



MEMORANDUM

Date: February 27, 2026

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: Jan Leshar 
County Administrator

Re: **Additional Information for the March 3, 2026, Board of Supervisors Meeting – Agenda Item #22 Regional Housing Strategy and Funding Plan**

I have been providing periodic updates to the Board of Supervisors regarding preparation of the 10 -year Regional Housing Strategy and Funding Plan (Plan), the most recent of which was dated [October 6, 2025](#). The Plan is now complete and is on the Board's March 3, 2026 agenda for consideration. It includes 5 goals and 27 strategies to address our region's housing challenges, along with targets and metrics.

The Plan also includes a funding plan to guide implementation of the Board's \$250 million 10-year funding policy and includes \$163 million in additional state and federal funding anticipated to be awarded to jurisdictions, for a projected total of \$413 million investment across the region during this timeframe. While this funding will only address a portion of the need, the Plan is already serving as a resource for regional and community partners seeking non-governmental funds to help meet a larger portion of the need for affordable housing.

The Plan was jointly prepared by the County's consultant EConorthwest and Pima County staff following many months of active participation and input from Pima County's Regional Affordable Housing Commission. Staff also presented multiple times to the City of Tucson's Housing Commission and have actively solicited additional input regularly from city and town staff, the development community, non-profit organizations and other stakeholders. In October, EConorthwest and Pima County staff held a road show at community events across the county to gather additional input. More recently, staff met with Board offices about the Plan.

On February 20, 2026, Pima County's Regional Affordable Housing Commission recommended the Plan to the Board of Supervisors for approval. The final document includes specific edits requested by the Town of Marana, Chair Allen's staff, and Housing Commission members. The attached comment letters from the Southern Arizona Home Builders Association and the Tucson Association of Realtors were discussed during the February 20th meeting and staff are committed to working with both organizations during implementation.

To bolster public awareness of County and partner investment and activities in addressing region's housing needs, the first strategy in the Plan addresses community education and communication for advancing the goals and strategies. EConorthwest is also developing a more concise summary document with highlights from the Plan, including a visualization of the metrics, to aid County communications and outreach efforts.

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The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Additional Information for the March 3, 2026, Board of Supervisors Meeting – Agenda Item #22 Regional Housing Strategy and Funding Plan**
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The Plan reflects a comprehensive forward-leaning approach at a time when communities across the nation are grappling with how best to meet housing needs. It positions Pima County and our regional partners to lead with proactive solutions rather than reactive measures. I commend those that have been involved in developing this Plan and look forward to seeing the various strategies move forward.

Housing is an issue that impacts our entire region and it is of the utmost importance that the Plan strategies are pursued in a coordinated fashion across jurisdictions while also recognizing the unique roles and needs of each jurisdiction. To support this coordination, I have asked Director's Dan Sullivan and Chris Poirier to identify an individual to lead implementation coordination and reporting across County departments and across jurisdictions.

JKL/je

Attachments

c: The Honorable Suzanne Droubie, Pima County Assessor
The Honorable Brian Johnson, Pima County Treasurer
Carmine DeBonis, Jr., Deputy County Administrator
Steve Holmes, Deputy County Administrator
Chad Kasmar, Deputy County Administrator
Art Cuaron, Director, Finance and Risk Management Department
Jenifer Darland, Director, Office of Housing Opportunities & Homeless Solutions
Chris Poirier, Director, Development Services Department
Dan Sullivan, Director, Community & Workforce Development
Nicole Fyffe, Senior Advisor, County Administrator's Office
Chair and Members, Pima County Regional Affordable Housing Commission

ATTACHMENT 1



February 17, 2026

Ms. Cassie Lundin
Division Manager
Pima County Community & Workforce Development
2797 E. Ajo Way
Tucson, AZ 85713

RE: Pima County Affordable Housing Strategy & Funding Plan

SAHBA, and our members, value the efforts of The Board of Supervisors and Regional Affordable Housing Commission Pima County's efforts to address the housing needs of our region including GAP funding, improvements to the development review and approval process, code changes and seeking other opportunities to reduce costs and expand housing supply.

The Affordable Housing Strategy & Funding Plan is a solid document that we hope is actively utilized and drives favorable outcomes for our community. We offer the following specific comments:

- **Page 13, Roles and Responsibilities:** The term 'Pima County' appears to be used both to represent the entire County ("Addressing Pima County's housing challenges...") and as it relates to the unincorporated areas of the County ("Pima County plays a distinct and catalytic role within the broader regional housing eco system..."). The intended uses of the term should be clear.
- **Page 14, Exhibit 3: Housing Continuum, Affordability & Roles:** 1) Workforce Rental & Entry-Level Ownership; and Small & Middle Housing can be market based, 2) Small & Middle Housing should include a broader range of housing types (we frequently reference AARP's [Discovering and Developing Middle Housing](#) report).
- **Page 15, Current Roles the County Holds:** 1) Are these roles the County is currently playing or has the potential to play? For example, we are unaware of what the County has done to advance infrastructure development in support of housing, and 2) Land conservation as part of the CLS and leveraging flood control systems is inconsistent with our goals for increasing housing inventory and affordability.
- **Page 17, Proposed or Expanded Role:** What does, "Managing public land inventories for housing" mean? If anything, the County should be seeking to divest land holdings by selling to the private sector.
- **Page 18, Vacant and Underutilized Public Land for Housing:** The plan should emphasize the significant opportunity State Land holdings in southern Arizona represents for housing and economic prosperity. Bringing these holdings to market should be one of the top priorities. State Land regularly goes to auction in metro Phoenix and hardly ever in the Tucson area.
- **Page 30, What is Area Median Income?:** The report should provide the price of home that can be afforded at each level of income.
- **Page 32, 1.6 Continue to Enable:** Report should include a bullet point to consider eliminating single-family zoning. And include a bullet point about improving development review and approval processes.

- **Page 33, 1.7 Reduce Development Costs:** Unless and until there is an acknowledgment that “fee requirements” impact affordability of market rate housing in the same way as “affordable housing” – and receive the same effort and focus to mitigate those costs – increasing affordability will not happen. For example, Pima County’s updated Transportation Impact Fees (approximately \$3,000 increase) will “price out” approximately 1,500 households from affording the median new home. Strategies to offset or reduce fees for subsidized housing but not market rate housing is a double standard.
- **Page 50, 1.6 Continue to Enable:** This is encouraging. The allowable housing types should be expanded.
- **Page 52, 1.7:** Similar comments to above.

Expanding upon Goal #1 (Expand the supply, diversity, and affordability of housing...including market rate...) it is important to note there are many factors that directly affect market rate housing supply and affordability. While many of them are beyond local control (interest rates, tariffs, rising construction costs and inflationary pressures) there are many within the County’s authority that would make a meaningful difference. Some of them are referenced or alluded to in the plan (fees, zoning, and economic/workforce development). We recommend a greater emphasis on addressing the burden of the current regulatory framework (see attached Cost of Regulation summary) and the time value of the development review/approval process (see attached memo Re: Economic Impact of Development Approval Timeframes). These costs have a direct connection to the private sector’s ability to provide necessary inventory and reduces the number of families that can afford new homes (see attached “Priced Out” report).

We offer an initial set of recommendations aimed at advancing market-rate housing opportunities that would have a meaningful impact on achieving Goal #1 and overcoming our region’s housing challenges.

1. **INCREASING DEVELOPABLE ACREAGE:** Growing the housing inventory is tied directly to cost effective utilization of land and higher lot yield. This can be accomplished through higher density zoned land, eliminating or minimizing regulations that reduce developable acreage and creative solutions such as bringing County owned land to market. Specific examples include:
 - A. **Initiate a 5-year freeze** for any code amendments, manuals, standards, specifications or other regulatory requirements unless they demonstrably reduce development and construction costs. Good idea but is 5 year realistic?
 - B. **Proactive review of all existing codes, manuals, standards, specifications or other regulatory requirements** to identify and pursue changes to simplify and streamline the process. Examples include removing elements of design/architectural guidelines that add costs without a quantifiable benefit to the quality of construction and decreasing the slope of finished lots to 0.05%.
 - C. **Revise the zoning code to create flexibility and allow a broader range of housing types in more locations including:** expanding the policies guiding the use of Accessory Dwelling Units (ADUs); using “best practices” from other communities or industry publications such as *“Discovering and Developing Middle Housing”* by AARP; updating Transfer of Development Rights policies; increasing allowable height; and identifying ways to increase by-right zoning and/or administrative zoning approvals.
 - D. **Revise environmental regulations that increase cost and reduce developable acreage including:** creating an exemption for small projects; reducing NPPO mitigation ratios; allowing “like-for-like” mitigation to occur outside the original area; allowing maximum flexibility for off-site mitigation; creating a mitigation bank program; allowing for modifications to mapped habitat based on updated site-

based biological data (including drone imagery); reassessing riparian mitigation guidelines including removing Xeroriparian C and D as regulated habitat; and increase allowable disturbance before triggering mitigation from 1/3 acre to a project-size percentage.

- E. **Revise flood control regulations that increase cost and reduce developable acreage including:** adjusting peak flow attenuation standards by modestly increasing allowable flows in balanced basins and reducing reductions in critical basins; increasing allowable offsite water surface elevation impacts from 0.10' to 0.20' (consistent with national engineering practice) which reduces overdesign; raising allowable offsite water velocity impacts from 10% to 15%, providing engineering flexibility while maintaining safety; reducing first flush retention requirements to 0.4", lowering land and grading costs while maintaining effective stormwater management; extending dry-down times to 24 hours for projects under 10 acres and 36 hours for larger projects, aligning with technical feasibility and reducing engineering costs.
 - F. **Pursue the sale of County-owned land** suitable for housing, with proceeds reinvested into affordable housing to maximize community benefit.
2. **IMPROVE PREDICTABILITY & CERTAINTY:** Time is money. Favorable timeframes, metrics and accountability in the development review and approval process help manage costs.
- A. **Refresh and reaffirm the County's 2010 Standard Operating Procedures** (attached) to advance consistency in the review and approval process.
 - B. **Analyze review times and establish clear metrics for quicker approvals** along with publishing monthly reports showing performance to targets as done previously.
 - C. **Develop uniform training to ensure consistent reviews and inspections across departments**, reducing delays, resubmittals and avoiding contradictory interpretations of code.
 - D. **Extend validity of approved plans to 10 years**, aligning with California's model, shielding projects from midstream code changes that increase costs.
 - E. **Foster alignment across public works departments**, with Development Services having primary oversight and final decision-making authority when resolving issues with applicants and other departments.
3. **ESTABLISH REASONABLE & SUSTAINABLE FRAMEWORK FOR FEES AND INFRASTRUCTURE INVESTMENT:** Reducing or holding the line on fees will have the most immediate effect on housing costs. Minimizing requirements for things like offsite improvements while maximizing public investment in infrastructure will have similar but more long-term benefits.
- A. **Undertake a cross-department analysis of all fees** applied to new development and seek ways to reduce or eliminate fees. Note: Should also explore incentives that result in lower fees (Ex. New homes sold below median sales price within the submarket could pay lower fees).
 - B. **Revise the approach to impact fees** by updating only every 10 years and aligning projects more closely with the areas where fees are collected, improving fairness and transparency.
 - C. **Expand use of Community Facilities Districts (CFDs)** and similar financing tools, giving communities flexibility to fund improvements without driving up the upfront cost of homes.
 - D. **Reduce thresholds that trigger offsite improvements**, ensuring that only proportionate impacts are assigned to projects.

- E. **Revisit trip generation and traffic analysis requirements**, which often overestimate vehicle trips and impose excessive costs on developments.
 - F. **Develop a robust approach to credits and reimbursements** for developer provided infrastructure.
4. **ECONOMIC & WORKFORCE DEVELOPMENT**: Attracting employers who require high-skilled and high-wage employees will increase area median income and expand the pool of buyers for market rate homes. An already sparse pool of construction workers is rapidly “aging out” creating shortages in labor during periods of high activity. Prioritizing workforce development will help keep up with construction needs and improve prosperity by providing skills for well-paying jobs.
- A. **Expand partnerships with private sector partners**, including industry associations, to understand and meet employment needs.
 - B. **Invest in training programs** for the construction trades for young adults to increase their economic opportunities and quality of life.
 - C. **Continue to develop and implement economic development strategies**, including robust incentives, that make Pima County attractive to outside investment and expansion of local companies.

Yet perhaps as significant as any of these recommendations, the actions taken by local governments towards housing should match the expressed desire for housing supply and affordability. Routinely, we encounter policies, regulations or other measures (ex. fee increases) that make housing, or the process of building homes, more complicated and more expensive. While there is always well-intentioned rationale for doing so (“cost recovery,” “sustainability,” “neighborhood protection”) these actions none the less move us further away from building homes that are more affordable.

Simply put, the region built fewer new homes in 2025 than we did in 1995. This should be a wakeup call to elected and non-elected government officials, housing proponents, economic development organizations, and the broader community. Meeting our region’s housing needs, and community demand for more affordable homes, depends on bold and decisive actions. The status quo is not working. Housing production, whether income restricted or market rate, must be unencumbered and prioritized.

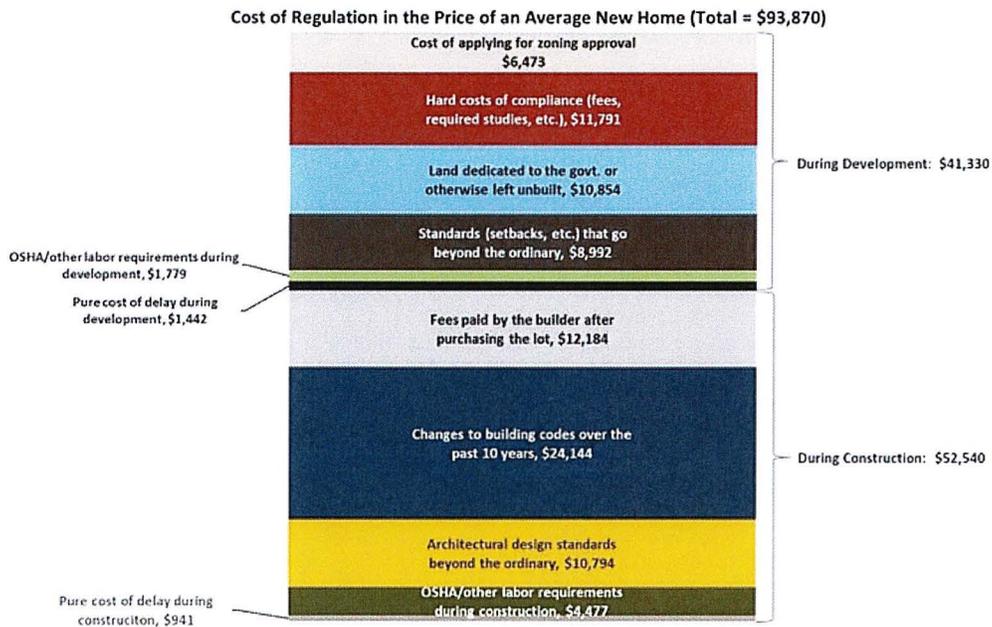
ELIMINATING EXCESSIVE REGULATIONS

THE ISSUE

Regulations at all levels of government are hindering the production of housing.

Single-Family Homes

Regulations account for nearly 25% of the cost of a single-family home.



In 2021, on average, regulations imposed by government at all levels accounted for \$93,870 of the final price of a new single-family home built for sale. Of the \$93,870, \$41,330 is due to a higher price for the finished lot, attributable to regulations imposed during the lot's development. The remaining \$52,540 is the result of regulatory costs imposed on the builder during construction, after the builder purchases the finished lot.

Over time, NAHB studies show that the cost of regulation has continued to climb. The 2021 estimate of \$93,870 is up 11% from the \$84,671 in the 2016 study and 44% from NAHB's 2011 estimate of \$65,224.



MEMORANDUM

Date: October 1, 2020

To: C.H. Huckelberry
County Administrator

From: Yves Khawam 
Assistant County Administrator
for Public Works

Re: **Economic Impact of Development Approval Timeframes**

As you are aware, timeframes associated with development approval and permitting of private development projects are often perceived by jurisdictions solely through the lens of customer service satisfaction. However, accelerating these timeframes also creates a large economic benefit to the community.

In 2013, we studied the cost of permitting timeframes by using three-year data of projects secured by Sun Corridor Inc., then Tucson Regional Economic Opportunities (TREO). At that time, the economic impact of the average TREO project was \$3.2 million per month, with projects secured in a year totaling an economic impact of \$24.9 million per month. This means that in 2013, shaving 30 days off land approval or permitting timeframes generated an economic impact of \$24.5 million annually to the Tucson region, solely limited to TREO projects and not including those generated by new and expanding businesses not facilitated by TREO.

In part due to this finding, Pima County Development Services adjusted its processes to reduce approval timeframes, thereby committing to a maximum of five-day review for site development projects and building permits (10 day for projects greater than 20,000 SF).

Per your request, we have refreshed these numbers with Sun Corridor Inc. projects from FY 2017-18 through FY 2019-20. Of note is that the average project monthly economic impact has increased to \$4.2 million with total projects per year generating an average of \$41.6 million in one month.

Again, based solely on projects facilitated by Sun Corridor, shaving 30 days off land and permitting approval timeframes creates an additional \$41.6 million of annual economic benefit the region would not otherwise receive. Promoting the regional shortening of these timeframes is the most cost-effective economic catalyst the regional jurisdictions can provide, especially since there was no additional cost associated with restructuring the processes and implementing the organizational changes that allowed Pima County to meet its current targets.

FY2018-20 Sun Corridor Inc. Projects

Project Name	Industry	Average Monthly Impact
Easy	Transportation & Logistics	\$1,362,439
Chucks	Other	\$1,049,264
Plasma	Bioscience	\$405,359
Swift	Renewable Energy & Mining Technology	\$1,089,751
Burn	Other	\$431,585
Renew	Financial Services/Insurance	\$10,329,760
Shine	Consumer Products	\$907,862
Hello	Financial Services/Insurance	\$12,854,614
Wildcat	Transportation & Logistics	\$10,008,908
Arc	Aerospace & Defense	\$931,377
Bradley	Healthcare	\$2,755,062
Treasure	Other	\$1,131,471
Heavy	Renewable Energy & Mining Technology	\$3,550,862
Brown	Transportation & Logistics	\$18,210,780
Beet	Consumer Products	\$2,208,613
Celebrity	Healthcare	\$9,444,896
Dispatch	Renewable Energy & Mining Technology	\$1,190,016
Bot	Renewable Energy & Mining Technology	\$292,187
Cactus	Transportation & Logistics	\$3,019,993
Big Sky	Healthcare	\$454,582
Guide	Consumer Products	\$1,378,034
Honour	Other	\$3,639,202
Micro	Healthcare	\$640,057
Tree	Healthcare	\$483,661
Safeguard II	Aerospace & Defense	\$30,853,488
Wolf	Other	\$2,372,042
Maya	Consumer Products	\$1,373,163
Scenic	Aerospace & Defense	\$456,223
Curtain	Other	\$1,384,521
Green	Transportation & Logistics	\$466,667
Average monthly impact per project		\$4,155,881
Projects per year average monthly impact		\$41,558,812

- c: David W. Welsh, Executive Vice President, Sun Corridor Inc.
 Jan Leshner, Chief Deputy County Administrator
 Carmine DeBonis, Jr., Deputy County Administrator for Public Works
 Carla Blackwell, Director, Development Services Department
 John Moffatt, Director, Economic Development

Tucson, AZ MSA Households Priced Out of the Market by Increases in House Prices, 2026

Area	Mortgage Rate	House Price	Monthly Mortgage Payment	Taxes and Insurance	Minimum Income Needed	Households That Can Afford House
Tucson, AZ	6.00%	\$388,000	\$2,260	\$298	\$109,636	153,196
Tucson, AZ	6.00%	\$389,000	\$2,266	\$299	\$109,918	152,678
Difference		\$1,000	\$6	\$1	\$283	-518

Calculations assume a 10% down payment and a 73 basis point fee for private mortgage insurance.
 A Household Qualifies for a Mortgage if Mortgage Payments, Taxes, and Insurance are 28% of Income

Tucson, AZ MSA Household Income Distribution for 2024		
Income Range:	Households	Cumulative
\$0 to \$10,314	23,878	23,878
\$10,315 to \$15,472	13,676	37,554
\$15,473 to \$20,630	16,085	53,639
\$20,631 to \$25,788	20,106	73,745
\$25,789 to \$30,945	15,058	88,803
\$30,946 to \$36,103	15,512	104,315
\$36,104 to \$41,261	20,214	124,529
\$41,262 to \$46,419	20,670	145,199
\$46,420 to \$51,576	16,540	161,739
\$51,577 to \$61,892	35,603	197,342
\$61,893 to \$77,365	46,299	243,641
\$77,366 to \$103,154	62,151	305,792
\$103,155 to \$128,943	47,351	353,143
\$128,944 to \$154,731	28,978	382,121
\$154,732 to \$206,309	39,325	421,446
\$206,310 to More	49,442	470,888

ATTACHMENT 2



February 17, 2026

Ms. Cassie Lundin
Division Manager
Pima County Community & Workforce Development
2797 E. Ajo Way
Tucson, AZ 85713

Re: Comments on the Draft Regional Affordable Housing Strategy and Funding Plan

Ms. Lundin,

I submit these comments in my capacity as an appointed Commissioner, informed by my professional work with the Tucson Association of REALTORS® and regular engagement with the market participants who deliver housing: homebuyers, renters, property owners, builders, and the professionals who transact and finance housing. I support the plan's recognition that the region must increase supply across the spectrum, including both market rate and income restricted housing.

Importantly, the most scalable 'affordable housing' action local governments control is not only funding. It is approval time, predictability, and regulatory feasibility. When the process runs long or rules shift midstream, subsidy dollars buy fewer units, deed restricted projects stall, and market rate supply tightens, which pushes rents and prices up regionwide.

Below are targeted recommendations and proposed language changes focused on improving development outcomes, aligning local action with affordability goals, strengthening metrics, creating regional participation incentives, and reinforcing the connection between housing supply and economic growth.

1. Add development process performance to the public dashboard with targets and accountability.

The plan commits to a public facing housing metrics dashboard, but it does not specify development process performance measures that directly determine feasibility, cost, and unit delivery speed. Without process metrics, the region will struggle to diagnose why targets are missed and which bottlenecks drive project failure.

Recommendation: Add a Development Process and Timeliness metric set to the dashboard, publish monthly, and set targets with corrective actions when targets are not met. Suggested dashboard metrics for consideration:

Median days for planning and zoning review - Median days for building plan review
Median days to first correction cycle - Percentage approved on first submittal
Average number of resubmittals - Median days from complete submittal to permit issuance
for common project types



Proposed implementation language:

“Within 180 days of plan adoption, the Countyⁱ will publish and maintain monthly development process performance metrics as part of the public dashboard, including review and inspection timelines and resubmittal cycles. The County shall establish target benchmarks and require corrective action plans when performance falls below targets for two consecutive reporting periods.”

2. Convert “evaluate feasibility impacts” into a standardized feasibility and unintended consequences protocol

The draft appropriately states that development regulations and standards should be evaluated for cost and feasibility impacts. It does not define how that evaluation occurs, when it occurs, whether the findings are public, or how the region verifies outcomes after adoption. This is where local rhetoric often fails to translate into local action.

Recommendation: Adopt a standardized feasibility and impact protocol for any housing related ordinance, fee, manual, or development standard, with required pre-adoption publication and post adoption review.

Proposed implementation language:

“Adopt a Housing Feasibility and Impact Protocol applicable to any new or amended housing related ordinance, fee, manual, or development standard. At minimum, the protocol shall include a time impact estimate, a basic pro forma feasibility review for representative project types, and an assessment of distributional impacts across income levels and tenure types. Findings shall be published prior to adoption. The County shall conduct 12 month and 24-month evaluations to measure outcomes, identify unintended consequences, and recommend modifications when results conflict with housing production targets or affordability objectives.”

3. Establish service level standards and governance for coordinated permitting

The plan calls for improved coordination across departments, but it does not commit to operational service standards or a governance structure that forces consistent interpretation and predictable outcomes. Coordination without performance targets typically turns into meetings, not speed.

Recommendation: Establish service level standards by review type and department, publish performance, and create a defined escalation path for stalled projects.

Proposed implementation language:

“Adopt service level standards for all key development reviews, including defined timelines for completeness determinations, first cycle comments, resubmittal review, and inspection scheduling. Publish performance monthly. Establish an interdepartmental escalation pathway for projects that exceed service level standards, including a single point of contact project navigator model for infill, missing middle, mixed income, and deed restricted projects.”

4. Add a market rate affordability safeguard for fees and standards

The plan correctly addresses reviewing and revising fees and standards. It does not include a policy safeguard that prevents cumulative fee and standard growth from eroding market rate attainability. If the region constrains market rate supply through escalating cost and time, affordability worsens across the board and subsidy demand grows faster than funding capacity.

Recommendation: Add a market rate affordability safeguard tied to income trends and feasibility.

Proposed implementation language:

“Fees and development standards shall not increase faster than regional income growth and construction productivity unless the County demonstrates a quantified net housing benefit and the Housing Feasibility and Impact Protocol confirms no material reduction in feasible housing supply across price points. Where fees serve critical infrastructure needs, the County shall evaluate alternatives that reduce per unit burden, including right sizing requirements for smaller scale projects.”

5. Translate income targets into real world attainable rents and purchase prices

The draft uses AMI bands extensively, but it does not convert those bands into approximate rents and purchase prices that residents, elected officials, and implementation partners can understand. If the plan stays abstract, policy decisions will become detached from outcomes.

Recommendation: Add a simple table that translates key AMI thresholds into approximate monthly rent and attainable purchase price ranges using stated assumptions.

Proposed implementation language:

“For each priority income band identified in the plan, staff shall publish a table showing estimated affordable rent levels and estimated attainable purchase price ranges using transparent, current assumptions for interest rates, taxes, insurance, and standard underwriting. The table shall be updated at least annually and incorporated into public communications and ordinance feasibility reviews.”

6. Create real levers for municipal participation tied to adoption and performance

The plan identifies that jurisdictions can use tools such as fee reductions and expedited permitting, and it emphasizes sharing best practices. It does not establish regional levers that reward jurisdictions for adopting specific reforms or meeting measurable performance outcomes.

Recommendation: Tie discretionary regional resources to adoption and outcomes, not participation alone.

Proposed implementation language:

“A portion of regional housing and housing enabling infrastructure resources shall be prioritized for jurisdictions that adopt specified reforms within defined timeframes and report standardized process and production metrics. Reforms may include by right pathways for defined housing types, reduction of discretionary review for code compliant projects, adoption of standardized permit pathways, and publication of monthly process performance metrics consistent with the regional dashboard.”

7. Align housing production with employer attraction and wage growth strategy

The plan includes workforce development elements and construction and trades training, which TAR support. It does not explicitly align housing targets with broader employer attraction, wage growth, and sector strategy. The region must grow jobs and housing supply in tandem, or it will intensify cost burdens.

Recommendation: Add an implementation directive linking economic development strategy to housing outcomes.

Proposed implementation language:

“The County shall align regional economic development efforts with housing production targets to ensure job growth and wage growth occur alongside expanded housing supply. The public dashboard shall include key indicators such as job growth, wage trends, and major employer expansions to inform housing target updates and infrastructure investment priorities.”

The draft strategy provides a strong framework through its targets, reporting structure, and dashboard commitment. To achieve its desired outcomes, plan implementation must prioritize development timeliness, regulatory feasibility, and jurisdictional participation and accountability. If policy continues to add cost and time while expecting increased production, regional targets will remain unmet regardless of funding levels.

Sincerely,



Tucson Association of REALTORS®

¹ Reference to ‘the county’ is intended to be multi-jurisdictional, inclusive of the other jurisdictions participation.