Prosperity Initiative's goals by improving quality of life and opportunity in high-poverty neighborhoods through investments in both physical and social infrastructure. It aims to: (1) center the priorities of residents, (2) improve access to resources, (3) prevent displacement of vulnerable residents, (4) reduce exposure to violence, and (5) build community wealth. These areas also provide a geographic foundation for implementing the broader Prosperity Initiative, including its 13 policy areas and three cross-policy strategies related to health, education, jobs, and community safety.

Description

This strategy establishes a formal process for adopting a Community Revitalization Plan (CRP), including the initial designation of ten areas where the plan will apply. The CRP includes maps outlining the geographic boundaries of each area, along with specific goals, planned investments, and implementation actions tailored to each location. The CRP is designed to meet the requirements of:

- ◆ The Internal Revenue Code Section 42(m)(1)(B)(ii)(III) governing community revitalization plans that support LIHTC developments; and
- ◆ The Arizona Department of Housing (ADOH) QAP guidelines, which require that community revitalization areas demonstrate a broader governmental commitment beyond the LIHTC housing project itself.

Potential Actions

- ◆ Approve a Community Revitalization Plan (Appendix A) for an initial set of 10 areas that have already been prioritized for revitalization by Pima County as they meet one or more of the following criteria: CDBG opportunity areas; Pima Prospers Neighborhood

and Community Development Areas (which include CDBG opportunity areas plus additional urban infill/redevelopment areas); and/or Pima County Zoning Code Infill Overlay Zones.

- ◆ Channel housing, infrastructure, and other community development investments within these designated areas to support the economic mobility of existing residents and promote equitable long-term revitalization of these neighborhoods.
- ◆ Continue to solicit neighborhood input and consider methods to reduce the possible displacement of existing residents.
- ◆ Develop criteria to designate additional Community Revitalization Plan areas, such as the emerging Silverbell/Mission Road reinvestment area identified in One Pima, informed by criteria used to designate existing CDBG opportunity areas and County land use plan and zoning code reinvestment areas.

Lead Implementer: Pima County

- ◆ Development Services
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Community-Based Organizations
- ◆ Other County Departments that Provide Services and Build Infrastructure

Income Band All	Type of Housing N/A	Funding Plan N/A	Geography 10 Pima County areas & City of Tucson CRP Areas	Timeline Ongoing
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EXAMPLE RESOURCES

- » [Franklin County designates Community Reinvestment Areas \(CRAs\)](#) to encourage housing and business redevelopment through tax abatements.
- » [Cuyahoga County partners with Cleveland](#) and regional organizations on revitalization strategies, including downtown redevelopment.

➤ 3.2 Improve Geographic Balance of Affordable Housing While Working Within LIHTC Constraints

Affordable housing has historically been concentrated in high-poverty neighborhoods, a pattern that can limit access to opportunity and reinforce negative outcomes for residents. Research shows that children from low-income families who move from high-poverty neighborhoods to more affluent neighborhoods experience substantially higher lifetime earnings and college attendance rates and are less likely to drop out of high school or become single parents.³

Rental housing developments funded through the Low-Income Housing Tax Credit (LIHTC) program must meet strict scoring criteria related to transit access, proximity to services, and avoiding further concentration of poverty by developing in areas designated by the U.S. Department of Housing and Urban Development (HUD) as Community Revitalization Areas or Difficult to Develop Areas.⁴ In practice, however, these constraints can still result in continued concentrations of affordable housing in high-poverty neighborhoods. Balancing these dynamics requires a coordinated approach that broadens the geographic distribution of affordable housing while still working within LIHTC program constraints. This also includes working with non-LIHTC rental and homeownership developments that are not subject to LIHTC siting requirements.

This strategy also advances the following Prosperity Initiative policy: increasing the supply of housing by prioritizing practices and investments that result in diverse housing types across neighborhoods, ensuring that affordable housing options are available throughout Pima County, especially in low-poverty, high-opportunity areas.

Description

This strategy identifies locations where affordable and mixed-income housing should be expanded across Pima County outside of high poverty areas. This will require coordination with stakeholders that are not often involved in the development of affordable and mixed income housing, and likely additional incentives to overcome the higher cost of land and other development constraints. Considering the transportation and other service needs of future residents of these housing developments will be important. Coordination among jurisdictions will also be necessary to support early site selection, policy alignment, and data-driven decisions about where new housing can be supported.

³ Chetty, Raj, Nathaniel Hendren, and Lawrence F. Katz. The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment.

⁴ Difficult to Develop Areas are geographic areas designated annually by HUD where development costs are high relative to incomes. These areas are eligible for higher LIHTC allocations to help offset increased development costs and support project feasibility.

Potential Actions

- ◆ Map areas of high poverty and concentrations of deeply affordable housing (e.g., units affordable at 0–60% AMI) to identify where poverty and deep affordability is already clustered to guide efforts to expand access to lower-poverty neighborhoods and support broader affordable housing distribution throughout Pima County.
- ◆ Identify locations where LIHTC-supported housing is feasible within lower poverty neighborhoods and communities, including annually reviewing HUD mapped areas designated as priorities for LIHTC housing financing (i.e. Difficult to Develop Areas), which currently include areas northwest and southeast of Tucson.
- ◆ Identify opportunity areas and sites with underutilized land, strong access to transit or other transportation options, jobs, schools, and services, and potential to accommodate affordable and mixed-income infill housing.
- ◆ Coordinate with municipalities, developers and other housing partners to advance site readiness, including zoning alignment, infrastructure planning, and pre-development analysis.
- ◆ Use this spatial analysis to inform funding decisions. Embed scoring criteria or guidelines in regional gap-funding programs that balance these objectives, prioritizing families with children for the development of housing in low poverty areas, requiring housing developers to provide housing navigators to promote and assist families that choose to move from high poverty areas to low poverty areas, and consider the transportation needs of these families.

Lead Implementer: Pima County

- ◆ Development Services
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Housing Developers, Nonprofit and For-Profit
- ◆ Cities & Towns
- ◆ Regional Affordable Housing Commission

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	Rental & ownership	N/A	Countywide	1-2 years



Goal 4. Promote housing stability and prevent displacement

Promoting housing stability requires helping households remain safely housed, avoid housing loss, and maintain the condition and affordability of their homes over time. Goal 4 brings together strategies that prevent evictions and foreclosures through legal and financial assistance; stabilize existing affordable housing through preservation, rehabilitation, and adaptive reuse; and invest in home repair and weatherization for low-income homeowners, including manufactured housing residents. Additional strategies support first-time homeownership, strengthen community ownership and land stewardship models, improve coordination and outreach to households in need of assistance, and enhance the County's ability to track and preserve long-term affordability.

Strategies

4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects

4.3 Increase Emergency Rental and Utility Assistance

4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies

4.7 Provide Support to Increase Enrollment in Property Valuation and Tax Relief Programs, and Utility Fee Subsidy Programs

4.9 Develop a Countywide Inventory of Income-Restricted and Naturally Occurring Affordable Housing to Support Preservation

4.2 Continue Providing Eviction Prevention and Tenant Legal Services

4.4 Support First-Time Homebuyer Assistance Program

4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners

4.8 Support Community Ownership and Land Stewardship Models

➤ 4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects

Preserving and reinvesting in existing housing stock is one of the most cost-effective ways to maintain affordability and support housing stability for low-income renters. Major rehabilitation and adaptive reuse projects can extend the life of aging buildings, improve health and safety conditions, and, in some cases, add new affordable units, yet these projects often face financing gaps that limit feasibility without public support.

Description

This strategy targets the preservation or rehabilitation of 840 affordable rental units over 10 years, averaging 84 units annually through County gap funding. Recent County experience demonstrates the cost-effectiveness of this approach. Over the past three years, County gap funding supported four major projects: Amazon Flats, El Camino, Talavera, and Tucson House, delivering more than 500 affordable units. Excluding Tucson House due to its scale, County gap funding averaged approximately \$5,200 per unit for 503 units.

This strategy expands the County’s role in providing gap financing for major preservation, rehabilitation, and adaptive reuse projects that maintain long-term affordability and improve housing conditions for low-income renters. Eligible projects may preserve existing affordable units, add new income-restricted units, or do both, consistent with County affordability and program requirements.

Potential Actions

- ◆ Continue to provide gap financing for major rehabilitation, preservation, or adaptive reuse projects that maintain affordability or add new affordable units at 0-60% AMI.
- ◆ Consider prioritizing projects in neighborhoods with elevated displacement risk such as the Oracle Road, Stone Avenue, and South Tucson corridors to support neighborhood stability and keep or create lower-cost rental options in the market. These neighborhoods are also identified as Tucson Community Revitalization Plan areas in Housing Affordability Strategy for Tucson (HAST), which are more competitive for LIHTC housing development financing.
- ◆ Encourage acquisition and rehabilitation of small, older multifamily buildings that may be vulnerable to speculative investment.

Lead Implementer: Pima County

- ◆ Regional Affordable Housing Commission
- ◆ Community & Workforce Development

Supporting Partners

- ◆ Developers
- ◆ Preservation-Oriented Property Owners
- ◆ Cities, Towns, & Tribes

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-60% AMI	Rental	✓	Countywide	Ongoing

➤ 4.2 Continue Providing Eviction Prevention and Tenant Legal Services

Eviction prevention and tenant legal services are critical to helping renters remain stably housed and avoiding disruptive housing loss that can lead to homelessness. Preventing eviction also saves money—a 2022 estimate put the social cost of eviction in Pima County at over \$103 million. Legal representation, mediation, and early intervention help resolve housing disputes, prevent unnecessary evictions, and connect households to stabilizing resources when problems first arise. The need for eviction prevention services in Pima County is substantial, with estimates on average of 12,000 eviction filings per year.

Description

Over a 10-year period, this strategy is designed to serve approximately 108,000 households, or roughly 20,000 households annually, maintaining the County’s current level of service through the Eviction and Emergency Legal Services (EELS) program. The target reflects current call volumes to EELS extrapolated over 10 years. Every caller receives some level of assistance, ranging from full legal representation and mediation to navigation support and referral to other resources. The estimated average cost is approximately \$500 per household served, which includes the cost of legal services, eviction court judge, and administrative support. Rental assistance provided through EELS is not included in this strategy and is addressed separately under emergency rental and utility assistance. From a client standpoint, however, the services are integrated and seamless.

The strategy maintains County-supported eviction prevention and tenant legal services by transitioning ongoing program costs, currently approximately \$1 million per year, to the Affordable Housing Fund as federal relief funding sunsets. County support ensures continuity of services previously funded through a combination of General Fund and remaining federal ARPA dollars in FY26.

Potential Actions

- ◆ Continue funding eviction prevention and tenant legal services for renter households at risk of eviction, including the County’s Emergency Eviction Legal Services program (EELS).
- ◆ Provide early intervention through navigation and referral, ensuring households are connected to appropriate housing, legal, and supportive resources based on need.
- ◆ Coordinate legal services with rental assistance and stabilization programs, delivering a comprehensive eviction diversion system while avoiding duplication of services and funding streams.

Lead Implementer: Pima County

- ◆ Community & Workforce Development

Supporting Partners

- ◆ Tucson Pima Collaboration to End Homelessness

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	Rental	✓	Countywide	Ongoing

➤ 4.3 Increase Emergency Rental and Utility Assistance

Short-term emergency rental and utility assistance plays a critical role in preventing avoidable housing loss for households experiencing temporary financial hardship. By helping renters and homeowners cover housing-related costs during emergencies, these programs reduce the risk of eviction, foreclosure, and homelessness. Demand for emergency rental and utility assistance in Pima County is high. Estimates are informed by reports showing approximately 12,000 calls per month to Community & Workforce Development (CWD) seeking Community Action Agency (CAA) assistance.⁵

Description

This strategy targets assistance for approximately 90,000 households annually, or 720,000 households over 10 years. Targets are based on the County’s current service level of approximately 8,100 households per year, which includes rental assistance provided to participants referred through EELS, plus an additional 9,000 households per year supported through new investments from the \$250 million Affordable Housing Fund. The average cost assumption is \$1,000 per household served. Assistance is designed to complement eviction prevention and legal services, providing financial support when needed while avoiding duplication across programs.

Potential Actions

- ◆ Continue and expand County programs providing short-term emergency rental and utility assistance to households experiencing temporary housing-related financial hardship.
- ◆ Coordinate emergency assistance with eviction prevention and legal services, ensuring households receive the appropriate combination of financial support, navigation, and stabilization resources.
- ◆ Monitor demand and adjust program capacity over time, using call volume and service data to align funding levels with community need.

Lead Implementer: Pima County

- ◆ Community & Workforce Development

Supporting Partners

- ◆ Town of Marana
- ◆ Utilities
- ◆ Tucson Pima Collaboration to End Homelessness
- ◆ Nonprofit partners

Income Band 0-80% AMI	Type of Housing All	Funding Plan ✓	Geography Countywide	Timeline Ongoing
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⁵ The County estimates 50 percent of inquiries are duplicates and there is some degree of overlap with households served through eviction prevention and legal services.

➤ 4.4 Support First-Time Homebuyer Assistance Program

High upfront costs, particularly down payment and closing costs, and high mortgage interest rates, remain a primary barrier to homeownership for many moderate-income households. First-time homebuyer assistance helps income-qualified households access stable, long-term housing opportunities while supporting broader housing stability and wealth-building goals. The Housing Study estimates that 1,685 additional ownership homes affordable to households earning 60–80% AMI are needed over the next 10 years to address underproduction and future demand.

Description

This strategy assumes a portion of that need, approximately 11 homes per year, or 110 homes over 10 years, can be supported through continued County first-time homebuyer assistance via the Home Consortium funding partnership. The County will also continue to support the programs of the Tucson and Pima IDAs that assist homebuyers. The remaining ownership need is addressed through gap funding strategies that support the production of new affordable ownership units (see Strategy 2.3). Cost assumptions reflect an average County investment of approximately \$45,000 per household for down payment and closing cost assistance, consistent with recent program experience. Assistance is offered through grants or forgivable or low-interest loans to help bridge down payment and closing cost gaps. The program supports homebuyers purchasing newly built or existing homes and complements County investments in affordable homeownership development.

Potential Actions

- ◆ Continue supporting down payment and closing cost assistance to income-qualified first-time homebuyers through HOME Consortium funded partnership.
- ◆ Continue supporting Tucson and Pima Industrial Development Authorities downpayment assistance and interest rate buydown programs, and encourage IDA use of alternative financing for these programs so they are less likely to use private activity bond capacity needed for LIHTC housing development financing.
- ◆ Coordinate homebuyer assistance with affordable homeownership development programs, so assistance supports access to homes produced through County gap funding and partner-led development efforts.
- ◆ Evaluate the need for a County operated homebuyer assistance program.

Lead Implementer: Pima County

- ◆ Community & Workforce Development

Supporting Partners

- ◆ Pima & Tucson IDAs
- ◆ Participating Lenders & Mortgage Providers
- ◆ Nonprofit Homebuyer Education & Counseling Organizations

Band	Type of Housing	Funding Plan	Geography	Timeline
60-80% AMI	All	✓	Countywide	Ongoing

➤ 4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile/Manufactured Home Communities While Implementing Existing Strategies

Manufactured homes are a critical source of naturally occurring affordable housing across Pima County, particularly for low-income households, seniors, and residents in rural areas. Manufactured homes make up an estimated 8% of housing units across the County, and are as high as 25% of the housing units in Western Pima County are manufactured homes. Manufactured homes are also prevalent on the Tohono O’odham Nation. Many of these homes are aging and require substantial repairs, or full replacement, to remain safe, habitable, and affordable. Targeted investment in manufactured home repair and replacement helps stabilize households, preserve affordability, and prevent the loss of an important segment of the County’s housing stock. Mobile and manufactured home parks also have unique challenges that should be better understood to determine how the County and its partners can best address the needs of these communities.

Description

This strategy supports a more focused needs assessment for mobile home and manufactured home parks, as well as the rehabilitation, replacement, and stabilization of owner-occupied manufactured homes, with a focus on leveraging and coordinating federal PRICE grant resources and the County’s Affordable Housing Fund.

Potential Actions

- ◆ Building from the 2025 Pima County Housing Study, develop a focused needs assessment for mobile home and manufactured home communities. Develop strategies that address local opportunities within the constraints of existing state and federal law.
- ◆ Identify strategies in this Housing Strategy and Funding plan that apply to mobile home and manufactured home communities, or that could be adjusted to meet the unique needs of these communities, including but not limited to strategies concerning utilities and utility fees, community ownership models, vacant and underutilized public land, community revitalization plan strategies, financing models for acquiring and/or improving these communities, and strategies to preventing displacement.
- ◆ Provide grants for major repairs, whole-home rehabilitation, or replacement of owner-occupied manufactured homes that are unsafe or beyond minor repair.
- ◆ Coordinate PRICE grant funding with County Affordable Housing Fund resources to expand program reach.
- ◆ Target assistance to low-income manufactured homeowners, including residents in rural areas and manufactured home parks where aging units pose health or safety risks.

◆ **Lead Implementer:** Pima County
Community & Workforce Development

Supporting Partners
◆ City, town & Tribal partners

◆ Development Services

◆ City/County Housing Commission Task Force

Income Band 0-80% AMI	Type of Housing All	Funding Plan ✓	Geography Countywide	Timeline Ongoing
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EXAMPLE RESOURCES

- » [Washington State Department of Commerce’s Manufactured/Mobile Home Community Preservation](#) resources, including the Registry of Eligible Organizations and Closure List, help operationalize the state’s Notice of Opportunity to Compete to Purchase law. These tools provide an alert system for residents and nonprofits when parks are for sale, creating a critical window for preservation purchases that prevent displacement and maintain affordable housing stock.
- » Vermont Department of Housing & Community Development utilizes its mandatory Mobile Home Park Registry to verify eligibility for critical preservation funding. This inventory system allows the state to direct [Mobile Home Improvement and Repair \(MHIR\) and Healthy Homes](#) grants specifically to registered parks, financing essential infrastructure upgrades, such as wastewater systems and foundations, that prevent park closures and preserve affordability.
- » Metropolitan Council’s [Manufactured Home Park Preservation Project](#) leverages a regional inventory to identify infrastructure liabilities threatening park viability. The Council uses this data to target Sewer Availability Charge (SAC) grants, which fund critical wastewater connections for private parks in exchange for owner commitments to maintain the property as affordable manufactured housing and limit rent increases.

➤ 4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners

Home repair and weatherization assistance helps low-income homeowners remain safely housed, reduces utility costs, and prevents small maintenance issues from escalating into serious health or safety hazards. These programs are especially important for seniors, manufactured home residents, and cost-burdened households living in older homes.

Pima County has a large inventory of older housing. Approximately 190,000 homes were built before 1980, and it is estimated that 25 percent of those homes are occupied by households with incomes that would qualify for home repair assistance. Accounting for normal turnover and reinvestment by new buyers, this results in a need to repair roughly 15 percent of pre-1980 homes, or approximately 28,500 homes countywide.

Description

This strategy targets assistance for 2,750 households annually, delivered through a combination of County, City of Tucson, and Town of Marana home repair programs. The County’s internal home repair program averages approximately \$16,000 per home, representing about 70 percent of current expenditures, while externally contracted programs address smaller repair scopes at lower per-unit costs. Jurisdictional caps vary, with Marana providing up to \$20,000 per home and the City of Tucson up to \$26,500 per home. Eligible projects include site-built and manufactured homes. Additional investment of approximately \$2 million per year from the County’s Affordable Housing Fund would allow the County to serve an estimated 125 additional households annually, assuming an average cost of \$16,000 per household.

Potential Actions

- ◆ Expand programming for low-income homeowners by providing funding for essential home repairs, weatherization, accessibility upgrades, and energy-efficiency improvements for income-qualified homeowners, including residents of manufactured homes.
- ◆ Coordinate County, municipal, and contracted repair programs to maximize reach, manage costs, and address a range of repair needs and project scopes.
- ◆ Target assistance to seniors, cost-burdened homeowners, and households living in older housing stock, prioritizing repairs that address health, safety, and energy efficiency.

Lead Implementer: Pima County

- ◆ Community & Workforce Development

Supporting Partners

- ◆ Tucson & Marana
- ◆ Manufactured Resident Associations

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	All	✓	Countywide	Ongoing

➤ **4.7 Provide Support to Increase Enrollment in Property Valuation and Tax Relief Programs, and Utility Fee Subsidy Programs**

Property valuation, tax and utility relief programs are an important for helping income-eligible homeowners remain stably housed. Seniors, disabled veterans, widows and widowers, and other low-income homeowners may qualify for reductions, freezes, or deferrals that lower annual property tax and fee obligations, yet many eligible households are unaware of these programs or face barriers navigating the process.

Description

This strategy focuses on increasing awareness of, and enrollment in, existing property relief programs, as well as utility subsidy programs that reduce housing-related costs for low-income households.

Potential Actions

- ◆ Expand outreach and education to ensure eligible households, including seniors, disabled veterans, widows or widowers, fixed-income and other low-income residents, are aware of and able to access property valuation and tax relief programs, as well as utility service subsidy programs for water, wastewater, electric, gas, and internet services, with clear guidance on eligibility and how to apply.
- ◆ Develop baselines and targets to measure year over year changes in enrollment and evaluate the success of actions taken to increase enrollment.
- ◆ Partner with the Assessor's Office to offer application assistance through community workshops, senior centers, and veteran service organizations to help homeowners complete forms and gather documentation.
- ◆ Integrate a referral process within other County and municipal programs such as home repair, foreclosure prevention, and weatherization to identify potentially eligible homeowners and customers and connect them to the Assessor's Valuation Relief Division and utility subsidy programs.
- ◆ Provide clear multilingual materials and online tools that explain eligibility criteria and deadlines to reduce application errors and improve approval rates

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Pima County Assessor's Office
- ◆ Regional Wastewater Reclamation Department
- ◆ Office of Digital Inclusion

Supporting Partners

- ◆ Tucson Water & Other Utilities
- ◆ Nonprofits & Housing Authorities
- ◆ Veteran & Senior Organizations

Income Band N/A	Type of Housing N/A	Funding Plan N/A	Geography Countywide	Timeline Ongoing
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➤ 4.8 Support Community Ownership and Land Stewardship Models

Community ownership models such as community land trusts (CLTs) and resident-led cooperatives help preserve long-term affordability, prevent displacement, and keep housing under community control. These approaches can stabilize manufactured housing communities, protect multifamily properties at risk of speculative acquisition, and build wealth for residents who have limited access to traditional homeownership pathways.

Description

This strategy focuses on strengthening local capacity for community-based ownership and land stewardship by supporting CLTs, cooperatives, and other resident-led entities. County involvement may include early-stage funding, technical assistance, and partnerships that help organizations acquire land or existing housing and maintain affordability over time.

Potential Actions

- ◆ Partner with CLTs or cooperatives to acquire and preserve multifamily or manufactured housing communities.
- ◆ Offer County seed funding or technical assistance to support the creation of new resident-led ownership entities.

EXAMPLE RESOURCES

- » [CASA of Oregon’s Manufactured Housing Cooperative Development Center](#) works with residents of manufactured home communities to purchase their parks and convert them into resident-owned cooperatives (ROCs), providing technical assistance and access to financing so residents can collectively own and govern their land.
- » [The Grounded Solutions Network](#) provides technical assistance, training, and policy resources to local governments and nonprofit partners nationwide seeking to launch or grow CLTs and other affordable housing strategies.

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Regional Affordable Housing Commission

Supporting Partners

- ◆ City of Tucson
- ◆ Nonprofits
- ◆ Faith-Based Organizations
- ◆ CDFIs
- ◆ Manufactured Housing Associations

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-120% AMI	Ownership	No	Countywide	6-10 years

➤ **4.9 Develop a Countywide Inventory of Income-Restricted and Naturally Occurring Affordable Housing to Support Preservation**

Many income-restricted units face expiring affordability periods that could lead to rent increases or loss of affordable options for existing residents. In addition, some naturally occurring affordable housing may be vulnerable to acquisition or reinvestment pressures that could result in higher rents if not proactively preserved. A centralized, consistently updated inventory allows the County to monitor these risks, identify at-risk properties, and target preservation efforts where they are most needed.

Description

This strategy creates a comprehensive database of income-restricted rental and ownership units, as well as naturally occurring affordable housing properties that may be suitable for preservation or acquisition, across Pima County. Information on location, affordability levels, funding sources, and, where applicable, affordability expiration timelines help the County and its partners anticipate preservation opportunities and prioritize investments that maintain long-term affordability.

Potential Actions

EXAMPLE RESOURCES

» [California’s expiring rental restrictions map tracks properties at risk of converting to market-rate; governed by Affordable Housing Preservation Laws since 1987.](#)

- ◆ Compile and maintain a centralized database of income-restricted rental and ownership units, including project location, number of affordable units, funding sources, affordability levels, and restriction expiration dates, alongside key information on naturally occurring affordable housing properties.
- ◆ Use the inventory to identify properties at risk of affordability loss or suitable for proactive acquisition, and prioritize them for County or partner-led preservation and reinvestment strategies.

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Pima County Assessor

Supporting Partners

- ◆ Cities & Towns
- ◆ Nonprofits
- ◆ Developers
- ◆ Housing Authorities

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	Rental	No	Countywide	3-5 years

➤ **4.10 Increase Referrals for Childcare and Transportation Assistance to Reduce Household Costs**

For many low-income families, housing is only one part of a broader set of essential household costs. After housing, childcare and transportation are often the largest expenses and can significantly strain a family's budget. Reducing these costs through targeted referrals to existing assistance programs can free up income, reduce financial stress, and improve a household's ability to maintain stable housing over time. This strategy complements direct housing interventions by addressing root cost burdens that impact housing stability.

Description

This strategy seeks to improve housing stability for low-income households by increasing referrals to childcare and transportation assistance programs. Rather than creating new subsidy programs, it focuses on enhancing coordination between County housing services and existing resources like Pima County's Early Education Program (PEEPs) and the State's Childcare Resource and Referral System. Embedding referral practices within housing assistance, home repair, eviction prevention, and case management efforts can help ensure that families facing housing instability are also connected to other cost-saving resources.

Potential Actions

- ◆ Increase referrals for low-income families to access childcare assistance and transportation assistance since these are often the two largest household costs to families after housing and can free up income for housing related costs thereby improving housing stability.
- ◆ Coordinate with Pima County's Early Education Program (PEEPs) and the State's Childcare Resource and Referral System.

Lead Implementer: Pima County

- ◆ Community & Workforce Development

Supporting Partners

- ◆ Pima County Early Education Program (PEEPs)
- ◆ State Childcare Resource & Referral System
- ◆ Case Managers & Housing Navigators Across County & Partner Programs

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	N/A	No	Countywide	Ongoing



Goal 5: Bridge households experiencing homelessness into stable housing by expanding pathways to permanent homes and reducing reliance on emergency shelter.

Bridging households experiencing homelessness into stable housing requires coordinated systems that help people move quickly from crisis to permanent homes. Goal 5 brings together strategies that strengthen housing navigation and coordination, expand rapid rehousing to reduce reliance on emergency shelter, and continue supporting transitional and stabilization programs that serve households with higher needs. Together, these actions focus on shortening the length of time households experience homelessness, improving pathways to permanent housing, and creating a more efficient and responsive homelessness response system across Pima County.

Strategies

5.1 Staff a Homeless Prevention and Housing Resource HUB

5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing

5.3 Continue Supporting Transitional and Stabilization Programs

➤ 5.1 Staff a Homeless Prevention and Housing Resource Hub

People experiencing housing instability often face fragmented service systems that are difficult to navigate. A centralized resource hub can connect residents to housing, shelter, behavioral health, employment, and public benefit resources in one location, reducing barriers to assistance and improving long-term outcomes. The hub also becomes a consistent source of systemwide data on service demand, referral patterns, and intervention effectiveness.

Description

Establishing the Homeless Prevention and Housing Resource Hub requires dedicated staffing and strong coordination among County departments and nonprofit partners to activate the already-identified facility.

Potential Actions

- ◆ Co-locate services from County departments and nonprofit partners to streamline access, reduce system fragmentation, and allow residents to receive multiple supports in one place. The County already has an identified facility; the remaining need is dedicated staffing and partner coordination.
- ◆ Inventory and develop public facing information on County housing assistance programs.

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Office of Housing Opportunities & Homeless Solutions

Supporting Partners

- ◆ Tucson Pima Collaboration to End Homelessness
- ◆ Housing, Health, & Service Providers

Income Band 0-60% AMI	Type of Housing All	Funding Plan ✓	Geography Countywide	Timeline 1-2 years
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EXAMPLE RESOURCES

- » The [Sunrise Hotline](#), part of the Sunrise Navigation Center in Austin, Texas, is a low-barrier call and text center that connects people experiencing homelessness to housing navigation and interventions, particularly those unable to access in-person services.
- » The [LAHSA Housing Navigation Programs](#) connect people experiencing homelessness with tailored housing search support, case management, and placement services, helping them identify and secure permanent housing more quickly. These programs combine intensive navigation services with referrals to rental assistance and move-in resources to reduce shelter stays and improve housing outcomes.

➤ 5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing

Rapid rehousing helps households experiencing homelessness quickly exit shelter or unsheltered situations by pairing short-term rental assistance with housing-focused case management. Expanding these programs frees up limited shelter capacity, reduces the length of time households remain homeless, and improves pathways to permanent housing.

Across Pima County, the total need for housing interventions to address homelessness is estimated at approximately 8,000 households. Roughly half of this need is expected to be addressed through bridge housing programs (see Strategy 5.3). Rapid rehousing is intended to serve the remaining households who can move directly into permanent housing with time-limited assistance and support.

Description

This strategy targets 3,650 households annually through rapid rehousing, at an average cost of approximately \$17,900 per household. This represents an increase of 54 households per year above current service levels and reflects the role of rapid rehousing as a primary exit pathway from homelessness for households not requiring long-term supportive housing. This strategy expands the County’s existing rapid rehousing resources by increasing access to short- to medium-term rental assistance.

Potential Actions

- ◆ Provide short- to medium-term rental assistance and housing-focused case management for households able to stabilize without long-term supportive housing.
- ◆ Coordinate with Continuum of Care partners to align eligibility, referrals, and placements across outreach, shelter, and housing programs.
- ◆ Adjust program scale and assistance duration as needed to respond to changes in shelter demand and bridge housing capacity.

Lead Implementer: Pima County

- ◆ Community & Workforce Development
- ◆ Office of Housing Opportunities & Homeless Solutions

Supporting Partners

- ◆ Tucson Pima Collaboration to End Homelessness
- ◆ Housing Authorities
- ◆ Case Management Providers
- ◆ Private Landlords & Property Managers

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	All	✓	Countywide	Ongoing

➤ 5.3 Continue Supporting Bridge Housing Programs

Bridge housing programs provide short-term, service-enriched housing that helps households experiencing homelessness stabilize and transition into permanent housing. These programs play a critical role in the homelessness response system by serving households who need more support than rapid rehousing alone but do not require long-term permanent supportive housing.

Across Pima County, the total need for housing interventions to address homelessness is estimated at approximately 8,000 households. Roughly half of this need is addressed through a combination of bridge housing programs and rapid rehousing assistance (see Strategy 5.2), with bridge housing serving households that require interim stabilization before moving into permanent housing.

Description

This strategy maintains the current level of service provided by two key regional bridge housing facilities. The Craycroft is projected to serve approximately 2,000 households over 10 years, maintaining existing capacity, and the Wildcat is projected to serve approximately 1,620 households over nine years, also maintaining current service levels.

The average cost across both facilities is estimated at approximately \$6,934 per household served. Moving ongoing operating and capital costs to the \$250 million Affordable Housing Fund allows these programs to continue without service disruptions as state and city funding sources sunset. While The Craycroft and The Wildcat currently coordinate informally, both facilities now serve similar populations, primarily families, and there is an opportunity to strengthen and formalize coordination between the County and the City of Tucson.

Potential Actions

- ◆ Continue operating and investing in The Craycroft and The Wildcat as key regional bridge housing and stabilization resources by transitioning operating and capital funding to the Affordable Housing Fund.
- ◆ Formalize coordination between County and City partners and strengthen service integration and rehousing partnerships to reduce lengths of stay and ensure bridge housing remains a short-term pathway, not a long-term destination.

Lead Implementer: Pima County

- ◆ Community & Workforce Development

Supporting Partners

- ◆ City of Tucson
- ◆ Tucson Pima Collaboration to End Homelessness

Income Band	Type of Housing	Funding Plan	Geography	Timeline
0-80% AMI	All	✓	Countywide	Ongoing

5. Implementation Roadmap

This chapter provides a high-level implementation roadmap for the Pima County Regional Housing Strategy and Funding Plan. While the strategy cut sheets describe each action in detail, this chapter summarizes when key strategies are expected to be initiated, who leads implementation, and which partners play supporting roles.

The implementation timeline is designed to help County leadership, staff, and regional partners understand how strategies are sequenced over the next decade. Timelines reflect differences in readiness, complexity, funding availability, and coordination requirements. Some strategies build on existing County programs and can move forward quickly, while others require additional planning, partnership development, or policy changes before full implementation.

The implementation table uses color coding to visually distinguish implementation horizons:

- ◆ **Green** indicates strategies that are ongoing or can be initiated immediately.
- ◆ **Blue** indicates near-term strategies expected to begin within 1–2 years.
- ◆ **Yellow** indicates strategies expected to be implemented in the mid-term (3–5 years).
- ◆ **Orange** indicates longer-term strategies (6–10 years) that require sustained coordination, planning, or system development.

These timelines are indicative rather than prescriptive. Many strategies will continue beyond their initial implementation window, and several will operate concurrently across multiple phases.

Role of the Implementation Timeline

The implementation timeline is intended to support:

- ◆ annual work planning and budgeting;
- ◆ coordination across County departments and external partners;
- ◆ tracking progress toward housing goals over time; and
- ◆ setting expectations about pacing and sequencing.

Detailed implementation steps, funding assumptions (if applicable), and evaluation considerations are provided in the strategy cut sheets and the Funding Plan.

Exhibit 10. Implementation Timeline Summary

STRATEGY	RECOMMENDED TIMELINE	LEAD IMPLEMENTER	KEY SUPPORTING PARTNER
1.1 Develop a Regional Housing Communication and Education Strategy	1–2 years	Pima County (CWD, DS, Communications, Housing Opportunities & Homeless Solutions)	AHC; Cities, Towns & Tribes; Major Employers and Business Associations
1.2 Leverage the Expertise of the Pima County Regional Affordable Housing Commission and formalize annual responsibilities	1–2 years	Pima County (AHC, CWD, DS)	Cities & Towns
1.3 Establish a Data and Planning Coordination Partnership with PAG (the Regional MPO)	3–5 years	Pima County (CWD, DS)	PAG; Cities, Towns & Tribes; Arizona Department of Housing
1.4 Strengthen Local Capacity for Housing Policy and Implementation Across Jurisdictions	3–5 years	Pima County (CWD, DS)	Cities, Towns, Tribal Governments
1.5 Support Workers in Accessing Quality Jobs and Training in Construction and Trades	1-2 years	Pima County (CWD)	Pima Community College (PCC); Southern Arizona Home Builders Association (SAHBA); International Brotherhood of Electrical Workers (IBEW); Pipe Trust; Arizona Building Trades and Construction Council
1.6 Continue to Enable a Greater Mix of Housing Types Through Zoning and Land Use Reform	Ongoing	Pima County (DS)	Cities & Towns; Home Builders & Developers; Manufactured Housing Industry Reps
1.7 Reduce Development Costs By Reviewing and Revising Development & infrastructure Standards & Fees	Ongoing	Pima County (DWD, DS)	Developers; County Public Works
1.8 Leverage Publicly Owned Land to Advance Market Rate and Affordable Housing Development	Ongoing	Pima County (DS, Real Property Services, CWD, Project Design & Construction)	Cities & Towns; School Districts; Housing authorities; County Departments that Manage Land or Facilities; Faith-Based Organizations
2.1 Increase Gap Funding for LIHTC-Supported Housing Development	Ongoing	Pima County (AHC, CWD)	Developers; Arizona Department of Housing

STRATEGY	RECOMMENDED TIMELINE	LEAD IMPLEMENTER	KEY SUPPORTING PARTNER
2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development	Ongoing	Pima County (AHC, CWD)	Affordable Housing Developers; CDFIs; Industrial Development Authorities
2.3 Increase Gap Funding for Affordable Homeownership Development Projects	Ongoing	Pima County (AHC, CWD)	Affordable Housing Developers; CDFIs
2.4 Expand Affordable Homeownership Through Non-Traditional Housing Models	3-5 years	Pima County (CWD, DS)	CLTs; CDFIs; Tucson; Nonprofit Developers
3.1 Designate, Approve, and Invest in Community Revitalization Plan Areas	Ongoing	Pima County (CWD, DS)	Community-Based Organizations; Other County Departments Related to Infrastructure & Services
3.2 Improve Geographic Balance of Affordable Housing While Working Within LIHTC Constraints	1–2 years	Pima County (CWD, DS)	Developers; Cities & Towns; AHC
4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects	Ongoing	Pima County (AHC, CWD)	Developers; Property Owners; Cities, Towns, and Tribes
4.2 Continue Providing Eviction Prevention and Tenant Legal Services	Ongoing	Pima County (CWD)	TPCH
4.3 Increase Emergency Rental and Utility Assistance	Ongoing	Pima County (CWD)	Utilities; TPCH; Nonprofit Partners
4.4 Support First-Time Homebuyer Assistance Program	Ongoing	Pima County (CWD)	Pima and Tucson IDAs; Participating Lenders & Mortgage Providers; Nonprofit Homebuyer Education & Counseling Organizations
4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies	Ongoing	Pima County (CWD, DS)	Cities, Towns & Tribal Partners; City/County Housing Commission Task Force
4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners	Ongoing	Pima County (CWD)	Tucson; Marana; Manufactured Resident Associations

STRATEGY	RECOMMENDED TIMELINE	LEAD IMPLEMENTER	KEY SUPPORTING PARTNER
4.7 Provide Support to Increase Enrollment in Property Valuation and Tax Relief Programs, and Utility Fee Subsidy Programs	Ongoing	Pima County (CWD); Pima County Assessor’s Office; Regional Wastewater Reclamation Department; Office of Digital Inclusion	Tucson Water & other utilities; Nonprofits; Housing Authorities; Veteran & Senior Organizations
4.8 Support Community Ownership and Land Stewardship Models	6–10 years	Pima County (CWD, AHC)	Tucson; Nonprofits; Faith-Based Organizations; CDFIs; Manufactured Housing Associations
4.9 Develop a Countywide Inventory of Income-Restricted and Naturally Occurring Affordable Housing to Support Preservation	3-5 years	Pima County (CWD) Assessor’s Office	Cities & Towns; Nonprofits; Developers; Housing Authorities
4.10 Increase Referrals for Childcare and Transportation Assistance to Reduce Household Costs	Ongoing	Pima County (CWD)	Cities & Towns; PEEPs; State Childcare Resource & Referral System; Case Managers & Housing Navigators
5.1 Staff a Homeless Prevention and Housing Resource HUB	1-2 years	Pima County (CWD); Office of Housing Opportunities & Homeless Solutions	TPCH; Service Providers
5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing	Ongoing	Pima County (CWD); Office of Housing Opportunities & Homeless Solutions	TPCH; Housing Authorities; Case Management Providers; Private Landlords & Property Managers
5.3 Continue Supporting Bridge Housing Programs	Ongoing	Pima County (CWD)	City of Tucson; TPCH

6. Metrics, Reporting & Updates

This chapter describes how Pima County will track progress toward the Housing Strategy’s goals, report outcomes to the public and decision-makers, and periodically update both the Housing Strategy and Funding Plan.

The metrics identified in this chapter are intended to support staff in developing data-informed recommendations for the Regional Affordable Housing Commission and the Pima County Board of Supervisors, as well as regional partners, by:

- ◆ tracking progress toward the five housing goals;
- ◆ aligning housing outcomes with the Prosperity Initiative and other County priorities; and
- ◆ providing clear, understandable information to the public.

Metrics are designed to be high-level, outcome-focused indicators, rather than exhaustive program performance measures. More detailed program tracking will continue to occur within individual departments and partner organizations.

Core Metrics by Goal

The County will track a focused set of metrics aligned with each housing goal. These metrics reflect outcomes the County can influence directly or indirectly through funding, coordination, and policy leadership. Targets for activities funded by the County’s Affordable Housing fund are shown as 10-year targets, not annual targets, because funding will vary year to year. In addition to the metrics shown below, the County will track and report data for every strategy included in the 10-year funding plan.

Exhibit 11. Housing Strategy Metrics

GOAL	PRIMARY METRIC	TARGET
1. Expand the supply, diversity, and affordability of housing across the region, including both market-rate and income-restricted homes, to meet countywide housing needs over the next decade.	Housing units permitted annually	~6,450 units per year
	Ratio of multifamily to single-family housing	Increase over time
2. Expand the supply of housing affordable to low-income households.	Affordable units produced (0–80% AMI)	~6,730 units over 10 years
3. Promote access to opportunity by investing in affordable housing in low-poverty and community revitalization areas and avoiding concentration in high-poverty neighborhoods.	Affordable units located in low-poverty, HUD designated Difficult to Develop Areas or community revitalization areas	≥10% of production

GOAL	PRIMARY METRIC	TARGET
4. Promote housing stability and prevent displacement.	Households assisted with eviction prevention and emergency assistance	110,000 households over 10 years
	Homes repaired or weatherized	2,917 homes over 10 years
5. Bridge households experiencing homelessness into stable housing by expanding pathways to permanent homes and reducing reliance on emergency shelter.	Households moved to permanent housing via rapid rehousing assistance	3,650 households over 10 years

Reporting Cadence and Governance

Pima County will use a combination of public reporting, Commission reporting, Board updates, and periodic plan refreshes to ensure ongoing oversight and accountability.

Regular Reporting

- ◆ **Public dashboard:** Housing metrics will be published through a public-facing dashboard and integrated with Prosperity Initiative reporting and Climate Action reporting where relevant.
- ◆ **Mid-year update to Regional Affordable Housing Commission:** Staff will provide mid-fiscal year reports to the Commission to inform the Commission’s work plan and budget recommendations for the following year.
- ◆ **Annual Board of Supervisors update:** Staff will provide an annual update to the Board summarizing progress toward goals, key trends, and implementation challenges.

Budget Recommendations

The Regional Affordable Housing Commission is tasked with making annual budget recommendations to the Board for the County’s Affordable Housing Fund, which is governed by the Board of Supervisors Policy D22.17. Annual budget recommendations will follow this process: *Note: This is for Fiscal, not annual years.*

- ◆ **Next Fiscal Year Budget Development (October/November):** County staff will provide updates to the Regional Affordable Housing Commission to inform next Fiscal Year budget development and funding recommendations that align with County departmental budget development deadlines.
- ◆ **Mid-Year briefing (January/February):** County staff to brief the Regional Affordable Housing Commission on current Fiscal Year progress, in time to align with the gap funding recommendations to the Board.

- ◆ **Annual report (September):** Fiscal year-end update will summarize expenditures, outcomes, and progress toward funding plan assumptions.

Strategy and Funding Plan Update Cycle

The Housing Strategy and Funding Plan are designed to be living documents that remain aligned with changing conditions and statutory requirements.

- ◆ **Five-year comprehensive update:** A full update of the Housing Strategy and Funding Plan will occur every five years, synchronized with required Housing Needs Assessment cycles for municipalities under **SB 1162**.
- ◆ **Interim adjustments:** Minor adjustments may be made between updates to reflect funding changes, legislative requirements, or urgent housing needs, while preserving the overall strategic framework.

These metrics, reporting practices, and update cycles provide a transparent and adaptable framework for tracking progress and maintaining accountability ensuring that Pima County's housing investments continue to respond effectively to community needs over time.

7. 10-Year Funding Plan

The Funding Plan serves as the implementation bridge between the Housing Strategy's goals and the County's long-term financial commitment to housing. While the Housing Strategy defines the outcomes Pima County and its regional partners seek to achieve over the next decade, the Funding Plan translates those goals into a structured approach for deploying the region's housing resources over time.

The Funding Plan is designed to guide how the County's Affordable Housing Fund and other housing funds anticipated to be available for housing in the region are allocated across strategies that support housing production, preservation, and housing stability. It establishes assumptions about annual investment levels, program capacity, and cost per household or unit, grounded in the Housing Study's assessment of need and informed by current County programs and partner capacity. These assumptions help ground funding decisions in realistic implementation timelines and measurable outcomes.

The Funding Plan is not intended to function as a fixed budget or capital improvement program. Rather, it provides a framework for prioritizing investments, coordinating across departments and regional partners, and evaluating outcomes over time. Annual budgets, program design, and funding allocations will continue to be refined through the County's regular budget and policy processes, as well as the independent budgeting processes of the cities and towns included

The Funding Plan also reflects the County's role as a regional housing funder and convener. Many strategies supported through this plan rely on partnerships with cities, towns, housing authorities, nonprofit developers, service providers, and include funding from state and federal agencies. County funding is structured to complement and leverage these partner resources, fill critical gaps, and support programs that operate across municipal boundaries. In this way, the Funding Plan advances a coordinated, regionally aligned approach to addressing housing needs over the next ten years.

The Funding Plan also serves as a guide for soliciting additional funding from philanthropists and social investors. Those interested can see the specific gaps between needs and what can be met with public funds, identifying clear opportunities to close those gaps with non-governmental assistance and investment.

Overview of the Pima County Affordable Housing Fund

Expansion of Pima County's Affordable Housing Fund results from the recent adoption of a 10-year funding policy by the Pima County Board of Supervisors and represents a historic, long-term commitment to addressing the region's housing needs. [Board of Supervisors Policy D22.17](#) is intended to fund a balanced portfolio of investments. Rather than focusing on a single program or housing type, the Affordable Housing Fund is structured to support a

range of effective strategies and programs that reflect the County and region's diverse housing challenges and roles, across rental and ownership housing, new development and preservation, and household-level stabilization programs.

The Funding Plan assumes a year-over-year increase in the County's primary property tax rate or alternative funding sources that result in at least \$250 million over 10 years, with the revenue allocated to the Affordable Housing Fund.

County funding is also designed to maximize impact by leveraging other resources. Affordable Housing Fund investments are expected to attract additional state, federal, philanthropic, and private capital, particularly for housing development and preservation activities. In other areas, such as housing stability and homelessness response, County funds support programs that fill critical regional gaps or sustain services that operate across jurisdictions.

The Affordable Housing Fund supports both continuity and evolution. Many investments maintain or expand existing County programs that have demonstrated effectiveness, while others support new or enhanced approaches identified through the Housing Study, stakeholder engagement, and the Prosperity Initiative. These investments provide a flexible yet intentional funding framework that allows the County to respond to immediate housing needs while simultaneously building long-term housing solutions across the regional housing system.

Funding Framework and Key Assumptions

The Funding Plan is grounded in a set of assumptions that translate housing needs into realistic funding targets over a ten-year period, providing a practical framework for aligning available resources with achievable outcomes.

Translating Housing Need into Funded Programs

The Housing Study identifies significant gaps across the housing continuum, including unmet demand for affordable rental and ownership housing, aging housing stock in need of reinvestment, and ongoing demand for greater housing stability to reduce the inflow and dependence on the regional shelter systems. The Funding Plan does not assume that County funding alone will meet all identified housing needs. Instead, it focuses on where County resources can have the greatest impact by filling financing gaps, sustaining critical regional programs, and leveraging partner investments.

For housing production and preservation strategies, funding targets are based on estimated per-unit gap funding needs and feasible annual production or preservation volumes. These assumptions reflect current development conditions, competition for state and federal resources, and the County's role as a gap funder rather than a primary developer.

For housing stability, funding targets are based on the number of households served annually, current service levels, and observed demand for additional assistance. In many

cases, the Funding Plan prioritizes maintaining existing housing stabilization programs, transitioning some off pandemic-era funding, and modestly expanding capacity where demand consistently exceeds available resources and can most effectively meet regional goals.

Use of Average Costs and Annual Targets

The Funding Plan relies on average-cost assumptions, such as cost per unit for development or preservation and cost per household for stabilization services. These averages are drawn from recent County funding experience, partner program data, and comparable regional programs. While individual projects or households may require more or less funding, average costs provide a reasonable basis for planning and comparison.

Overlap and Coordination Across Strategies

Several strategies supported through the Funding Plan are intentionally interconnected. For example, bridge housing programs and rapid rehousing both serve households exiting homelessness and often operate as sequential steps along a pathway to permanent housing. Similarly, eviction prevention, rental assistance, and legal services frequently serve overlapping populations.

The Funding Plan acknowledges these overlaps and does not treat strategies as mutually exclusive silos. Instead, funding assumptions are designed to support a coordinated system in which programs reinforce one another. Where duplication in household counts occurs across strategies, it reflects intentional system design rather than double counting of outcomes.

Planning-Level Framework, Not Fixed Allocation

The Funding Plan provides a planning-level framework rather than a prescriptive budget. Funding amounts, annual pacing, and program design may evolve over time in response to changing market conditions, program performance, and funding availability. The detailed funding tables included in the appendix provide transparency into the assumptions used, while the streamlined tables in this chapter focus on relative scale and strategic priorities.

By grounding funding decisions in clear assumptions and maintaining flexibility in implementation, the Funding Plan supports accountable, data-informed investment while allowing the County to adapt as housing needs and opportunities change over the next decade.

Summary Funding Table

To provide a clear, high-level view of how the Affordable Housing Fund is allocated across the Housing Strategy, this section presents a streamlined summary of the Funding Plan by goal and funded strategies. The summary funding table is intended to help understand the scale

of investment associated with each funded strategy and how funding aligns with the County's five housing goals for the region.

A more detailed version of the Funding Plan, including unit targets, cost-per-unit assumptions, and notes on funding sources, is included in the appendix. That detailed table will be updated periodically as programs evolve and funding conditions change, while this summary table provides a stable reference point for understanding overall investment priority.

Exhibit 12. Funding Plan Summary Table

STRATEGY	INCOME BAND	10-YEAR HOUSING NEED	TARGET # OF UNITS/HOUSEHOLDS	% OF NEED SERVED	TOTAL COST	AFFORDABLE HOUSING FUND	OTHER FUNDING SOURCES
2.1 Increase Gap Funding for LIHTC-Supported Housing Development	0-60% AMI	30,584	4,640	20%	\$92,800,000	\$74,800,000	<ul style="list-style-type: none"> HOME Consortium -\$15 million PRO Housing Grant - \$3 million
2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development	0-60% AMI		750		\$45,000,000	\$45,000,000	None
4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects	0-60% AMI		840		\$8,400,000	\$8,400,000	None
2.3 Increase Gap Funding for Affordable Homeownership Development Projects	60-80% AMI	1,658	390	30%	\$17,550,000	\$12,750,000	<ul style="list-style-type: none"> HOME Consortium - \$9.75 million
4.4 Support First-Time Homebuyer Assistance Program	60-80% AMI		110		\$4,950,000	N/A - Same funding Strategy 2.3	<ul style="list-style-type: none"> Same funding as Strategy 2.3 HOME Consortium - \$9.75 million
4.2 Continue Providing Eviction Prevention and Tenant Legal Services	0-80% AMI	108,000	20,000	19%	\$10,000,000	\$10,000,000	None
4.3 Increase Emergency Rental and Utility Assistance	0-80% AMI	720,000	90,000	13%	\$90,000,000	\$40,000,000	<ul style="list-style-type: none"> Pima County (Federal) \$50 million
4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies	0-80% AMI	28,500	167	10%	\$7,515,000	\$1,015,000	<ul style="list-style-type: none"> PRICE Grant - \$6.5 million
4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners	0-80% AMI		2,750		\$44,000,000	\$20,200,000	<ul style="list-style-type: none"> Home Repair (Federal) - \$14 million Tucson Federal Home Repair - \$8.5 million Marana Federal Home Repair - \$1.3 million
5.1 Staff a Homeless Prevention and Housing Resource HUB	0-60% AMI	N/A	TBD	N/A	\$3,000,000	\$3,000,000	None
5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing	0-80% AMI	8,000	3,650	45%	\$65,335,000	\$9,735,000	<ul style="list-style-type: none"> Pima County (Federal) - \$5.5 million TPCH (Federal) - \$50 million
5.3 Continue Supporting Bridge Housing Programs	0-80% AMI		3,620	46%	\$25,100,000	\$25,100,000	None
					\$413,650,000	\$250,000,000	\$163,650,000

Source: Pima County

Relationship to Other Funding Sources

The Affordable Housing Fund is designed to function as a catalyst rather than a stand-alone solution. While the County's \$250 million commitment represents a significant local investment, meeting housing needs at the scale identified in the Housing Study requires coordinated use of state, federal, regional, and local partner funding sources. The Funding Plan intentionally layers County resources with other funding streams to maximize impact, fill critical gaps, and ensure long-term program sustainability.

Across the ten-year Funding Plan, total housing investments are estimated at approximately \$413.7 million, with \$250 million from the County's Affordable Housing Fund and approximately \$163.7 million from other sources. These external resources include federal housing and stabilization funds, state housing grants, regional Continuum of Care funding, and locally administered programs operated by cities and towns. In many cases, County funding is structured to complement these sources by providing gap financing, sustaining programs as time-limited funds expire, or supporting activities that may not be eligible under other programs.

For housing production and preservation strategies, County gap funding is paired with federal and state capital sources such as the HOME Investment Partnerships Program, the PRO Housing Grant, and the PRICE grant for manufactured housing replacement. These sources are essential for reducing per-unit costs, strengthening project feasibility, and enabling developments to compete successfully for highly competitive funding programs such as Low-Income Housing Tax Credits. County funds help ensure that these projects can proceed even as construction costs, interest rates, and subsidy needs fluctuate.

Housing stability strategies similarly rely on a combination of County and federal resources. Emergency rental and utility assistance, home repair, and weatherization programs leverage federal funds administered by the County and partner jurisdictions, while Affordable Housing Fund resources are used to sustain and expand local capacity where demand consistently exceeds available funding. In some cases, County funding is expected to backfill programs previously supported by temporary federal relief funds.

The homelessness response strategies included in the Funding Plan also reflect shared responsibility across systems and funding sources. Rapid rehousing and bridge housing programs are supported through a mix of County funding and federal Continuum of Care resources administered by the Tucson Pima Collaboration to End Homelessness. County investments are intended to stabilize these programs over time, improve coordination across shelters and housing pathways, and reduce reliance on short-term or uncertain funding sources.

These other funding sources have varying degrees of uncertainty when projecting over the next 10 years. The sources and amounts shown reflect recent annual allocations projected to remain similar.

The 10 Year Funding Plan in the Context of Additional Public Funding for Low-Income Housing Needs in the Region

The \$413 million 10-year Funding Plan excludes three major housing activities for low-income households: City of Tucson- and Pima County-administered rental vouchers, public housing owned and operated by the City of Tucson, and permanent supportive housing. These activities are almost exclusively funded by Federal Funding, the latter of which is allocated through TPCH to local providers. The rental voucher program is so large that it exceeds the entirety of the funding included in this 10-year funding plan. Below is a summary of these costs to show the larger picture of public spending on housing for low-income households across the region.

ANNUAL FUNDING

- ◆ \$66.6M Rental Vouchers
- ◆ \$13.3M Public Housing
- ◆ \$5.9M Permanent Supportive Housing
- ◆ \$41.3M 10-year Funding Plan for other housing-related activities
- ◆ Total: \$127M a year or \$1.27 billion over 10 years

Appendix A: Pima County Community Revitalization Plan

Low-income housing developers often apply to the State for Low Income Housing Tax Credits as a substantial source of funding. The federal Internal Revenue Code requires states to adopt Qualified Allocation Plans for allocating tax credits, which provide preferences for projects located in HUD designated Difficult to Develop Areas and Qualified Census Tracts where the development contributes to a Community Revitalization Plan.

HUD's "Difficult to Develop Areas" (DDAs) are geographic locations identified as having exceptionally high costs for land, construction, and utilities compared to the area's median income, making affordable housing development financially challenging. These designations, primarily used for the Low-Income Housing Tax Credit (LIHTC) program, allow developers to receive increased tax credits, making projects in these costly areas more viable and incentivizing affordable housing construction where it's otherwise too expensive. In Pima County, for 2026 and historically, DDAs are located in suburban and rural areas outside of the City of Tucson. For 2026, two of the 10 County CRP Areas are within HUD designated DDAs (Picture Rocks and Arivaca Junction).

A HUD "Qualified Census Tract" (QCT) is a low-income/high poverty census tract. HUD doesn't want to see continued concentrations of low-income housing in these low-income/high poverty areas without efforts being made to revitalize the areas and provide pathways for their residents to prosper. The City of Tucson's HAST plan serves as their Community Revitalization Plan for several targeted areas. This section of the Regional Housing Strategy and Funding Plan is serving as the County's Community Revitalization Plan to revitalize 10 geographic areas (see map) by providing a place-based locations to focus implementation of this Plan's housing goals and strategies, and identifying specific non-housing investment in infrastructure, amenities and services for each of the targeted areas. HUD QCTs can change year to year. For 2026, five of these 10 geographic areas are within QCTs (Flowing Wells, Kliendale/Dodge, South Tucson, Alvernon I-10/Benson Highway, and Summit) . This plan establishes a unified framework for public and private investment within these 10 areas and supports additional LIHTC project competitiveness for areas within QCTs.

This CRP meets the requirements of:

- ◆ The Internal Revenue Code Section 42(m)(1)(B)(ii)(III) governing community revitalization plans that support LIHTC developments; and
- ◆ The Arizona Department of Housing (ADOH) QAP guidelines, which require that community revitalization areas demonstrate a broader governmental commitment beyond the LIHTC housing project itself.

This CRP also furthers the Prosperity Initiative policy to improve quality of life and opportunity in high poverty neighborhoods by investing in both physical and social infrastructure in ways that intentionally strive to 1) center the priorities of residents, 2) improve access to resources; 3) prevent the displacement of vulnerable residents, 4) reduce exposure to violence and 5) build community wealth in these high poverty neighborhoods. And provides place-based locations for furthering the other 12 Prosperity Initiative policies and 3 cross-policy strategies, which relate to health, education, jobs, and community safety.

CRP Area Criteria

Each CRP Area is already identified for revitalization in one or more of the following planning documents or the Zoning Code:

- ◆ County CDBG Opportunity Areas, also called Community Development Target Areas, in the 5-year HUD Consolidated Plan 2025-2030 for City of Tucson and Pima County established for targeted HUD investment;
- ◆ Pima Prospers Neighborhood and Community Development Areas under the Growth Element, which include County CDBG Opportunity Areas, plus additional Urban Infill/Redevelopment Areas; and/or
- ◆ Pima County Zoning Code Infill Overlay Zones, which include zoning incentives to promote redevelopment and reinvestment.

These planning efforts and amendments to the Zoning Code included public engagement opportunities.

Each CRP Area is described below with location maps, specific investments and other implementation actions. Maps of the 10 CRP areas in the larger geography of Pima County are included at the end.

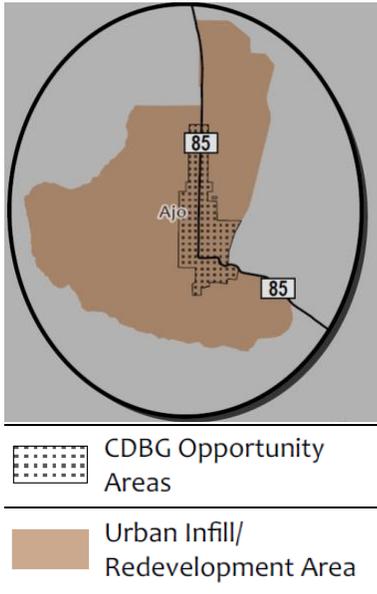
Ajo

The unincorporated Town of Ajo is a remote, rural community located in western Pima County. Ajo is known for its Spanish Colonial architecture, a revitalized downtown plaza, and a vibrant arts scene. Ajo has evolved from a major copper mining center into a unique community attracting artists, retirees, and tourists seeking its desert beauty and proximity to Organ Pipe Cactus National Monument. The Ajo CRP Area includes the Ajo CDBG Opportunity Area and the Ajo Pima Prospers Urban Infill/Redevelopment Area.

Pima County facilities in Ajo include, but are not limited to the Ajo Community Center, the E.S. "Bud" Walker Park (with a pool, skate park, sports fields, and dog park), the Salazar - Ajo Library, the recently renovated Curley School Gym, which serves as a recreation center and emergency shelter, the historic Ajo Justice Court building, and Sheriff's substation. In addition, Pima County contracts for operations of the Ajo Community Golf Course, manages conservation easements for conservation land in Alley Valley, and completed pavement preservation and road repair for most of the County maintained roads in Ajo as part of the

County's 10-year road repair plan. Pima County recently completed rehabilitation of the Eric Marcus Municipal Airport runway and completed design for the airfield lighting.

Exhibit 1: Ajo CRA



Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Identify and address the causes of the current housing shortage and seek to increase all housing supply for purchase or rental, especially affordable, workforce, and diverse types of Missing Middle housing (Pima Prospers Goal 2.A.1, Policy b)
4. Plan for and provide mixed-use development, infill, and redevelopment centers that encourage locating housing closer to schools, jobs, commerce, health care, and other essential services (Pima Prospers Goal 2.A.2, Policy b)
5. Encourage increased development density and height reduce commuting time, conserve energy, safeguard the environment, and provide options for residents without automobiles (children, non-driving seniors, persons with disabilities) (Pima Prospers Goal 2.A.2, Policy c)
6. Identify and enact development policies, codes and ordinances, and regulatory reforms that reduce burdens on creating both affordable and diverse residential development, such as expanding “missing middle” housing opportunities (Pima Prospers Goal 2.D.1, Policy c)

7. Ensure new development is reasonably compatible in scale, mass, architectural design, and character with existing neighborhoods, communities, natural preserves, and historic and heritage areas, and identify opportunities to introduce incremental density and mixed uses (Pima Prospers Goal 2.E.2, Policy b)
8. Incorporate through good design and availability of infrastructure, more dense and diverse housing types and mixed-use within new and existing neighborhoods and developments, at scales generally compatible but increased density and intensity than that established (Pima Prospers Goal 2.E.2, Policy c)
9. Incorporate greater development density, height, and mixed use to improve access within and between neighborhoods, and to work, school, businesses, and services, to improve health, shorten commutes, conserve energy, and reduce vehicle emissions (Pima Prospers Goal 2.E.3, Policy a)
10. Improve quality of life and opportunity in high poverty areas by investing in physical and social infrastructure that intentionally strives to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence, and build community wealth (Prosperity Initiative) (Pima Prospers Goal 2.E.4, Policy a)
11. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
12. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
13. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)
14. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
15. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
16. Promote and advertise development incentives in the Pima County Comprehensive Plan (Growth Areas Element) and Code of Ordinances (infill incentive districts,

overlay zones, conditional use permits, renewable energy incentive districts, etc.) to attract new businesses (Pima Prospers Goal 4.B.1, Policy c)

17. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)
18. Implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric) on Pima County economic development properties for potential industrial, commercial and business, and housing projects (Pima Prospers Goal 4.C.2, Policy a)
19. Identify surplus Pima County property with development potential and other properties for the economic development land portfolio for sale or lease to new businesses, employers, and housing developers (Pima Prospers Goal 4.C.2, Policy b)
20. Create and sustain a livable and equitable environment for the regional workforce (Pima Prospers Goal 4.C.4)
21. Expand Access & Equity – B.1. Expand Programs in Rural Areas (Parks and Recreation Master Plan Goals)
22. Maintain Existing Assets – C.2. Modernize Community Centers; C.3. Update Parks by District (Parks and Recreation Master Plan Goals)
23. Broaden Recreation Programs – D.1. Add Lighting to Athletic Fields; D.2. Expand Aquatics Capacity; D.3. Diversify and Expand Program Offerings (Parks and Recreation Master Plan Goals)
24. Coordinate with the [Western Pima County Community Council](#), to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. Designate additional Infill Incentive Districts in areas that meet state criteria (ARS §11- 254.06) and draft specific development incentives for those areas (Pima Prospers Implementation item 5.A.3.c)
2. Research and enact additional housing and commercial development incentives for growth areas (Pima Prospers Implementation item 5.A.3.d)
3. Coordinate County departments that provide needed infrastructure (PCDOT, RFCD, RWRD), municipalities, utility providers, and other stakeholders to prepare growth areas for infill, redevelopment, and mixed use (Pima Prospers Implementation item 5.A.3.e)
4. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and

Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs)

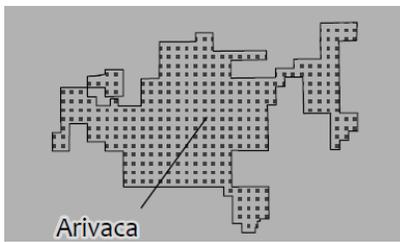
5. Utilize CDBG funds for the Curley School- energy- efficient facility improvements including HVAC & windows.
6. Utilize General Funds for the Ajo Builds home repair program and Ajo Works public service program (Former CDBG funded program)
7. Undertake a mapping study for Gibson Arroyo inundation and construct Ajo Gibson Arroyo Structural Improvements (2025 Floodplain Management Plan)
8. Telera Street Bridge – construction to begin in 2026.
9. Eric Marcus Municipal Airport – applying for construction funding for electric upgrades and security gate.

Arivaca

Arivaca is a small, rural, sparsely populated unincorporated community in southern Pima County. Much of the land around Arivaca is managed as working cattle ranches or public conservation areas such as the Buenos Aires National Wildlife Refuge. Arivaca is home to mix of ranchers, artists, and retirees, has a rich history, and offers a quiet, rural lifestyle set against stunning mountain scenery and desert landscapes. The Arivaca CRP Area includes the Arivaca CDBG Opportunity Area.

Pima County facilities in Arivaca include, but are not limited to: The Arivaca Community Center, which hosts various recreational and social programs via a third-party vendor, and the Caviglia-Arivaca Library, a branch of the Pima County Public Library system. Examples of past CDBG projects in Arivaca include facility improvements to the Friends of the Arivaca Schoolhouse, the Arivaca Community Center, and the Arivaca Coordinating Council-Human Resources facility. Pima County also owns three working cattle ranches in the area, which are managed for conservation and cattle grazing by cattle companies under contract with the County.

Exhibit 2: Arivaca CRA



 CDBG Opportunity Areas

Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRA Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRA Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
5. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)

6. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
7. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
8. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)
9. Expand Access & Equity – B.1. Expand Programs in Rural Areas (Parks and Recreation Master Plan Goals)
10. Maintain Existing Assets – C.2. Modernize Community Centers (Parks and Recreation Master Plan Goals)
11. Broaden Recreation Programs – D.3. Diversify and Expand Program Offerings (Parks and Recreation Master Plan Goals)
12. Coordinate with the Arivaca Coordinating Council and other organizations serving Arivaca to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).
2. Continue to support programing and facility improvements for the Arivaca Community Center and Library, and other facilities and organizations that serve area residents, and provide pathways to prosperity for this community.
3. Undertake a floodplain study for Arivaca (2025 Floodplain Management Plan)

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
5. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)
6. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
7. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
8. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)
9. Coordinate with organizations serving Arivaca Junction/Amado to further define area-specific goals, including the Amado Youth Center and Sopori Elementary School.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation,

including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).

2. Continue to fund PEEPs preschool scholarship for 3–5-year-olds to attend the Sopori Elementary School, readying the future workforce while supporting their parents participation in today’s workforce.
3. Remap the Amado/Arivaca Junction floodplain, and undertake a local hazards study for the Sopori Wash and Santa Cruz River Confluence (2025 Floodplain Management Plan)
4. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

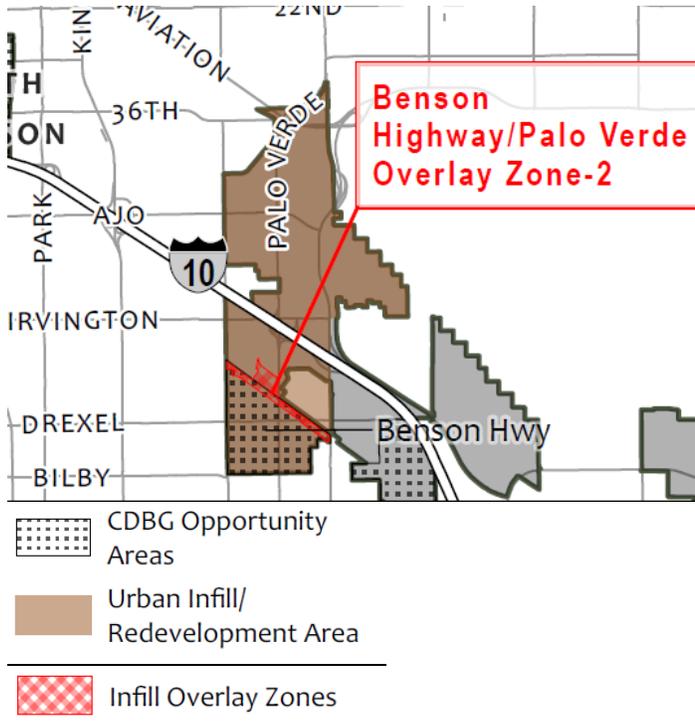
Alvernon I-10/Benson Highway

The Alvernon I-10/Benson Highway area is an unincorporated area surrounded by the City of Tucson, located north and south of Interstate 10 between Alvernon and Country Club Roads. This area also includes half a section of land to the east, bound by Drexel to the north, Swan to the east, Valencia to the south, and Columbus to the west. The area north of I-10 is mostly industrial, with Davis-Monthan Air Force Base to the northeast. The area south of I-10 is a mix of RV parks, mobile home communities and other residential neighborhoods, with industrial uses and underutilized properties. The Alvernon I-10/Benson Highway CRP Area includes the Benson Highway CDBG Opportunity Area, the Benson Highway/Palo Verde Infill Overlay Zone (Pima County Zoning Code), and the Alvernon I-10 Pima Prospers Infill/Redevelopment Area. The area south of I-10 is within a HUD designated Qualified Census Tract for 2026 and is within an Opportunity Zone. On December 17, 2025, the Planning and Zoning Commission recently initiated a zoning code text amendment to designate most of the Alvernon I-10 Pima Prospers Infill/Redevelopment area as an Infill Overlay Zone to create development incentives to promote investment in this area.

Pima County facilities within the Alvernon I-10/Benson Highway area include, but are not limited to, the Julian Wash segment of the Chuck Huckelberry Loop multi-use trail, and the Tucson Diversion Channel and multi-use pathway. Several County facilities border this area to the west: The County’s Kino Sports complexes, Kino Environmental Restoration Project, Sam Lena Recreation Area, Kino Events Center, Banner South Hospital, Behavioral Health

and Crisis Care Center, Abrams Public Health Center, and the new sports, entertainment and hospitality complex called Mosaic Quarter under construction under an agreement with the County. The County's Augie Acuna Los Ninos Neighborhood Park is to the east of this area, south of I-10. Pima County recently completed road improvements to Benson Highway at Drexel Road.

Exhibit 4: Alvernon I-10/Benson Highway CRA



Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area, included but not limited to strategies related to mobile and manufactured homes.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Identify and address the causes of the current housing shortage and seek to increase all housing supply for purchase or rental, especially affordable, workforce, and diverse types of Missing Middle housing (PP Goal 2.A.1, Policy b)
4. Plan for and provide mixed-use development, infill, and redevelopment centers that encourage locating housing closer to schools, jobs, commerce, health care, and other essential services (PP Goal 2.A.2, Policy b)
5. Encourage increased development density and height reduce commuting time, conserve energy, safeguard the environment, and provide options for residents

without automobiles (children, non-driving seniors, persons with disabilities) (PP Goal 2.A.2, Policy c)

6. Identify and enact development policies, codes and ordinances, and regulatory reforms that reduce burdens on creating both affordable and diverse residential development, such as expanding “missing middle” housing opportunities (PP Goal 2.D.1, Policy c)
7. Ensure new development is reasonably compatible in scale, mass, architectural design, and character with existing neighborhoods, communities, natural preserves, and historic and heritage areas, and identify opportunities to introduce incremental density and mixed uses (PP Goal 2.E.2, Policy b)
8. Incorporate through good design and availability of infrastructure, more dense and diverse housing types and mixed-use within new and existing neighborhoods and developments, at scales generally compatible but increased density and intensity than that established (PP Goal 2.E.2, Policy c)
9. Incorporate greater development density, height, and mixed use to improve access within and between neighborhoods, and to work, school, businesses, and services, to improve health, shorten commutes, conserve energy, and reduce vehicle emissions (PP Goal 2.E.3, Policy a)
10. Improve quality of life and opportunity in high poverty areas by investing in physical and social infrastructure that intentionally strives to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence, and build community wealth (*Prosperity Initiative*) (PP Goal 2.E.4, Policy a)
11. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (PP Goal 2.E.4, Policy c)
12. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (PP Goal 2.G.2)
13. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (PP Goal 2.H.2, Policy c)
14. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (PP Goal 2.J.1, Policy a)

- 15.Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (PP Goal 2.J.2, Policy a)
- 16.Promote and advertise development incentives in the Pima County Comprehensive Plan (Growth Areas Element) and Code of Ordinances (infill incentive districts, overlay zones, conditional use permits, renewable energy incentive districts, etc.) to attract new businesses (PP Goal 4.B.1, Policy c)
- 17.Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (PP Goal 4.C.1)
- 18.Identify surplus Pima County property with development potential and other properties for the economic development land portfolio for sale or lease to new businesses, employers, and housing developers (PP Goal 4.C.2, Policy b)
- 19.Create and sustain a livable and equitable environment for the regional workforce (PP Goal 4.C.4)
- 20.Coordinate with existing community-based organizations and Neighborhood Associations within the area, such as the Mortimore Neighborhood Association, to further define area-specific goals.
- 21.Coordinate with the awardee of County RFP-RPS-08152024-AH-County Parcels to rezone the “Drexel & Bonney” property for development as affordable, multi-family, rental housing, in a manner consistent with above-stated goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS

1. Amend Higher Intensity Urban (HIU) land use designation to add compatible low-intensity commercial uses to promote mixed-use (Pima Prospers Implementation item 5.A.3.b)
2. Increase awareness of the current development incentives available within the [Benson Highway/Palo Verde Infill Overlay Zone](#) (Pima County Zoning Code 18.68.050.)
3. Designate additional Infill Overlay Zones in areas that meet state criteria (ARS §11-254.06) and draft specific development incentives for those areas (Pima Prospers Implementation item 5.A.3.c)
4. Continue the process initiated by the Planning and Zoning Commission on December 17, 2025 to designate the Los Ranchitos/Palo Verde Road Infill Overlay Zone and draft specific development incentives for this area.
5. Research and enact additional housing and commercial development incentives for growth areas (PP Implementation item 5.A.3.d)

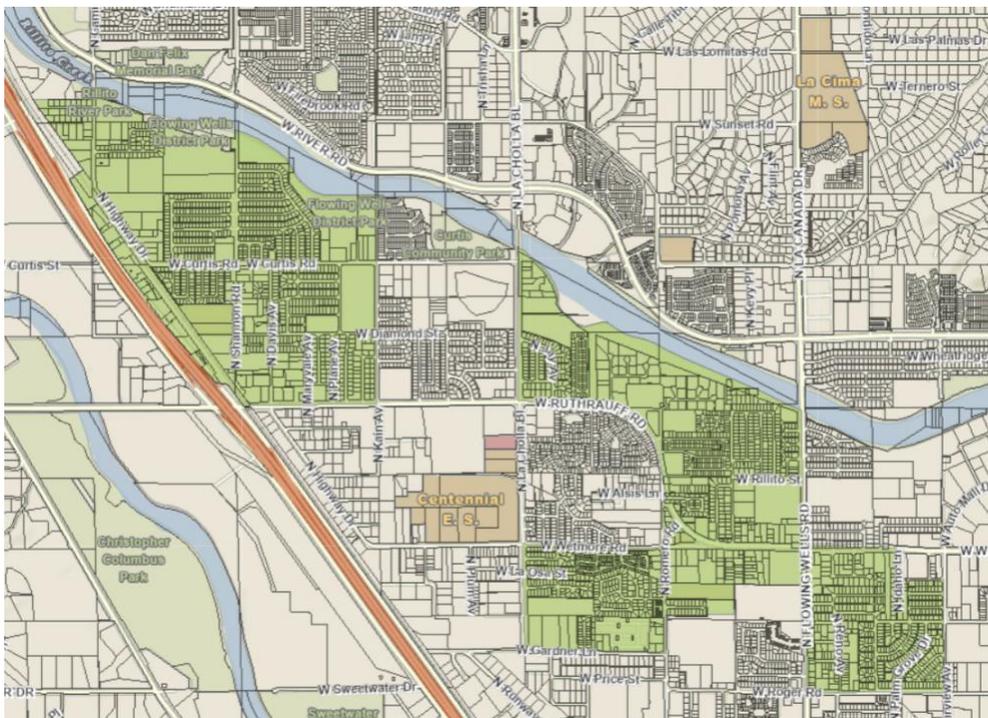
6. Support the awardee of County RFP-RPS-08152024-AH-County Parcels in delivering an affordable, multi-family, rental housing project on the County-owned “Drexel & Bonney” property
7. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs)
8. Leverage existing investment in the establishment of Opportunity Zones within the area and promote these zones, in order to encourage private investment, particularly in commercial real estate, retail, and other service-providing businesses.
9. Design and construct the following: Road improvements to Country Club Road – Michigan Street to Milber Street, Palo Verde Michigan HAWK, and Palo Verde sidewalks (all in design as of December 2025).
10. Leverage the existing Adopt-a-Roadway program and existing participants – such as the stretch of S. Contractors Way from E. Irvington Road to the overpass at S. Alvernon Way, sponsored by Texas Roadhouse Trainers – to maintain cleanly rights-of-way, and seek to further expand participation in the Adopt-a-Roadway program.
11. Maintain and operate County multi-use trails that serve the area, including the Julian Wash segment of the Loop, promote Tucson’s recently completed Bantam Road Bicycle Boulevard connecting Country Club Road to Park Avenue, and extend the Tucson’s Drexel Road Shared-Use walking and biking path east of Country Club along Drexel Road.
12. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

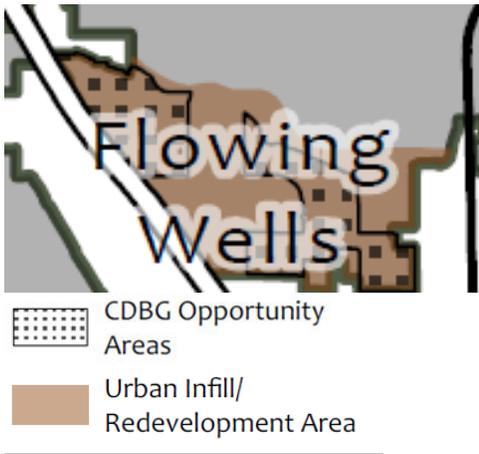
Flowing Wells

The Flowing Wells Neighborhood is located northwest of Tucson, east of Interstate 10 and generally south of River Road, much of which is unincorporated/outside of the City of Tucson boundaries. The Flowing Wells CRA includes the Flowing Wells CDBG Opportunity Area and the Pima Prospers Flowing Wells Urban Infill/Re-development Area, and is included in a HUD-sponsored Neighborhood Revitalization Strategy Area Plan. The area has long been a focus for revitalization efforts including housing rehab, brownfields remediation, and community economic development. Many residents live in mobile/manufactured homes or pre-1980 housing, some near former industrial sites. Residents are also represented by an active neighborhood association - the Flowing Wells Neighborhood Association and Community Coalition, and the Flowing Wells School District is an active community partner in this area. Flowing Wells is a HUD designated Qualified Census Tract for 2026.

Pima County facilities within the Flowing Wells Neighborhood include, but are not limited to, the Ellie Town Flowing Wells Community Center, the Flowing Wells Library, Flowing Wells Park, Curis Park, Kory Laos BMX Bike Park, Rillito River Park segment of the Loop, and the Sporting Chance Center operated by a third-party operator. The City of Tucson recently completed pedestrian safety and walkability improvements along Roger Road, between North Romero Road and Oracle Road, on the southern end of the unincorporated portion of Flowing Wells Neighborhood.

Exhibit 5: Flowing Wells CRA





Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Identify and address the causes of the current housing shortage and seek to increase all housing supply for purchase or rental, especially affordable, workforce, and diverse types of Missing Middle housing (Pima Prospers Goal 2.A.1, Policy b)
4. Plan for and provide mixed-use development, infill, and redevelopment centers that encourage locating housing closer to schools, jobs, commerce, health care, and other essential services (Pima Prospers Goal 2.A.2, Policy b)
5. Encourage increased development density and height reduce commuting time, conserve energy, safeguard the environment, and provide options for residents without automobiles (children, non-driving seniors, persons with disabilities) (Pima Prospers Goal 2.A.2, Policy c)
6. Identify and enact development policies, codes and ordinances, and regulatory reforms that reduce burdens on creating both affordable and diverse residential development, such as expanding “missing middle” housing opportunities (Pima Prospers Goal 2.D.1, Policy c)
7. Ensure new development is reasonably compatible in scale, mass, architectural design, and character with existing neighborhoods, communities, natural preserves, and historic and heritage areas, and identify opportunities to introduce incremental density and mixed uses (Pima Prospers Goal 2.E.2, Policy b)
8. Incorporate through good design and availability of infrastructure, more dense and diverse housing types and mixed-use within new and existing neighborhoods and

developments, at scales generally compatible but increased density and intensity than that established (Pima Prospers Goal 2.E.2, Policy c)

9. Incorporate greater development density, height, and mixed use to improve access within and between neighborhoods, and to work, school, businesses, and services, to improve health, shorten commutes, conserve energy, and reduce vehicle emissions (Pima Prospers Goal 2.E.3, Policy a)
10. Improve quality of life and opportunity in high poverty areas by investing in physical and social infrastructure that intentionally strives to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence, and build community wealth (Prosperity Initiative) (Pima Prospers Goal 2.E.4, Policy a)
11. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
12. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
13. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)
14. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
15. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
16. Promote and advertise development incentives in the Pima County Comprehensive Plan (Growth Areas Element) and Code of Ordinances (infill incentive districts, overlay zones, conditional use permits, renewable energy incentive districts, etc.) to attract new businesses (Pima Prospers Goal 4.B.1, Policy c)
17. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)

18. Implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric) on Pima County economic development properties for potential industrial, commercial and business, and housing projects (Pima Prospers Goal 4.C.2, Policy a)
19. Identify surplus Pima County property with development potential and other properties for the economic development land portfolio for sale or lease to new businesses, employers, and housing developers (Pima Prospers Goal 4.C.2, Policy b)
20. Create and sustain a livable and equitable environment for the regional workforce (Pima Prospers Goal 4.C.4)
21. Maintain Existing Assets – C.2. Modernize Community Centers; C.3. Update Parks by District (Parks and Recreation Master Plan Goals)
22. Broaden Recreation Programs – D.1. Add Lighting to Athletic Fields; D.2. Expand Aquatics Capacity; D.3. Diversify and Expand Program Offerings (Parks and Recreation Master Plan Goals)
23. Coordinate with the Flowing Wells Neighborhood Association and Community Coalition, and the Flowing Wells School District, to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. Amend Higher Intensity Urban (HIU) land use designation to add compatible low-intensity commercial uses to promote mixed-use (Pima Prospers Implementation item 5.A.3.b)
2. Designate additional Infill Overlay Zones in areas that meet state criteria (ARS §11-254.06) and draft specific development incentives for those areas (Pima Prospers Implementation item 5.A.3.c)
3. Research and enact additional housing and commercial development incentives for growth areas (Pima Prospers Implementation item 5.A.3.d)
4. Coordinate County departments that provide needed infrastructure (PCDOT, RFCD, RWRD), municipalities, utility providers, and other stakeholders to prepare growth areas for infill, redevelopment, and mixed use (Pima Prospers Implementation item 5.A.3.e)
5. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of

or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs)

6. Coordinate with the City of Tucson on design and construction of the Limberlost Drive Bicycle Boulevard.
7. Design and construct drainage improvements in the Ruthrauff/Gardener Lane Area, and seek opportunities to facilitate the development of housing on formerly flood prone property (2025 Floodplain Management Plan).
8. Identify a location for a Stormwater Park and work with neighbors to design and construct the park to include amenities preferred by the neighbors (2025 Floodplain Management Plan)
9. Upgrade flashing yellow arrow signal at Romero Road & Ruthrauff Road (design complete and out to bid as of December 2025).
10. Continue to coordinate with the Flowing Wells Neighborhood Association and Community Coalition on the cleanup, redevelopment and revitalization of the former [Roger Road Wastewater Treatment Facility](#) on the western boundary of the neighborhood.
11. Continue to fund PEEPs preschool classes for 3–5-year-olds to attend the Flowing Wells Emily Meschter Early Learning Center, readying the future workforce while supporting their parents participation in today’s workforce.
12. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

Picture Rocks

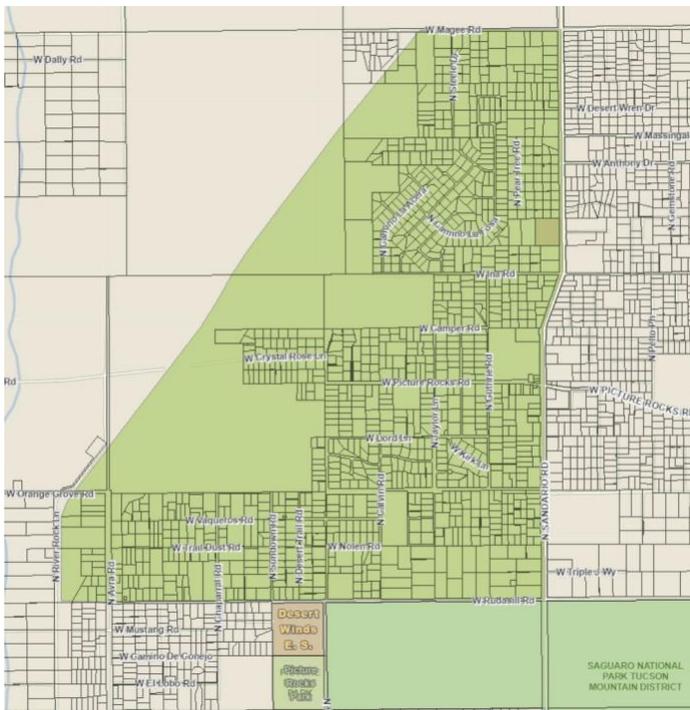
The unincorporated community of Picture Rocks is located in Avra Valley, west of Marana and east of the Ironwood National Monument and the Tohono O’odham Nation. It is named for its abundant Hohokam petroglyphs, known for its stunning Sonoran Desert landscape, and offers a blend of outdoor recreation and rural lifestyle with a dispersed mix of residential neighborhoods. The Picture Rocks CRP Area includes the Picture Rocks CDBG Opportunity Area, which is focused on a residential area west of Sandario Road, east of the Central Arizona Project Canal, and north of Desert Winds Elementary School and the County’s Picture Rocks community center, park and pool complex. The greater Picture

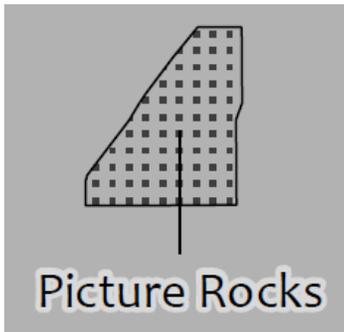
Rocks area, including the smaller CDBG opportunity Area, is designated by HUD in 2026 as a Difficult to Develop Area, which provides an advantage to low-income housing developers seeking Low Income Housing Tax Credits.

Pima County facilities within Picture Rocks include, but are not limited to, the Picture Rocks Community Center, park complex and pool, and Sheriff Substation. Pima County also funds PEEPs extended day Head Start for preschool age children attending Desert Winds Head Start at the Desert View Elementary School to enable 3–5-year-olds to attend high quality preschool for a full day, readying the future workforce while supporting their parents participation in today’s workforce.

The Pima County Regional Flood Control District regularly acquires flood prone land in the Picture Rocks area from willing sellers. CDBG funding was awarded to the Avra Water Co-op to replace aging water meters. Pima County recently completed improvements to the intersection of Sandario Road and Rudasill Road.

Exhibit 6: Picture Rocks CRA





 CDBG Opportunity Areas

Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
5. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)
6. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
7. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
8. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)

9. Expand Access & Equity – B.1. Expand Programs in Rural Areas (Parks and Recreation Master Plan Goals)
10. Maintain Existing Assets – C.2. Modernize Community Centers; C.3. Update Parks by District (Parks and Recreation Master Plan Goals)
11. Broaden Recreation Programs – D.1. Add Lighting to Athletic Fields; D.2. Expand Aquatics Capacity; D.3. Diversify and Expand Program Offerings (Parks and Recreation Master Plan Goals)
12. Coordinate with organizations serving Picture Rocks to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

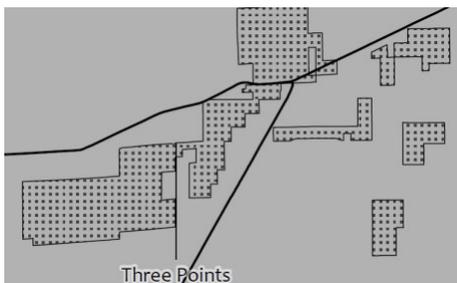
1. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).
2. Update floodplain mapping (2025 Floodplain Management Plan)
3. Continue to fund PEEPs extended day Head Start for preschool age children attending Desert Winds Head Start at the Desert View Elementary School to enable 3–5-year-olds to attend high quality preschool for a full day, readying the future workforce while supporting their parents participation in today’s workforce.
4. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

Three Points

The unincorporated community of Three Points is located west of Tucson, east of the Tohono O’odham Nation, centered at the intersection of Ajo and Sasabe highways. Three Points, also sometimes referred to as Robles Junction, is a rural community with a mix of dispersed residential development, rural retail, undeveloped land, working ranches and a farm. The Three Points CRP Area includes the Picture Rocks CDBG Opportunity Area.

Pima County facilities within the Three Points area include, but are not limited to, the Robles Ranch Community Center, Buckelew Farm and Ranch. Pima County also funds PEEPs preschool scholarships to child care centers in Three Points, including Altar Elementary School, to enable 3–5-year-olds to attend high quality preschool, readying the future workforce while supporting their parents participation in today’s workforce. CDBG funds were recently awarded to the Three Points Fire District’s Community Be Safe Program for the purchase of 5 Automatic External Defibrillators (AED) to be placed in community facilities in the development target area. Pima County also recently funded the construction of a new facility to serve as the Robles Ranch Thrift Store and Foodbank.

Exhibit 7: Three Points CRA



 CDBG Opportunity Areas

Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the 13 Prosperity Initiative policies and 3 cross policy strategies in this CRP Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
5. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)
6. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
7. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
8. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)
9. Expand Access & Equity – B.1. Expand Programs in Rural Areas; B.2. Enhance Regional Parks (Parks and Recreation Master Plan Goals)
10. Maintain Existing Assets – C.2. Modernize Community Centers; C.3. Update Parks by District (Parks and Recreation Master Plan Goals)
11. Broaden Recreation Programs – D.1. Add Lighting to Athletic Fields; D.3. Diversify and Expand Program Offerings (Parks and Recreation Master Plan Goals)
12. Coordinate with organizations serving Three Points, including the Altar Valley Elementary School, to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).
2. Continue funding PEEPs preschool scholarships to a childcare centers in Three Points, including the Altar Elementary School, to enable 3–5-year-olds to attend high quality preschool, readying the future workforce while supporting their parents' participation in today's workforce.
3. Continue to partner with the Altar Valley Conservation Alliance on watershed restoration projects, refine the Sierrita Mountain Road Flood Hazard Map, and provide flood safety information (2025 Floodplain Management Plan)
4. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

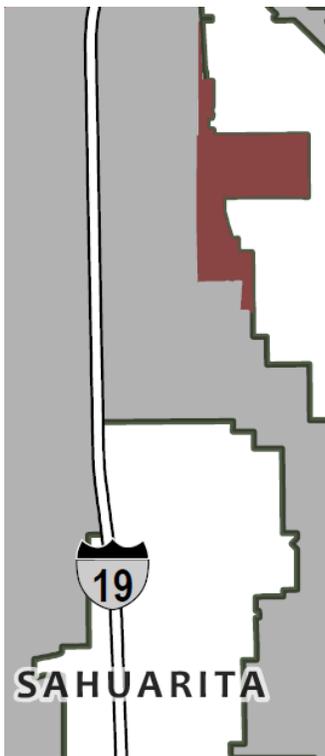
Summit

The unincorporated Summit Neighborhood is located south of Tucson and the Tucson Airport, north of Sahuarita, and east and west of Old Nogales Highway. The San Xavier District of the Tohono O'odham Nation and Interstate 19 is to the west, and vacant State Trust land to the east. The Summit Neighborhood includes a mix of mobile/manufactured homes and site-built homes, small businesses, a County park, and the Summit View Elementary School. The Summit CRP Area includes the Summit Neighborhood Census Designated Place, which is former CDBG Opportunity Area. The Summit Neighborhood is within a HUD designated Qualified Census Tract for 2026. The northern most area of the neighborhood along Nogales Highway is in an Opportunity Zone.

Pima County facilities within the Summit Neighborhood include the Summit Park. CDBG funding was awarded for the Summit-Sahuarita Food Bank to purchase a mobile office for

use in the Summit Area for community programming. Pima County also funds PEEPs extended day Head Start for preschool age children attending Summit View Head Start at Summit View Elementary School to enable 3–5-year-olds to attend high quality preschool for a full day, readying the future workforce while supporting their parents' participation in today's workforce.

Exhibit 8: Summit, CRA



 Summit (CDP)

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (Pima Prospers Goal 2.G.2)
5. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)
6. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (Pima Prospers Goal 2.J.1, Policy a)
7. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (Pima Prospers Goal 2.J.2, Policy a)
8. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (Pima Prospers Goal 4.C.1)
9. Expand Access & Equity – B.1. Expand Programs in Rural Areas; (Parks and Recreation Master Plan Goals)
10. Maintain Existing Assets – C.3. Update Parks by District (Parks and Recreation Master Plan Goals)
11. Broaden Recreation Programs – D.1. Add Lighting to Athletic Fields; D.3. Diversify and Expand Program Offerings (Parks and Recreation Master Plan Goals)
12. Coordinate with organizations serving the Summit Neighborhood, including the Summit View Elementary School, to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).
2. Undertake the Lee Moore Wash Bank Protection Project and construct Lee Moore Wash Regional Basis, which should reduce flooding in the neighborhood (2025 Floodplain Management Plan)
3. Coordinate with ADOT to ensure an adequate drainage, mitigation, restoration and enhancement plan for the Sonoran Corridor transportation route east of the Summit neighborhood (2025 Floodplain Management Plan)
4. Continue funding PEEPs extended day Head Start for preschool age children attending Summit View Head Start at Summit View Elementary School to enable 3–5-year-olds to attend high quality preschool for a full day, readying the future workforce while supporting their parents' participation in today's workforce.
5. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)
6. Work with the City of Tucson and other partners to identify priority improvements and funding to reduce the impacts from unpaved roads and washes on children attending the Summit View Elementary School.

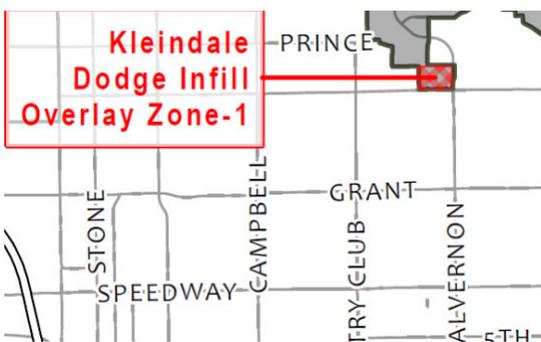
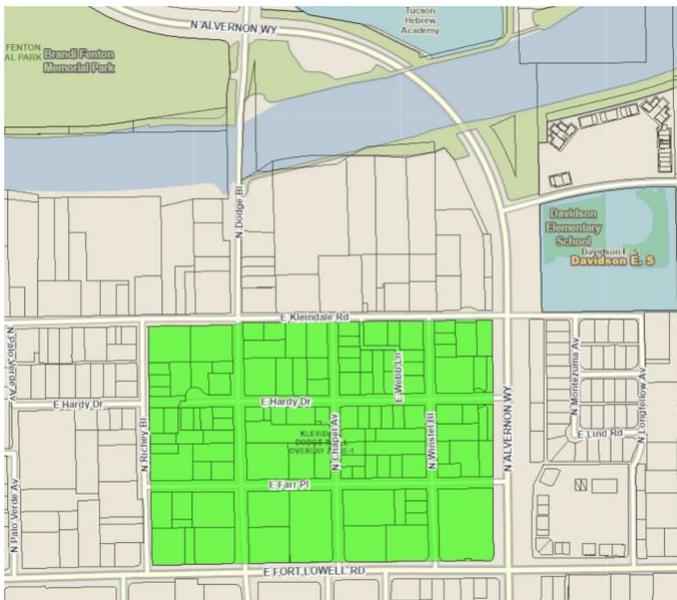
Kleindale/Dodge

The unincorporated Kleindale/Dodge neighborhood is located on the northside of Tucson, south of Rillito River, north of Ft Lowell Road between Dodge Boulevard and west of Alvernon Way, and surrounded by the City of Tucson. The Kleindale/Dodge CRP Area includes the Kleindale/Dodge Infill Overlay Zone (Pima County Zoning Code). The Infill

Overlay Zone include a mix of older homes, industrial uses, retail and restaurants, and vacant lots. The Kleindale/Dodge neighborhood is within a HUD designated Qualified Census Tract for 2026.

Pima County facilities within the Kleindale/Dodge neighborhood include facilities operated by Regional Wastewater Reclamation Department. The Rillito River Park segment of the Loop and Brandi Fenton Memorial Park are located to the north of the neighborhood. The Loop was recently extended from its terminus on the south bank of the Rillito River at Dodge Boulevard, to the end of Prince, just east of Country Club Road, expanding this amenity for residents of the neighborhood and other users.

Exhibit 9: Kleindale/Dodge CRA



 Infill Overlay Zones

Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the [13 Prosperity Initiative policies and 3 cross policy strategies](#) in this CRP Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Identify and address the causes of the current housing shortage and seek to increase housing supply for purchase or rental, especially affordable, workforce, and diverse types of Missing Middle housing (PP Goal 2.A.1, Policy b)
5. Plan for and provide mixed-use development, infill, and redevelopment centers that encourage locating housing closer to schools, jobs, commerce, health care, and other essential services (PP Goal 2.A.2, Policy b)
6. Encourage increased development density and height to reduce commuting time, conserve energy, safeguard the environment, and provide options for residents without automobiles (children, non-driving seniors, persons with disabilities) (PP Goal 2.A.2, Policy c)
7. Identify and enact development policies, codes and ordinances, and regulatory reforms that reduce burdens on creating both affordable and diverse residential development, such as expanding “missing middle” housing opportunities (PP Goal 2.D.1, Policy c)
8. Ensure new development is reasonably compatible in scale, mass, architectural design, and character with existing neighborhoods, communities, natural preserves, and historic and heritage areas, and identify opportunities to introduce incremental density and mixed uses (PP Goal 2.E.2, Policy b)
9. Incorporate through good design and availability of infrastructure, more dense and diverse housing types and mixed-use within new and existing neighborhoods and developments, at scales generally compatible but increased density and intensity than that established (PP Goal 2.E.2, Policy c)
10. Incorporate greater development density, height, and mixed use to improve access within and between neighborhoods, and to work, school, businesses, and services, to improve health, shorten commutes, conserve energy, and reduce vehicle emissions (PP Goal 2.E.3, Policy a)

11. Improve quality of life and opportunity in high poverty areas by investing in physical and social infrastructure that intentionally strives to center the priorities of local residents, improve access to resources, prevent the displacement of vulnerable residents, reduce the exposure to violence, and build community wealth (*Prosperity Initiative*) (PP Goal 2.E.4, Policy a)
12. Engineer and construct an efficient county roadway system and maintain the system in a good state of repair (PP Goal 2.G.2)
13. Continue to widely permit by right community gardens, urban gardens, gardening at public spaces with utilities (schools, libraries, churches, community centers), and urban food forests (PP Goal 2.J.1, Policy a)
14. Reduce barriers for permitting community and commercial kitchens, farmers markets, pop-up food markets, and food and produce trucks (PP Goal 2.J.2, Policy a)
15. Promote and advertise development incentives in the Pima County Comprehensive Plan (Growth Areas Element) and Code of Ordinances (infill incentive districts, overlay zones, conditional use permits, renewable energy incentive districts, etc.) to attract new businesses (PP Goal 4.B.1, Policy c)
16. Identify and implement infrastructure construction, upgrades, and maintenance projects (e.g., transportation, broadband internet, water, wastewater, electric, solar energy, battery storage) to support regional economic development (PP Goal 4.C.1)
17. Identify surplus Pima County property with development potential and other properties for the economic development land portfolio for sale or lease to new businesses, employers, and housing developers (PP Goal 4.C.2, Policy b)
18. Create and sustain a livable and equitable environment for the regional workforce (PP Goal 4.C.4)
19. Coordinate with adjacent neighborhood associations, North Dodge and Montezuma, to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS

1. Increase awareness of the current development incentives available within the [Kleindale/Dodge Infill Overlay Zone](#) (Pima County Zoning Code 18.68.050.)
2. Research and enact additional housing and commercial development incentives for growth areas (PP Implementation item 5.A.3.d)
3. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/

equipment, health facilities, nonprofit facilities, bus shelters, emergency/transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).

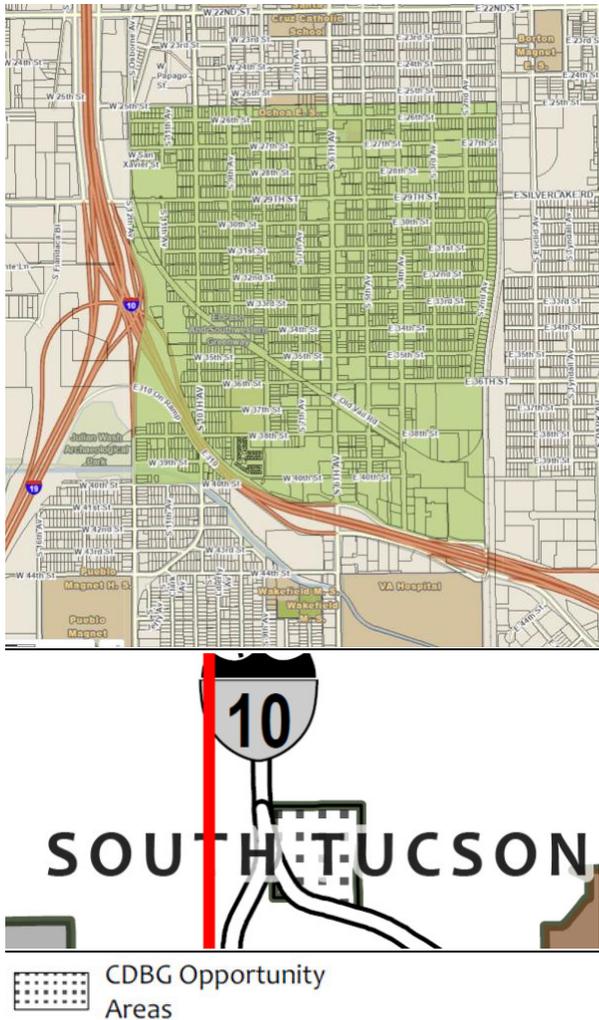
4. Explore opportunities with Pima County's Regional Wastewater Reclamation District, who is a significant landowner in the neighborhood, to facilitate housing and non-housing reinvestment.
5. Maintain and operate County multi-use trails that serve the area.
6. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for "last mile" providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

South Tucson

The South Tucson CRP Area is the City of South Tucson, which includes the South Tucson CDBG Opportunity Area. South Tucson is a small, distinct city (a "Pueblo within a city") surrounded by the City of Tucson. It is famous for its vibrant Mexican-American culture, diverse restaurants, colorful murals, strong community feel, and unique heritage. South Tucson is a HUD designated Qualified Census Tract for 2026 and an Opportunity Zone.

Pima County facilities in South Tucson include, but are not limited to, the Sam Lena South Tucson Library, Sullivan Jackson Employment Center, the Las Artes facility, the Garden Kitchen Collaborative and the El Paso Southwestern Greenway. The Regional Flood Control District recently completed the City of South Tucson Basin Study and the County recently awarded funding to South Tucson to support fire and emergency medical services.

Exhibit 10: South Tucson



Source: Pima County

A. GOALS

1. Implement the goals and strategies included in the Regional Housing Strategy and Funding Plan in this CRP Area.
2. Implement the 13 Prosperity Initiative policies and 3 cross policy strategies in this CRP Area to reduce poverty and increase individual and community wealth.
3. Implement Pima County CDBG-funded community development projects for public facilities, infrastructure improvements, and public services in disadvantaged communities, to improve affordability, livability and indoor health, and sustainability, for disadvantaged county neighborhoods and communities (Pima Prospers Goal 2.E.4, Policy c)
4. Improve quality of life and opportunity in high poverty areas by investing in both physical and social infrastructure in ways that intentionally strive to center the priorities of local residents, improve access to resources, prevent the displacement

of vulnerable residents, reduce the exposure to violence and build community wealth in these high poverty areas (Pima Prospers Goal 2.H.2, Policy c)

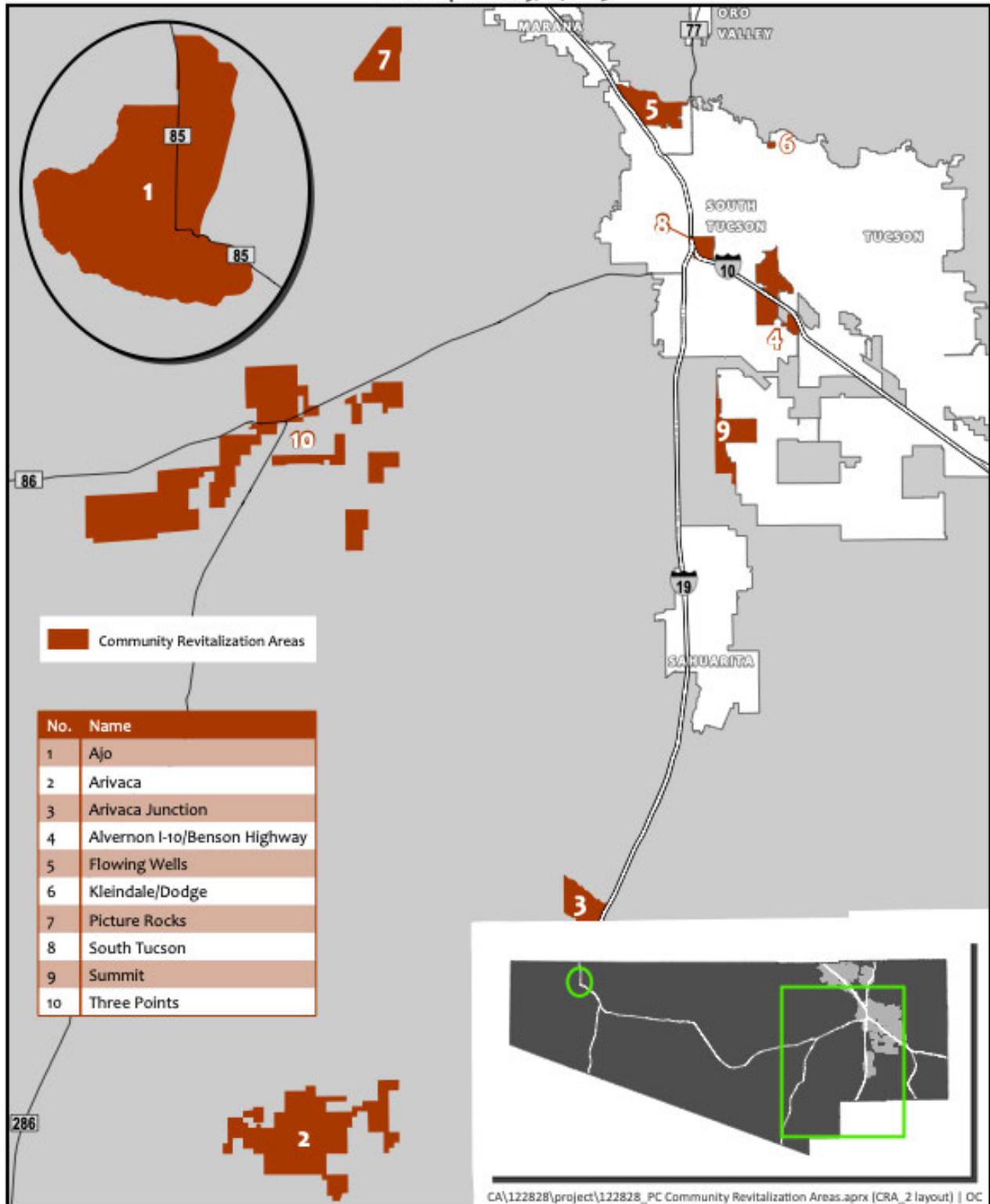
5. Coordinate with the City of South Tucson and other organizations serving South Tucson to further define area-specific goals.

B. SPECIFIC INVESTMENTS AND IMPLEMENTATION ACTIONS:

1. As contemplated in the 2025-2030 Consolidated Plan, utilize Community Development Block Grants (CDBG) to provide Community Facilities and Improvements, specifically for development of or improvements to facilities for seniors, youth, persons with disabilities, abused and neglected children, neighborhood facilities, parks/ recreation facilities, child care centers, fire stations/ equipment, health facilities, nonprofit facilities, bus shelters, emergency/ transitional shelters, parking facilities, non-residential historic preservation, including energy efficiency and disability accessibility improvements; development of or improvements to flood drainage, water/sewer systems, streets, and sidewalks in LMI areas, or for economic or housing development, including disability accessibility improvements; development of or improvements to group homes, emergency shelter/ transitional housing facilities (that add beds); clearance and demolition or movement of buildings to other sites; acquisition of real property that will be developed for a public purpose; cleanup of contaminated sites; and nonprofit organization capacity building (2025-2030 Consolidated Plan, SP-25 Priority Needs).
2. Identify a location for a Stormwater Park and work with neighbors to design and construct the park to include amenities preferred by the neighbors (2025 Floodplain Management Plan)
3. Build out the Middle Mile project, a 134-mile open access fiber optic ring around Tucson to connect rural and underserved areas to high-speed internet. making it cheaper for “last mile” providers to offer reliable broadband for work, school, telehealth, and business, ultimately boosting digital equity, economic growth, and resilience in these communities (Connect Pima: Improve broadband infrastructure)

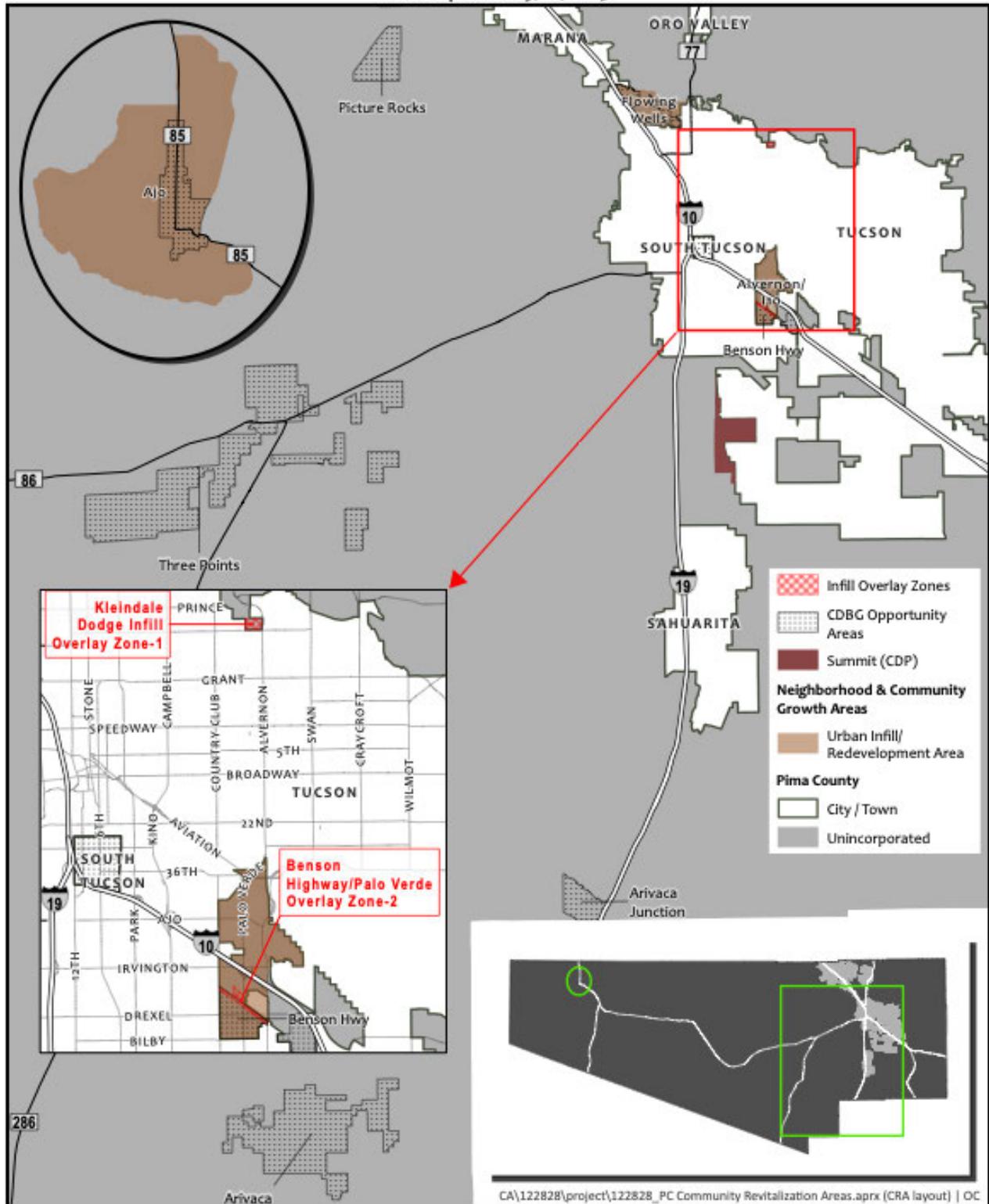
Pima County Community Revitalization Areas

Date Exported: 9/22/2025



Pima County Community Revitalization Areas

Date Exported: 9/22/2025



Appendix B: 10-Year Funding Plan

Exhibit 1: Detailed Funding Plan with Assumptions

STRATEGY	INCOME BAND	10-YEAR HOUSING NEED	TARGET # OF UNITS/HOUSEHOLDS	% OF NEED SERVED	COST PER UNIT	TOTAL COST	PIMA AFFORDABLE HOUSING FUND
2.1 Increase Gap Funding for LIHTC-Supported Housing Development¹	0-60% AMI	30,584	4,640	20%	\$20,000	\$92,800,000	\$74,800,000
2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development²	0-60% AMI		750		\$60,000	\$45,000,000	\$45,000,000
4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects³	0-60% AMI		840		\$10,000	\$8,400,000	\$8,400,000
2.3 Increase Support for Affordable Homeownership Development Projects⁴	60-80% AMI	1,658	390	30%	\$45,000	\$17,550,000	\$12,750,000
4.4 Support First-Time Homebuyer Assistance Program⁵	60-80% AMI		110		\$45,000	\$4,950,000	N/A - Same funding Strategy 2.3
4.2 Continue Providing Eviction Prevention and Tenant Legal Services⁶	0-80% AMI	108,000	20,000	19%	\$500	\$10,000,000	\$10,000,000
4.3 Increase Emergency Rental and Utility Assistance⁷	0-80% AMI	720,000	90,000	13%	\$1,000	\$90,000,000	\$40,000,000
4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies⁸	0-80% AMI	28,500	167	10%	\$45,000	\$7,515,000	\$1,015,000
4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners⁹	0-80% AMI		2,750		\$16,000	\$44,000,000	\$20,200,000

¹ Need - EConorthwest housing study: 30,584 more rental housing units needed over 10 years to address underproduction and future need, affordable to those at 0-60%AMI. Target assumes 464 units of LIHTC project awards in Pima County per year vs 400 per year over past 3 years at \$20k a unit which is higher than County's last 3-year average of \$11k a unit. EConorthwest proforma for this strategy is \$20k a unit over the 10 years with a max of 600 LIHTC units possible a year. The \$20k per unit estimate factored in additional HOME gap funding sometimes granted to projects that were also awarded Pima gap, inflation, and the fact that more gap per unit may be needed in the future.

² Need - EConorthwest housing study: 30,584 more rental housing units needed over 10 years to address underproduction and future need, affordable to those at 0-60%AMI. Target assumes 75 units of non-LIHTC project awards for County gap funding vs an average of 66 per year over the past 3 years at \$60k a unit.

³ Includes major renovations and repairs. Could be preservation/keep people housed or build more. If build more, then the need is part of the 30,548 units of rental housing needed for 0-60% AMI. Target is 84 units per year. County gap funding over past 3 years awarded to 4 projects including Tucson House, Amazon Flats, El Camino and Talavera at an avg cost per unit of \$5,218 a unit for 503 units (removing Tucson House as outlier because of size, avg \$11,204 a unit for 145 units)

⁴ Need - EConorthwest housing study: 1,685 more homes needed over 10 years to address under production and future need, affordable for those at 60-80%AMI. Target assumes 50 homes per year - 39 homes developed with Pima Co and HOME gap funding per year, plus 11 homes purchased with down payment assistance per year. Current annual production with Pima Co gap and HOME gap is about 30 per year. Habitat for Humanity projects avg \$34k in gap funding; Non-Habitat \$61k in gap funding. Using \$45k avg for this plan for gap funding per home and downpayment assistance per home. Same income level target for both new development and DPA. Note PRO Housing Grant of \$633,736 to City for site work for land trust homes not included.

⁵ See footnote 4.

⁶ EELS need estimate is based on assumption of 12,000 eviction filings per year with 10% being duplicates. Because EELS is the primary referral source for The Craycroft, Craycroft numbers are subsumed within this. The target represents the number of calls currently coming into EELS extrapolated over 10 years, and maintains this current level of service by moving the current costs of \$1 million a year to the \$250M AHF. Every caller receives a service from EELS, but in some cases that service is limited to connection to a Navigator and referral to other resources. The cost for the evictions judge and admin is also included in this \$1M a year. The rental assistance component of EELS is not included in this item and is included in the emergency rental and utility assistance item. This year, FY26, EELS is funded by the County's General Fund and remaining Federal ARPA funding.

⁷ Emergency rental and utility assistance estimate is based on a report showing approximately 12,000 calls per month to CWD seeking CAA assistance, assuming 50% are duplicates. There is undoubtedly some overlap between EELS need and CAA need. Target - For Emergency rental and utility assistance, this is based on current HH served (8,100/yr), which includes rental assistance provided to EELS participants, plus an additional 9,000 HH served/yr with additional funding from the \$250M Affordable Housing Fund at an average of \$1,000/HH. Note Marana provides utility assistance up to \$500 once a year at a total cost of \$30,000 a year, not reflected in this table.

⁸ Need is subset of the number of homes identified for home repair and weatherization. Target is the 150 owner-occupied mobile homes included in the PRICE grant for replacement or "whole-home" renovations, plus 17 additional to be funded by the County's AHF, at the average price per home included in the PRICE Grant of \$45,000.

⁹ Need - Assumes 25% of the number of homes built before 1980 (190,000) are occupied by households at income levels that would qualify for home repair programs, and 10 percent of those age out of their homes with new home buyers repairing the older homes; resulting in a need to repair 15% of 190,000 pre-1980 homes, which is 28,500 homes. Target is 275 per year for Pima (internal program), Tucson & Marana funded home repair. \$16,000 per home is the average for the County's internal home repair program (70% of County expenses), but external contractors have much lower per home costs for smaller project scopes (30% of County expenses). Marana's max is \$20,000 a home. City of Tucson's max is \$26,500 a home. Includes mobile homes. The additional \$2M a year from the \$250M of County AHF is estimated to serve an additional 125 households at \$16,000 household.

STRATEGY	INCOME BAND	10-YEAR HOUSING NEED	TARGET # OF UNITS/HOUSEHOLDS	% OF NEED SERVED	COST PER UNIT	TOTAL COST	PIMA AFFORDABLE HOUSING FUND
5.1 Staff a Homeless Prevention and Housing Resource HUB¹⁰	0-60% AMI	N/A	TBD	N/A	N/A	\$3,000,000	\$3,000,000
5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing¹¹	0-80% AMI	8,000	3,650	45%	\$17,900	\$65,335,000	\$9,735,000
5.3 Continue Supporting Bridge Housing Programs¹²	0-80% AMI		3,620	46%	\$6,934	\$25,100,000	\$25,100,000
						\$413,650,000	\$250,000,000

Source: Pima County

¹⁰ Call center/navigators. # of FTEs to be determined.

¹¹ Need - Rapid rehousing rental assistance and support.? Target 365 households per year at \$17,900 a household; 54 households per year more than currently served. Current cost per household is \$17,878 for 311 households, which includes the County's program. Note TPCH also receives \$5.8M for Permanent Supportive Housing annually for a high need population, which is in danger of significant cuts. If significant cuts are made, the City may request funding from the County's Affordable Housing Fund and in return decrease rapid rehousing assistance from a max of 2 years to a lesser length of time to serve more households and to fund a portion of Permanent Supportive Housing.

¹² The Craycroft - Target population is 2,000 households over 10 years, which is maintaining current level of service. 10-year total cost includes \$1.2 million annual operating costs currently funded by the State through the end of this fiscal year, \$500k one time cost for County to purchase building from City, \$900,000 a year for 3 years for renovations. Moving this funding to the \$250M AHF maintains these services at the current level of service. This does not include \$600,000 in annual rehousing support which is not included under Rapid Rehousing. The Wildcat target population for 9 years is 1,620 households, which maintains the current level of service. The Wildcat includes \$1.1M for 9 years of annual operations starting FY28, which is when the City of Tucson no longer has funds to operate. The Craycroft and The Wildcat now serve similar populations (families) and while services are currently coordinated between staff at both shelters, there is need for a more formal, coordinated strategy between the City and County regarding intake, bridging to families into permanent housing to free up space, and other activities. Note there is duplication in the target population served by rapid rehousing; since rapid rehousing is often the way in which households are bridged to permanent housing from these two facilities.

Exhibit 2: All Funding Sources

STRATEGY	FUNDING SOURCES										Total of Fund Sources
	PIMA COUNTY	PIMA COUNTY (FEDERAL)			Pima/Tucson (Federal)	Tucson (Federal)			Marana (Federal)	TPCH (Federal)	
	\$ 250M AFFORDABLE HOUSING FUND	RENT & UTILITY	RAPID REHOUSING	HOME REPAIR	HOME Consortium	Home Repair	PRO Housing Grant	PRICE Grant	Home Repair	Rapid Rehousing	
2.1 Increase Gap Funding for LIHTC-Supported Housing Development	\$74,800,000				\$15,000,000		\$3,000,000				\$92,800,000
2.2 Increase Gap Funding for Non-LIHTC Supported Housing Development	\$45,000,000										\$45,000,000
4.1 Increase Gap Funding for Major Preservation Rehabilitation and Adaptive Re-Use Housing Projects	\$8,400,000										\$8,400,000
2.3 Increase Support for Affordable Homeownership Development Projects	\$12,750,000				\$9,750,000						\$17,550,000
4.4 Support First-Time Homebuyer Assistance Program	N/A - Same funding Strategy 2.3										\$4,950,000
4.2 Continue Providing Eviction Prevention and Tenant Legal Services	\$10,000,000										\$10,000,000
4.3 Increase Emergency Rental and Utility Assistance	\$40,000,000	\$50,000,000									\$90,000,000
4.5 Develop a Focused Needs Assessment and Housing Strategy for Mobile and Manufactured Home Communities While Implementing Existing Strategies	\$1,015,000							\$6,500,000			\$7,515,000
4.6 Expand Home Repair and Weatherization Programs for Low-Income Homeowners	\$20,200,000			\$14,000,000		\$8,500,000			\$1,300,000		\$44,000,000
5.1 Staff a Homeless Prevention and Housing Resource HUB	\$3,000,000										\$3,000,000
5.2 Provide Shelter Relief by Expanding Rapid Rehousing Support for Households to Move Into Permanent Housing	\$9,735,000		\$5,436,990							\$50,163,010	\$65,335,000
5.3 Continue Supporting Bridge Housing Programs	\$25,100,000										\$25,100,000
	\$250,000,000										\$413,650,000

Source: Pima County

