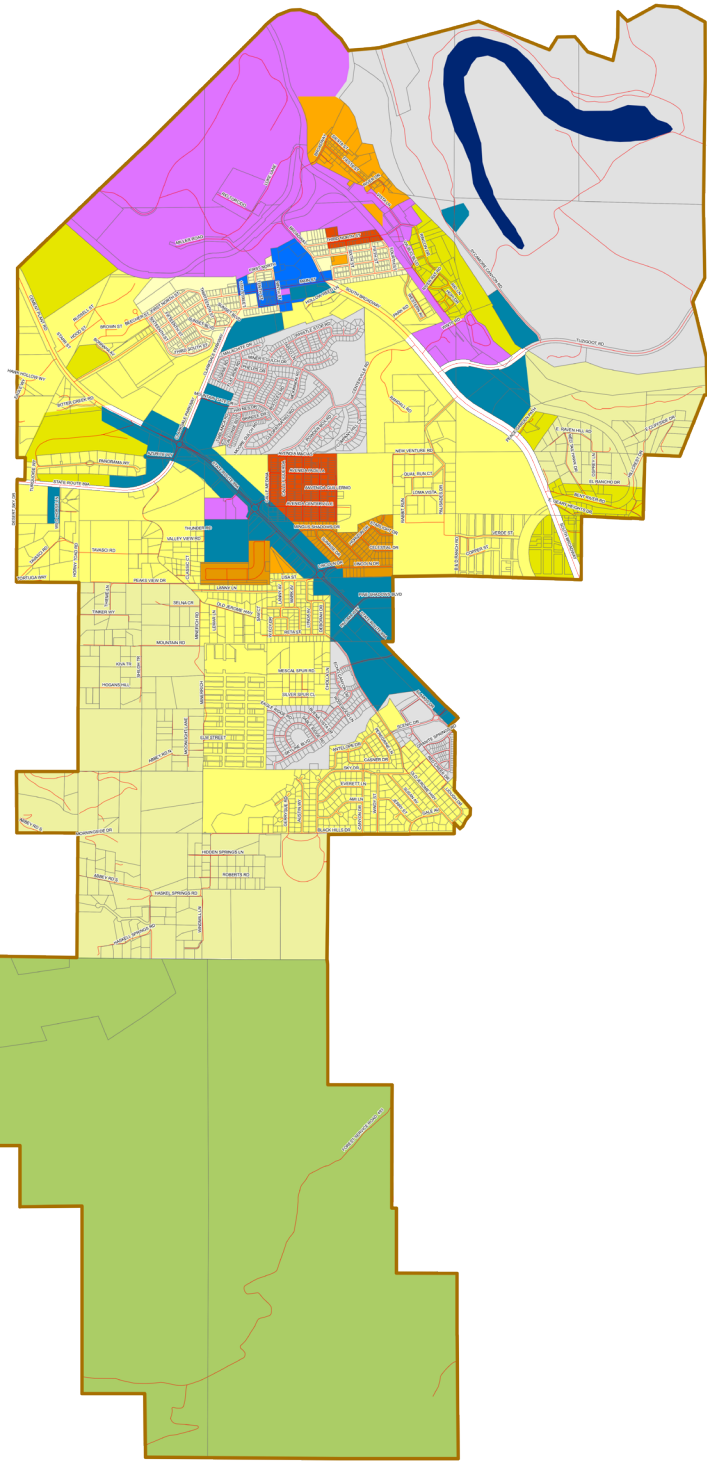


Zoning Solutions to Increase Affordable Housing Options

ASU
Sustainable
Cities
Network
Arizona State
University

Project Cities

A Fall 2020
Collaborative Project with
Arizona State University's
Project Cities & the
Town of Clarkdale



PART 1:

Project and community introduction

GET TO KNOW THE PROJECT

ABOUT ASU PROJECT CITIES

ABOUT THE TOWN OF CLARKDALE

EXECUTIVE SUMMARY

KEY STUDENT RECOMMENDATIONS

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This report represents original work prepared for the Town of Clarkdale by students participating in courses aligned with Arizona State University's Project Cities program. Findings, information, and recommendations are those of students and are not necessarily of Arizona State University. Student reports are not peer reviewed for statistical or computational accuracy, or comprehensively fact-checked, in the same fashion as academic journal articles. Editor's notes are provided throughout the report to highlight instances where Project Cities staff, ASU faculty, municipal staff, or any other reviewer felt the need to further clarify information or comment on student conclusions. Project partners should use care when using student reports as justification for future actions. Text and images contained in this report may not be used without permission from Project Cities.

Cover images:

**Town of Clarkdale
and Project Cities**

ACKNOWLEDGMENTS

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On behalf of the Julie Ann Wrigley Global Futures Laboratory, the Global Institute of Sustainability and Innovation, and the School of Sustainability, we extend a heartfelt thank you to the Town of Clarkdale for enthusiastically engaging with students and faculty throughout the semester. These projects provide valuable real-world experience for our students and we hope that their perspectives shine light on opportunities to continuously improve Clarkdale's future livelihood and community well-being.

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To access the original student reports, additional materials, and resources, visit:
links.asu.edu/PCClarkdaleHousing20F

ABOUT PROJECT CITIES

The ASU Project Cities program uses an innovative, new approach to traditional university-community partnerships. Through a curated relationship over the course of an academic year, selected Community Partners work with Project Cities faculty and students to co-create strategies for better environmental, economic, and social balance in the places we call home. Students from multiple disciplines research difficult challenges chosen by the city and propose innovative sustainable solutions in consultation with city staff. This is a win-win partnership, which also allows students to reinforce classroom learning and practice professional skills in a real-world client-based project. Project Cities is a member of Educational Partnerships for Innovation in Communities Network (EPIC-N), a growing coalition of more than 35 educational institutions partnering with local government agencies across the United States and around the world.

ABOUT SUSTAINABLE CITIES NETWORK

Project Cities is a program of ASU's Sustainable Cities Network. This network was founded in 2008 to support communities in sharing knowledge and coordinating efforts to understand and solve sustainability problems. It is designed to foster partnerships, identify best practices, provide training and information, and connect ASU's research to front-line challenges facing local communities. Network members come from Arizona cities, towns, counties, and Native American communities, and cover a broad range of professional disciplines. Together, these members work to create a more sustainable region and state. In 2012, the network was awarded the Pacific Southwest Region's 2012 Green Government Award by the U.S. EPA for its efforts. For more information, visit sustainablecities.asu.edu.

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ABOUT CLARKDALE

The Town of Clarkdale, Arizona is located on the banks of the Verde River in the north central part of Arizona. It is a thriving community and is the gateway to the Sycamore Canyon Wilderness Area in the beautiful Verde Valley. Founded in 1912, Clarkdale is renowned as the first master-planned community in the state of Arizona and was developed with a "Live, work, play" ideology intended to provide its residents with a wholesome living experience. Clarkdale has just over 4,300 residents who thrive in the fresh, clean air of the Verde Valley.

CLARKDALE TEAM

Project Cities Community Liaison

Tracie Hlavinka, Town Manager

Clarkdale Project Leads

Tracie Hlavinka, Town Manager

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Celebrating historic charm. Creating a prosperous future.

clarkdale.az.gov



Town of Clarkdale

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September 20, 2021

Dear Town of Clarkdale Residents:

On behalf of the Town Council and the Town of Clarkdale, we would like to express our appreciation to all who have been involved with the ASU Sustainable Cities Project. Over the past two years, the Town has been fortunate to work with nearly 100 students across disciplines to develop strategies for improving the lives of Clarkdale residents. As you know, the Design Principles Guidelines for the Town of Clarkdale's Downtown District and 89A Commercial Corridor was recognized by the Arizona Planning Association Conference in 2020; we have incorporated portions of that document into our General Plan.

This recognition speaks to the quality of work produced by the students that participate in the program, and why our continued partnership is so important to the Town of Clarkdale. Because we are a small town with a small staff, our capacity to research and produce in-depth documents is limited; the ability to work with the students and faculty at ASU provides us with the expertise we need to accomplish our goals for our community, while providing the students with hands-on, documentable experience in the public sector.

The Town of Clarkdale looks forward to our continued collaboration with Sustainable Cities Network and another successful year with the students at ASU.

Sincerely,

Robyn Prudhomme-Bauer, Mayor

Rob Sweeney, Interim Town Manager

Clarkdale, Arizona



Proud partner of

ASU Sustainable Cities
Network
Arizona State University

Project Cities

Verde River at Box Canyon

Demographics

total population: **4,424**

36% of residents are over the age of 65

median age: **56.27**

78% of residents are homeowners

67.1% of the population has some college education, 31.75% are college graduates

median yearly income: **\$45,304**

Schools

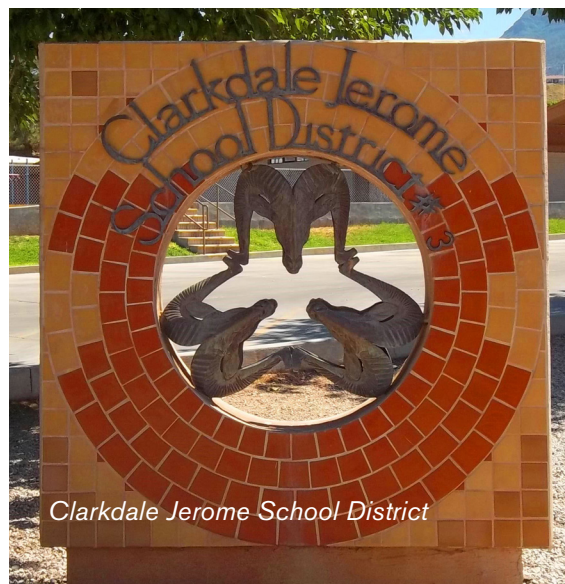
Clarkdale is home to the Yavapai College Verde Campus and the Small Business Development Center. Yavapai College has one of the leading viticulture and enology schools in the Southwest. High school students in Clarkdale attend Mingus Union High School, and the Clarkdale-Jerome Elementary School boasts an excellent reputation for educating students from Kindergarten through 8th grade.

Sustainability

In Clarkdale's 2013 General Plan, the City identified four main sustainability objectives: **water use, ecological design, sustainable construction** and **mixed use development**. In 2019, Clarkdale announced its partnership with ASU's Project Cities to enliven the Central Business District with a sustainability orientation.



Clarkdale Park



Clarkdale Jerome School District



Tuzigoot National Monument

History

The Town of Clarkdale is located on the banks of the Verde River in the north central part of Arizona. It is a thriving community and is the gateway to the Sycamore Canyon Wilderness Area in the beautiful Verde Valley. Founded in 1912, Clarkdale is renowned as the first master planned community in the State of Arizona. The town was founded to house the employees of the smelter in Clarkdale, as well as the mine workers from Jerome. Ahead of its time, Clarkdale boasted underground utilities, sewers, paved streets, stylish homes and a thriving commercial center.

The main town site was located on a ridge overlooking the industrial smelter complex and was developed with residential homes, including upper and lower-income housing, a commercial

area, an administrative center, schools, recreational and cultural facilities, and parks. They intended to include all the parts typically found in a small town within a comprehensive planned design. Today, the original town site of Clarkdale is recognized as a Historic District on the National Register of Historic Places.

The original rail line that served the smelter is now host to a scenic excursion train, the Verde Canyon Railroad, which allows travelers a four-hour round trip to view the protected ecosystem of the Sycamore Canyon Wilderness Area and Verde River firsthand. In addition to the excursion branch, the Arizona Central Railroad (the parent company of the Verde Canyon Railroad) ships materials by rail to Salt River Materials Group, a local cement manufacturer.



Verde Canyon Railroad

Attractions

Hop aboard the Verde Canyon

Railroad for the longest-running nature show along the Verde River. Spot bald eagles and enjoy an array of special events onboard throughout the year. Experience the Arizona Copper Art Museum housed in the restored Clarkdale High School with its dazzling array of thousands of gorgeous copper artifacts (some of which you can touch). Float the Verde River with experienced

local river outfitters and enjoy unspoiled riparian areas adjacent to the Audubon Important Birding Area in Tavasci Marsh. Dance the night away every weekend to live music. Explore the Tuzigoot National Monument featuring the ruins of an ancient Sinagua Indian pueblo. Savor local terroir at Clarkdale's wineries, the Chateau Tumbleweed tasting room and winery or the Southwest Wine Center in the heart of Yavapai College's Verde Campus in Clarkdale.

Downtown Business District



Downtown Business District

The historic Downtown Business District boasts many treasured historic assets and is the center of Clarkdale's government, cultural and historic core. The Town and downtown-area business owners have invested heavily to keep the town core thriving. As of 2019, there are four vacant properties in the Business District that pose opportunities for redevelopment, including a former grocery store, apartments and the old

Grand Theatre. \$1.5 million in streetscape improvements in the Downtown Business District were completed in March 2005.

Clarkdale revitalization plan

1. Develop a strategy to **encourage public and private investment**
2. Produce a **report of building conditions** including a revitalization plan for each building, cost estimates on the repairs and possible funding sources
3. Develop a **parking, pedestrian and bicycle connection plan**
4. Identify creative use of existing spaces to **promote foot traffic** in the area

Business Highlights

- Clarkdale has 83 businesses
- Workforce is composed of 45% blue collar; 54% white collar
- 90% of businesses have less than 20 employees
- Annual events, such as Clarktoberfest, the Car Show, wine festivals, and multiple block parties, are anchored in the historic business district



Historic Downtown Mainstreet

Leading industries as of 2019

Public Administration



167 Jobs

Education



110 Jobs

Information



108 Jobs

Transportation & Warehousing



87 Jobs



Kayaking on the Verde River

Local ecology

The Verde River bisects the north portion of Clarkdale at a low elevation of around 3,300 feet. The west side of the town boundary is located along the foothills of Mingus Mountain in the Black Hills Range at a high elevation of approximately 4,600 feet above sea level. On the northeast border of Clarkdale, the National Park service operates the 42-acre Tuzigoot National Monument, an 800-year-old Sinagua pueblo, which is surrounded by hiking trails and hosts a complete museum. Tavasci Marsh borders Tuzigoot National Monument and has been designated as an Important Birding Area by the North American Audubon Society. Arizona State Parks also manages the Tuzigoot River Access Point along the Verde River in Clarkdale. The town is surrounded by the Prescott National Forest to the west and the Coconino National Forest to the east. In addition, trust lands of the Yavapai-Apache Nation are located within the town boundary.



Local wildlife

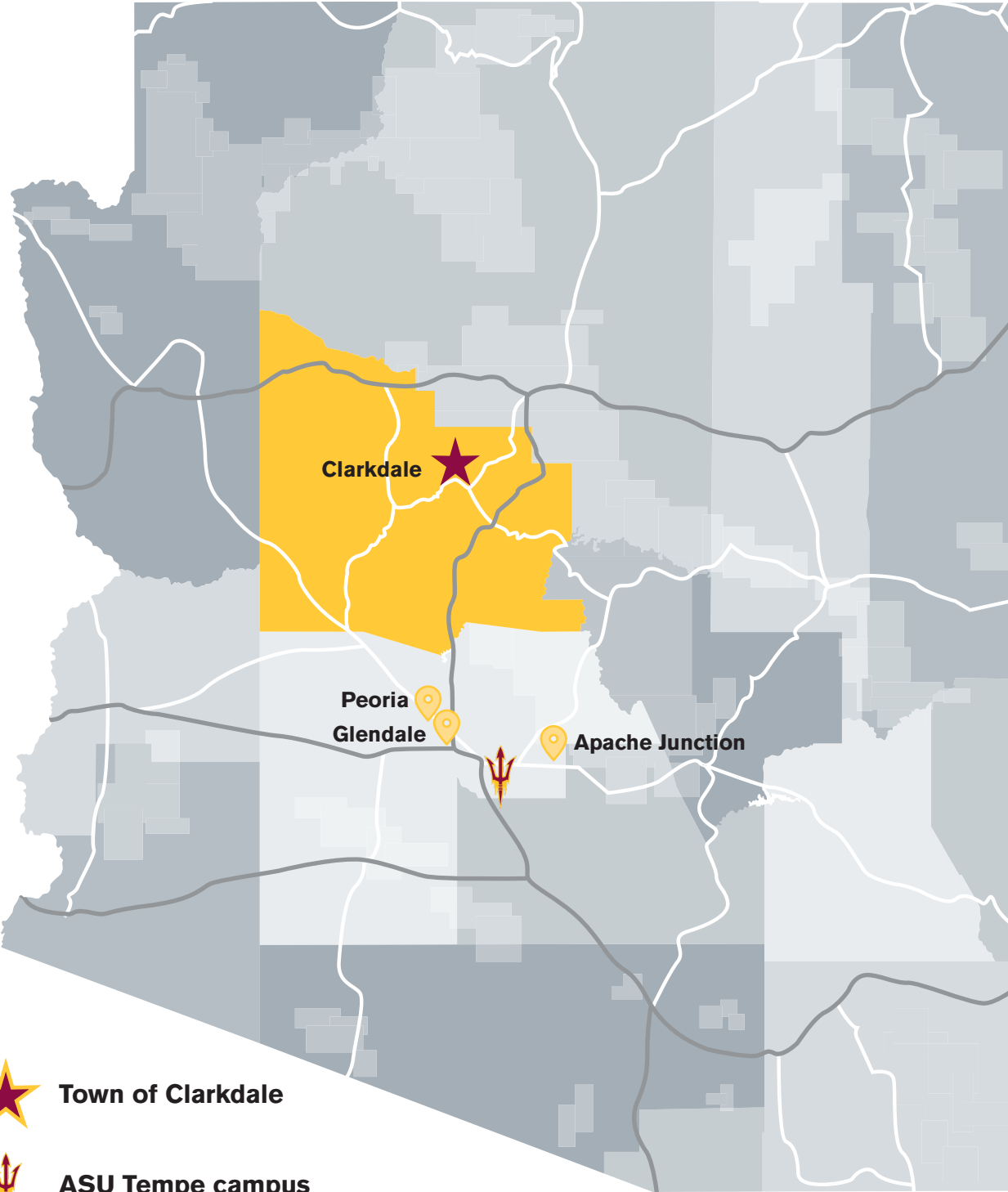


Verde River



Sycamore Canyon

MAP OF PROJECT CITIES PARTNER COMMUNITIES IN ARIZONA



Town of Clarkdale



ASU Tempe campus



Other Project Cities Partner Communities



The following report summarizes and draws highlights from work and research conducted by capstone student Jessica Smith in PAF 509 Public Affairs Capstone, for the Fall 2020 partnership between ASU's Project Cities and the Town of Clarkdale.

To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCClarkdaleHousing20F

EXECUTIVE SUMMARY

Affordable housing options are growing sparse in the U.S., with the issue even more prevalent throughout the state of Arizona. According to the National Low Income Housing Coalition (NLIHC), only 25 affordable rental properties exist for every 100 extreme low-income rental households across the U.S. (2019). This ever present issue has spurred many cities and towns to reevaluate their goals surrounding local development, zoning, and code updates, to better facilitate the sustainable growth of affordable housing in their communities.

Master of Public Policy student Jessica Smith worked with the Town of Clarkdale throughout the Fall 2020 semester to identify zoning and policy challenges to the town's affordable housing development. This project was completed for Malcolm Goggin and LaDawn Lingard's **PAF 509: Public Affairs Capstone** course, the culminating project for Public Policy students taken in the final semester of their graduate degree. Two main research questions guided the project throughout the semester:

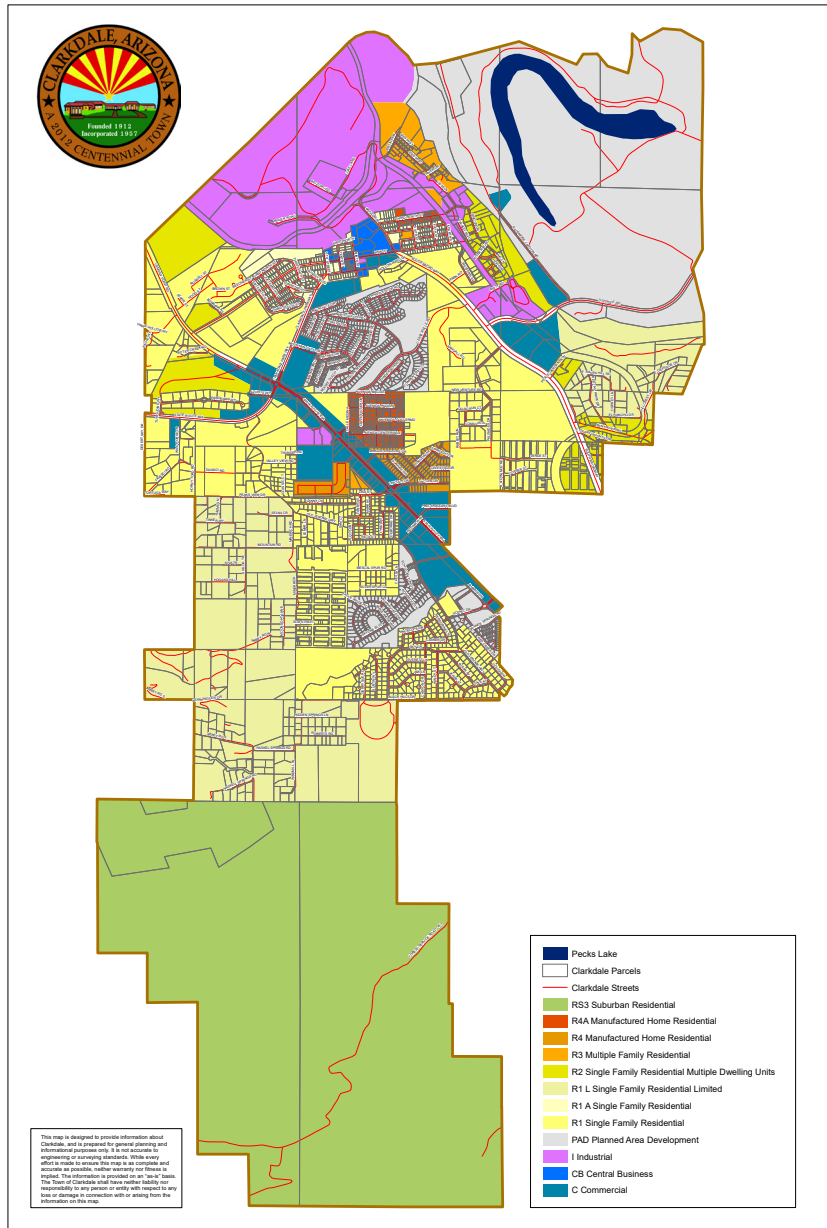
- What are some of the current zoning challenges to affordable housing in Clarkdale?
- What are the best practice zoning methods or policies that could enhance affordable housing development?

With sustainability and accessibility at the forefront of Clarkdale's values, the Town is interested in growing its supply of affordable housing, at minimum for median-income earners. In partnership with ASU Project Cities, this capstone project seeks to identify challenges to Clarkdale's affordable housing goals, as well as develop potential solutions and incentives targeted at easing common development struggles.

A literature review as well as qualitative research conducted via interviews with industry professionals from Clarkdale's Community Development Department indicate that Clarkdale could reach its housing goals by following a housing policy framework that will:

- reduce costs and establish incentives for developers (with special interest towards a voluntary inclusionary zoning ordinance),
- create opportunities for new homebuyers,
- preserve what is already affordable,
- and decrease local opposition to the development of affordable housing.

This project seeks to provide Clarkdale with feasible action items to support and grow its stock of affordable housing, in a sustainable manner. By considering policy change, zoning and code updates, public messaging, and developer incentives, Clarkdale can position itself as the destination for sustainable, affordable living in the Verde Valley.



The Town of Clarkdale
 P.O. Box 308/890 Main Street,
 Clarkdale, AZ 86324
 (928) 638-2502

Zoning Map

0 850 1,700 3,400 5,100 6,800 Feet

Figure 1 Zoning map of Clarkdale, Arizona, by Town of Clarkdale

KEY STUDENT RECOMMENDATIONS

Recommendations for affordable housing	Read more
<p>Preserve existing or stimulate new affordable housing through alternative measures such as policy options outlined by the Housing Policy Framework. Following at least one policy solution under each of the four framework pillars could help construct a balanced, long-lasting housing strategy to help generate new ideas and opportunities for homeowners and renters in the region.</p>	<p>pp.26-27, 36-41</p>
<p>Consider enlisting the help of outside organizations, such as the non-profit Smart Growth America, which simplifies the code update process for municipal leaders with the end goal of sustainable long-term growth.</p>	<p>pp.37-40</p>
<p>Establish incentives for private developers by considering a voluntary inclusionary zoning policy, which fits Clarkdale's 2021 General Plan objectives by posing no additional cost burdens to resident taxpayers while also representing the economic will of the residents and local planners. Voluntary programs in particular are well-suited for the establishment of median-income units, which is a unique struggle for the Verde Valley region.</p>	<p>pp.25-28, 30-33, 35, 38-39</p>
<p>Review Clarkdale zoning or town codes and implement changes focused on reducing development costs and barriers where there is consistent agreement among town planners. Town Code Section 7-1-1 (D) is one example where planners may agree in unison, in addition to codes in the realm of density, lot restrictions, or fee relaxation.</p>	<p>pp.26-27, 37</p>

TOWN OF CLARKDALE PROJECTS: ALIGNMENT WITH THE UNITED NATIONS'

SUSTAINABLE DEVELOPMENT GOALS

As the leading international framework for sustainable decision-making, the 17 Sustainable Development Goals (SDGs) lay out a path for partnerships toward global peace and prosperity. The SDGs provide a set of goals and metrics for project impact to be measured, offering an illustration of the benefits experienced by the cities, towns, and students who participate in a Project Cities partnership. For details on the SDGs, visit sdgs.un.org/goals.



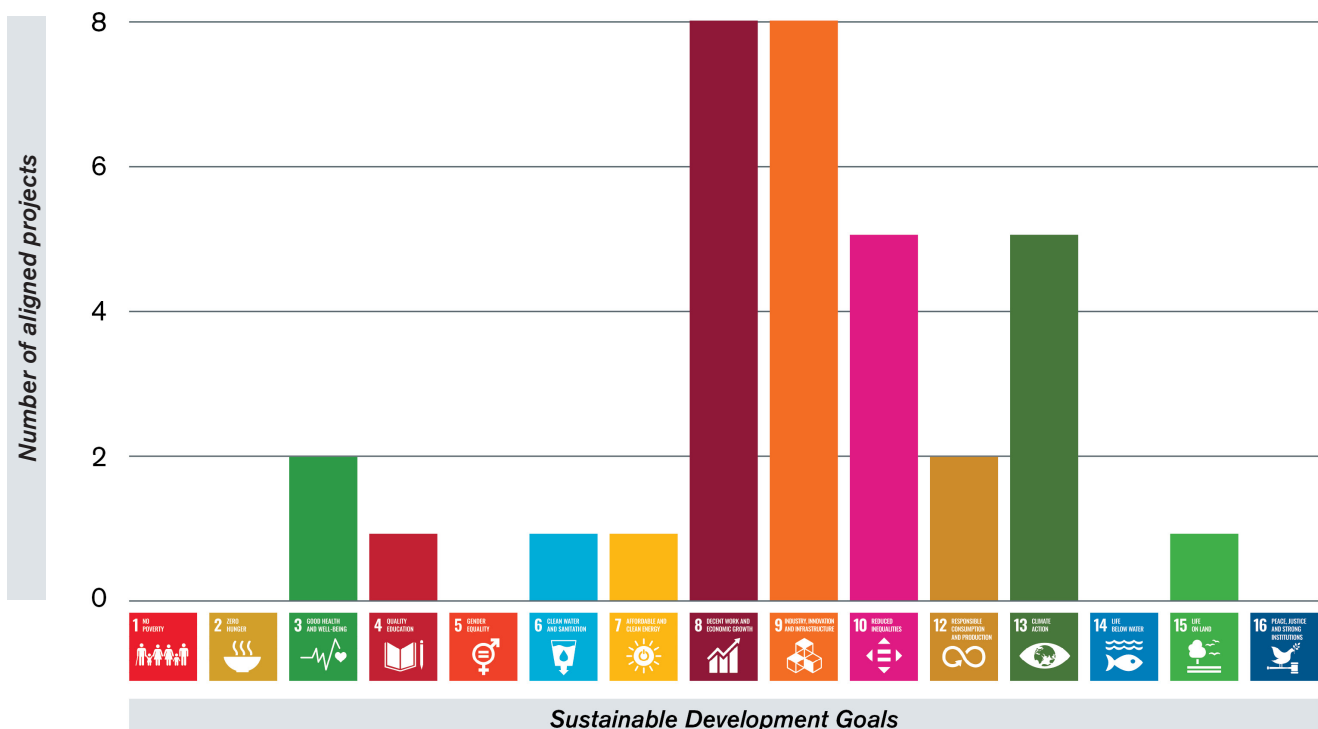
11 SUSTAINABLE CITIES AND COMMUNITIES



17 PARTNERSHIPS FOR THE GOALS

Every project in the PC program aligns with SDGs 11 and 17.

The figure below illustrates SDG project alignment throughout the Town of Clarkdale's partnership with Project Cities, through the Fall 2020 semester.



TOP THREE GOALS ADDRESSED IN THE FOLLOWING REPORT

This capstone project aims to assist the Town in growing its affordable housing stock by providing recommendations to encourage residential growth in sustainable and economically viable fashions. The literature review and survey results presented in the report intend to outline potential solutions and actions for the Town of Clarkdale to consider.



Goal 1: No Poverty

"End poverty in all its forms everywhere."

Trends in the housing market are driving up cost of living. Ensuring availability of affordable housing is essential to reaching the goal of no poverty.



Goal 8: Decent Work and Economic Growth

"Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."

Increased affordable housing has the long-term potential to benefit the local economy by attracting and retaining new residents.



Goal 10: Reduced Inequalities

"Reduce inequality within and among countries."

Increasing the diversity of housing options for existing and prospective residents can help reduce the impacts of economic inequality and reverse historical housing trends that would otherwise perpetuate inequities.

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PART 2:

Increasing Affordable Housing through Zoning Strategies

SUSTAINABLY GROWING CLARKDALE'S HOUSING SUPPLY

PAF 509: PUBLIC AFFAIRS CAPSTONE

SCHOOL OF PUBLIC AFFAIRS

FACULTY

MALCOLM GOGGIN & LADAWN LINGARD

CAPSTONE STUDENT

JESSICA SMITH

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Jessica Smith

Editors

Lindsey Sikorski

Steven Russell

Anne Reichman

Alison Almand

Clarkdale Staff Team

Tracie Hlavinka

Ruth Mayday

PROJECT GOALS

The following research and recommendations aim to assist the Town of Clarkdale in growing its supply of sustainable affordable housing. Capstone student Jessica Smith tackles this complex problem by conducting a literature review and interviews with industry experts to guide the development of potential policy changes, partnerships, and code updates that serve to incentivize and facilitate an increase in affordable housing throughout Clarkdale.

INTRODUCTION

Lack of affordable housing is a public problem that deserves immediate attention from both federal and local governing agencies. At the national level, the shortage of affordable rental homes is unmitigated, affecting virtually every state, city, and town. The National Low Income Housing Coalition (2019) proclaims that there is a staggering deficiency of seven million rental homes for low-income American households across the nation, with additional shortages at almost all income levels excluding those above median-income.

Unfortunately, Arizona is one of the most troubled states in terms of housing affordability, as there are only 25 affordable rental homes for every 100 extreme low-income rental households, 21 in the Phoenix area specifically (NLIHC, 2019). In addition to this deficiency, the average price for a one-bedroom apartment in Arizona continues to increase – with almost a 6% price increase from 2019 to 2020 alone (Apartmentguide, 2020).

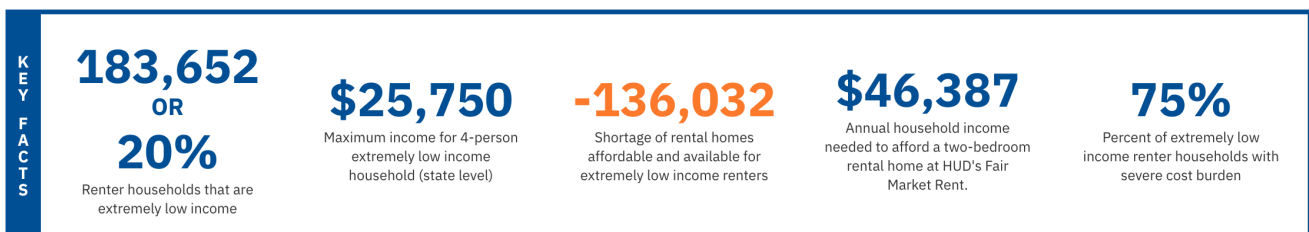


Figure 2 National Low Income Housing Coalition key statistics for the state of Arizona

Clarkdale, Arizona

Smaller towns, particularly those that have growing populations, are not exempt from the overall national housing shortage. The Town of Clarkdale, Arizona, is looking to expand in the most sustainable way possible (Town of Clarkdale, 2012). With an annual growth rate of roughly 1.7%, that expansion must include preparations for a growing population and its affordable housing needs (World Population Review, 2020).



Figure 3 Local festival on Clarkdale's Main Street, by Nicole Florisi

Clarkdale's General Plan for 2012 highlights how important it is for the Town to consider not just the local effects, but the regional effects of limited resources in the face of continued growth and development (Town of Clarkdale, 2012). Therefore, planning for sustainable growth in Clarkdale proper means bearing in mind the entire region in multiple areas such as water conservation, land management, preservation, transportation, and affordable housing development. Generally speaking, private development projects, independent of strict central government planning, regulations, or subsidies, have often been the preferred method of housing development in the Verde Valley region and the Town of Clarkdale. In agreement with this preference, new development projects should be produced without inconveniencing or costing the existing residents and property owners (Town of Clarkdale, 2012).

Editor's Note

The Town of Clarkdale does have planning and zoning requirements to which private development must comply.

Housing affordability

While Clarkdale is interested in encouraging privately-funded, long-term sustainable housing developments for its residents, affordable housing for both median and low-income renters is an issue that can always be further addressed. Clarkdale's population has grown by 11% since the last census in 2010 and the current median household income of roughly \$48,000 cannot afford the present median-listed home price of \$331,000, nor the average monthly rental price of \$1,300-\$1,800 (World Population Review, 2020; Realtors, 2020; Clarkdale Planning Division, 2019).

Unfortunately, the problem is also regional, as most median-income earners within the Verde Valley would be unable to afford a home within their area's median-listed home price. Figure 4 below outlines the median for-sale listed home prices in various cities and towns across the Verde Valley and what affordability range the median-income earners in those various cities and towns would be able to afford.

Median for-sale listed home prices				
City/Town	Median home prices* including mobile homes	Median home prices* excluding mobile homes	Median household income**	Affordability range*** for median household income
Clarkdale	\$331,000	\$358,000	\$48,000	\$230,000-\$290,000
Camp Verde	\$246,000	\$299,000	\$40,000	\$195,000-\$240,000
Cornville	\$389,000	\$390,000	\$54,000	\$260,000-\$320,000
Cottonwood	\$276,000	\$325,000	\$34,000	\$170,000-\$200,000
Sedona	\$783,000	\$799,000	\$60,000	\$285,000-\$360,000

*Median home price listings as of September 2020, retrieved from Realtor.com.
 **Retrieved from United States Census Bureau, n.d.; World Population Review, 2020.
 *** Calculated with consideration for a 30-year loan, 2.9% interest rate, and HUD's definition of affordability. It does not consider homeowner's insurance, taxes, or monthly utilities. Lowest range in reference to net annual income, while highest range in reference to gross annual income.

Figure 4 Verde Valley regional home prices compared to median household incomes and affordability ranges

As Figure 4 outlines, Clarkdale's median-income earners cannot afford the median-listed home price within the area. Of course, those who make less than the median income are further underrepresented in the regional housing market, facing even fewer options to satisfy housing needs.

Due to these deficiencies, the Town of Clarkdale (2012) has outlined Goal 2.3 of its 2012 General Plan to “Support Housing Programs to Meet the Needs of all Residents” (p.44). In support of this statement, there are broad objectives and policy proposals given to outline possible remedies in satisfying that goal. The General Plan outlines the need to improve affordable housing conditions in existing neighborhoods (as opposed to forcing median and low-income residents to relocate further away from the town center) and the need to consider a regional approach to housing affordability, since securing regional strength and stability is pertinent to the sustainability of regional progress (Town of Clarkdale, 2012).

Clarkdale’s 2012 General Plan objectives and policy proposals affirm that there are many potential options to encourage development. Some of the options outlined include developing a Housing Trust Fund, promoting higher density housing or mixed-use developments, and inclusionary housing/zoning options (Town of Clarkdale, 2012, pp.105-106). In addition to these possibilities, the General Plan recognizes the need to both review and implement change to the Town’s zoning codes in order to lessen constraints on affordable housing options (Town of Clarkdale, 2012, p.108). These acknowledgments and proposals are the first step in accepting the need for large-scale change, both regionally and locally. If the Town of Clarkdale is serious about affordable housing development, working towards putting in place some of the options provided in the 2012 General Plan would be the best method to produce results locally and regionally.

Town of Clarkdale housing objectives
Maintain and improve the quality of existing housing and residential neighborhoods in Clarkdale.
Facilitate the provision of a range of housing types to meet the diverse needs of the community.
Mitigate or remove any potential governmental constraints to housing production and affordable design.
Encourage sustainability and green building in the Town’s development ordinances.

Figure 5 Housing implementation strategy objectives, from Clarkdale’s 2012 General Plan, pp.108-109

PURPOSE

The negative stock of affordable housing and the determination of town planners, as outlined in the 2012 General Plan, presents a distinct opportunity for the Town of Clarkdale to address local challenges. While it is true that the Town has taken policy-oriented steps starting in 2017 to ease the strains on the developing process, (including personal outreach to private home developers) affordable housing development remains stalled (Clarkdale Planning Division, 2019).

This capstone project considers the local and/or state zoning challenges that may be present, specifically those that are challenging affordable housing development by private developers for both median and low-income residents. The project researches current zoning challenges for Clarkdale and what alternative zoning or policy methods could enhance the production of more affordable housing structures. The resulting research will be of use to the Town of Clarkdale in its quest to continue a sustainable population growth and development plan that reflects the preferences of both the Town and the Verde Valley. The two main research questions explored in the report are as follows:

- What are some of the current zoning challenges to affordable housing in Clarkdale?
- What are the best practice zoning methods or policies that could enhance affordable housing development?

All in all, this project's basic outcome goal will be to propose ways to reduce burdens on private developers, who are amenable to investing in affordable housing, by looking for solutions to challenges in the zoning code or to the development of affordable housing in general. In conjunction with the purpose of this project and the two main research questions stated, the following literature review will consider popular national strategies to combat the effects of harmful zoning policies.

LITERATURE REVIEW

The available literature addressing zoning challenges, both outlining policy options and showcasing the results of current law, is expansive. The most difficult aspect of securing and reviewing relevant literature is to adequately present the positive and negative literature in a non-biased format that will represent the appropriate range of options available to Clarkdale. This literature review will start by addressing some challenges that cities and towns face when there is a lack of affordable housing, then provide a history of zoning (i.e. exclusionary zoning) and the effects of regulation on the housing market. With respect to Clarkdale's 2012 General Plan proposals, this review will then focus on literature outlining the policy options and results of inclusionary zoning or "upzoning" techniques that have been implemented elsewhere. Thus, the general goal of this review is to present an overview of some of the negative and positive aspects of inclusionary zoning policies around the nation in an attempt to present well-researched recommendations for Clarkdale.

Impacts to communities

While scholarly literature regarding the effects of inclusionary zoning techniques is abundant, not much is said about the direct consequences to cities and their residents when affordable housing is generally lacking (other than referring to increasing homelessness rates). One consequence of not having a sufficient stock of affordable housing is the strain placed on both families and the local environment when median or low-income individuals must commute long distances to their employment centers which are surrounded by primarily high-income neighborhoods or residents (Haas, Makarewicz, Benedict, Sanchez, & Dawkins, 2006; Mitra & Saphores, 2019; The White House, 2016). Haas et al. (2006) cites the relationship between congestion (and a resident's transportation cost-burden) and a shortage of affordable housing where the majority of jobs are located. Another cost burden brought on by the absence of affordable housing is the sustainability of long-term family living places. Harrell and Guzman (2013) affirm that seniors generally want to age in place, even though older residents of median-income continue to pay higher percentages of monthly income towards housing than in previous years. Housing cost-burdens, environmental impacts of congestion due to commuting, and the financial impact on long-term residents are just a few concerns regarding the lack of affordable housing. Some other effects to consider are the impacts on local economic growth and/or the negative impacts on potential tax revenue gains when median and low-income residents are forced to live outside of their employment area in more affordable neighboring municipalities (The White House, 2016).

Exclusionary zoning

One important way to affect the quality, quantity, and location of residential development is through zoning regulations. These types of regulations started as early as the 1910s to simply distinguish land use characteristics and have become widely used to manipulate the look and value of residential neighborhoods after the 1930s (Gyourko & Molloy, 2014; Quigley & Rosenthal, 2005). The growth of suburbs and the desire to increase the property values of neighborhoods outside of city centers led to zoning regulations that are largely thought to have kept lower income families away and encouraged racial and economic segregation (Quigley & Rosenthal, 2005; Lerman 2006). This is why zoning regulations that clearly target the quantity and location of residential developments are famously known as “exclusionary zoning” policies, as they tend to exclude certain groups of people from establishing residency (Quigley & Rosenthal, 2005; Rowan 2007).

Editor's Note

The original intent of this style of zoning was to separate uses based on their impacts to one another (e.g., industrial land adjacent to residential land), rather than manipulating the look and feel of residential neighborhoods.

Exclusionary zoning regulations are known to include regulations on the types of housing being built, lot size, occupancy requirements, and regulations on the exterior and interior building design, among many other possibilities (Rowan, 2007; Lerman, 2006). Development regulations such as exclusionary zoning policies are known in the literature to add extra costs to a construction project resulting in longer approval times for development, an increase in housing prices after development, and a decrease in the overall housing stock available (Gyourko & Molloy, 2014; Freeman & Schuetz, 2017; Dillman & Fisher, 2009).

Though there is some contention to the notion that housing prices increase as a direct result of exclusionary zoning (Quigley & Rosenthal, 2005), it is evident that this type of over-regulation will decrease the amount of housing stock overall. For example, though Los Angeles was originally zoned to house and contain over 10 million people before the 1960s, today it has been re-zoned for just 4.3 million (The White House, 2016), making the development of new and affordable units a much more difficult task.

Inclusionary zoning

Editor's Note

Upzoning involves changing a zoning district to a more intensive use, such as allowing taller buildings and higher density.

Editor's Note

It is a State of Arizona policy that all development costs are the responsibility of the developers.

Editor's Note

Many U.S. Department of Housing and Urban Development (HUD) programs also have a 30-year affordability requirement.

Inclusionary zoning, or what might be referred to as “upzoning” in some cases, is perhaps the method most utilized to tackle the lack of affordable housing stock brought on by established exclusionary zoning techniques. Inclusionary zoning policies are used to encourage and incentivize private housing developers to incorporate affordable housing units in their development plans. This policy option is unique, and perhaps especially well-suited for Clarkdale, because **all costs of development are the responsibility of the developers**, usually leaving no cost burdens on resident tax-payers (Lerman, 2006) except in instances where developers can use federal incentives like LIHTC (Schuetz, Meltzer, & Been, 2009). Incentives provided to developers are unique to each program, though most will utilize a set of established incentives: density bonuses, fast track development permitting, fee reductions, or the relax of other zoning restrictions (Schuetz, Meltzer, & Been, 2010; Thaden & Wang, 2017). Specifically, density bonuses are used as an incentive in approximately 78% of all inclusionary zoning policies (Thaden & Wang, 2017).

These policies are also famously versatile, reflecting the development goals of each implementing jurisdiction. Policies may only be applicable to certain development types, have affordability time requirements^{***}, may be mandatory or voluntary, identify the share of affordable units produced, or provide developers with the choice to pay a fee in exchange for not producing affordable units (Freeman & Schuetz, 2017). A common affordability requirement is that new units need to be affordable for 30 years or more, which is stated in 90% of all inclusionary zoning policies (Thaden & Wang, 2017). Because states grant land regulation rights to their various cities and towns, **inclusionary zoning reflects the economic will of the local population and its political planners** (Witten, 2002). As such, local politicians should know the requirements of their locality better than their state-level counterparts and be able to use inclusionary zoning to the best possible advantage (Witten, 2002).

Inclusionary zoning policies are so pervasive that as of 2016 they have been used in 25 states in over 886 towns, cities, and counties across the country (Thaden & Wang, 2017). Thaden and Wang (2017) ensure that these policies are one important way to secure long-term affordability for units that are specifically located in high-cost, high-need areas. The incentives offered to developers and/or the requirements of participating in these policies encourages long-term positive externalities like affordable housing to take place.

Inclusionary zoning, through the use of density bonuses and loosening restrictions on other zoning codes, also has the potential to reduce both racial and economic segregation (Lens & Monkkonen, 2015). Loosening restrictions through inclusionary policies ensures an assortment of price and value available in the housing market which is economically diverse and accessible for populations previously left out (Jacobus, 2020).

Perhaps the most important point to make regarding inclusionary zoning policies is that they create private development of affordable units in a market setting that would not happen in the absence of these policies.

Even if exclusionary zoning practices were eliminated, unlimited density policies would not ensure that affordable units would be built (Lerman, 2006). Inclusionary zoning ensures affordability for median and/or low-income residents for the long-term.

Critics

While the majority of sources for this review recommend the outcomes of inclusionary programs, there are some that are less enthusiastic about the effects (Freeman & Schuetz, 2017; Schuetz, Meltzer, & Been, 2010). Freeman and Schuetz (2017) state that inclusionary zoning, being responsible for roughly 0.1% of the existing housing stock today, will not be able to substantially impact the current affordable housing shortage. Likewise, Schuetz, Meltzer, and Been (2010) report the same sentiments after finding that inclusionary zoning programs in the Bay Area showed no statistically significant effects on affordable housing supply.

Inclusionary outputs

The theory of inclusionary zoning in the literature is well established, but many researchers find that state and local governments do not do their best to maintain records of output on their inclusionary zoning programs (Freeman & Schuetz, 2017; Schuetz, Meltzer, & Been, 2010; Furman Center, 2008; Thaden & Wang, 2017; Mukhija, Regus, Slovin, & Das, 2010). Thaden and Wang (2017), who arguably have the most extensive results on inclusionary zoning output, explain that even they cannot calculate the full impact of inclusionary housing on housing supply because the data is not adequately collected at the governing level. In addition, the Furman Center (2008) states that the most recently adopted inclusionary zoning programs cannot be effectively evaluated because new development projects still take many years to advance. However, regardless of the lack of government data, researchers have been able to at least partially quantify some of the benefits of inclusionary zoning policies.

Aside from the few critics, there are many researchers that have high hopes for the expansion of inclusionary zoning programs (Orfield, 2006; Thaden & Wang, 2017; Mukhija et al., 2010). Mukhija et al. (2010) explain through their own literature review and data analysis that many evaluators underestimate the productivity of inclusionary programs and that they have the potential (when done right) to contribute to the housing stock as positively as other well-known federally funded programs. For example, in their final analysis, Thaden and Wang (2017) report that 745 of the jurisdictions that they analyzed that actually kept some record of the units produced recorded 124,420 new affordable homes or rental units being built through their inclusionary zoning programs. In addition, many research reports state that locational characteristics will enhance the outcomes of inclusionary zoning programs. **Inclusionary zoning may be more effective in areas where new development is anticipated, in growing rural or suburban communities, or where housing markets are strong and prices are rising** (Local Housing Solutions, 2020d; Witten, 2002; Hickey, 2014).

Voluntary or mandated?

One of the key contested characteristics of inclusionary programs is whether they should be enacted as mandatory or voluntary programs, meaning that developers will either have a choice to produce affordable units with incentive or be forced to under legal requirements. While many of the scholarly articles reviewed for this capstone proclaim that voluntary programs are the least productive of the two (Mukhija et al, 2010; Brunick, Goldberg, & Levine, 2004; Witten, 2002), voluntary programs are still considered to be useful, especially under certain circumstances. Schuetz, Meltzer, and Been (2010) conclude through their analysis that **voluntary programs, given enough developer incentives, can work just as well as mandatory programs.** Voluntary programs work well in circumstances where local municipalities do not want legal opposition from developers, or where the political and legal probability to enact a mandatory program is non-existent (Lerman, 2006; Brunick, Goldberg, & Levine, 2004). For example, **it is currently illegal in the state of Arizona to enact a mandatory inclusionary zoning policy** (State of Arizona, 2015). In addition, voluntary programs may be a good option for jurisdictions that are looking to expand median-income housing stock, rather than just low-income housing stock (Brunick, Goldberg, & Levine, 2004). While mandatory programs require that low-income units be developed, that cannot be accomplished without heavy incentives or government subsidies (Brunick, Goldberg, & Levine, 2004). Median-income units are, therefore, more feasible with fewer subsidies.

As shown through this review, inclusionary or “upzoning” techniques that have been studied present a valid opportunity for new policy considerations in towns or cities facing the negative effects of exclusionary zoning techniques, perhaps even in the Town of Clarkdale. The following sections of this report consider the research presented in this literature review when organizing project methodology, as well as presenting results and recommendations.



Figure 6 Washington D.C.'s H Street corridor is one example of an upzoned region

METHODOLOGY

This report seeks to determine current zoning challenges for affordable housing development in Clarkdale, Arizona, and what available alternative zoning methods could potentially enhance or expedite that development. This capstone project uses qualitative methods in the form of online short-answer questionnaires (available in Appendix A of this report at links.asu.edu/PCClarkdaleHousing20F) to discern what zoning challenges are present within the Town and what might be a politically feasible response to those challenges. A review of sample case studies was also undertaken to examine other towns and their solutions to similar issues.

Questionnaires

Questionnaires were issued as a Word document over e-mail, and participants responded to an array of short-answer questions pertaining to the project goals. Short-answer questionnaires were the best route to go for this project because zoning as a subject is a very complex and intricate topic of research, therefore, project participants were expected to be able to provide detailed and personalized responses to questionnaire inquiries. Face-to-face or virtual interviews were generally not possible given the project timeframe.

Two stakeholder groups

Community Development Department

One of two groups that received questionnaires was the Clarkdale Community Development Department. The input of Community Development Department members is important because the department deals with permitting, zoning, and development challenges brought on by planning projects or the private sector. Members of the department provided this project with expert insight into the specific local and regional challenges that Clarkdale faces and what solutions they assume could provide the most relief. Their input, especially concerning viable solutions, will be the most valuable in both attaining project goals and developing recommendations to present to the town following project completion. Questionnaires were sent out to five individuals in the Community Development Department. Respondents represent 1-13 years of experience working in the department.

Developers

The private home developers that were previously approached by the Town of Clarkdale to initiate new development projects were the second planned group to receive questionnaires. Whether or not they followed up with the Town's development plans would be irrelevant, as any input from private developers regarding their personal zoning related hurdles would have been useful to identify local challenges. In fact, it would be incredibly beneficial to ask developers who refused to start development why they chose to do so. The input of private developers on the subject of zoning, regardless, is valuable for the overall project goals because they also provide first-hand experience working through or around zoning policies regularly. Consequently, the insight given by private developers would be incredibly beneficial in the process of creating recommendations that the town and/or region could implement.

Response

Questionnaires were sent to two different private developers identified through the head of the Community Development Department. Unfortunately, there were no private developers identified that had previously refused development project proposals from Clarkdale. In addition, the two contacted private developers, who are currently working on town development projects, did not respond to the questionnaire inquiry. It is important to note, the lack of input from private developers is considered a limitation for this project. Most importantly, the project misses the opportunity to ask what incentives the developers would be most likely to respond to, or what they think small towns like Clarkdale could do to help them start projects with more ease.

Generalizability

This research is limited by including a fairly small sample size of just three staff members of Clarkdale's Community Development Department staff. The small sample size for this project decreases the generalizability and possibly the overall validity of the research results. These results can provide some insights, however should not be considered conclusive, especially should these results be utilized as a basis for regional or state guidance. A larger response rate, plus possibly the opportunity to reach out to other regional development departments, would have improved the external validity of results. The small sample size also highlights the already present limitations of relying on interviews or questionnaires alone to invoke results and recommendations.

Finally, as the topics of zoning and policy responses are both complicated and vast in possible outcomes, the questionnaires presented to respondents had to be broad in topic so as to not limit the scope and possibility of responses. Therefore, responses presented in the following results section may not include information or research presented in the previous literature review.

Including case studies

It is thus important to consider the overall goals and intent of the project – to propose ways to reduce the burdens on private developers in the process of affordable housing development. This may be looking for solutions to challenges in the zoning code or to the development of affordable housing in general. Consequently, the intent of the following section is to provide general guidance and propose unique solutions to issues that the Town of Clarkdale is facing using the help of case studies, rather than to provide detailed zoning-specific recommendations alone.

FINDINGS AND ANALYSIS

This section details the results of completed questionnaires with the intent to bring them together in an organized and well-intentioned manner. Respondents, though few, were able to give valuable insight on the current issues the Town of Clarkdale is facing regarding the development of affordable housing and what best practices they know of, either in regards to zoning or beyond, to ease development hurdles. The results discussed here will not cover every topic provided in the returned questionnaires, but will rather focus on the responses most commonly referenced by the respondents as a group and then offer case study analysis of other cities with similar goals.

Housing policy framework

The data collected from respondent questionnaires and a review of relevant case studies is used to answer the two research questions proposed by this capstone project, as well as direct the recommendations that follow. As a way to organize results and introduce a guiding framework, this section will follow the Housing Policy Framework guidelines provided by Local Housing Solutions (2020b).

Local Housing Solutions (2020a) is the product of a community of practice developed through the partnership between the NYU Furman Center and Abt Associates. The partnership and resulting framework guidelines produced by leading housing experts were developed for policy makers and city planners as a way to provide a comprehensive and diverse resource to preserve and develop affordable housing strategies (Local Housing Solutions, 2020a). Local Housing Solutions (2020b) suggests implementing at least one policy solution under each of their four framework pillars in order to have a balanced, long-lasting housing strategy. The following sections of this report specifically mentions suggestions from two of the four framework pillars.

Research question 1: What are some of the current zoning challenges to affordable housing in Clarkdale?

Reduce costs

Pillar II of the Housing Policy Framework provided by Local Housing Solutions (2020b) says to “Align housing supply with market or neighborhood housing conditions” (section II). This pillar includes “Reducing development costs and barriers” which incorporates a variety of ways to make changes to zoning codes or other development regulations that impede private development projects (Local Housing Solutions, 2020b, section II subheading 1). All respondents referenced that regulations in Clarkdale could be reduced.



Figure 7 Local Housing Solutions Housing Policy Framework summary, details available at localhousingsolutions.org/housing-policy-framework

Town Code Section 7-1-1 (D)

When asked what barriers or discrepancies exist in Clarkdale’s zoning code that need to be addressed, two of the three respondents mention Town Code Section 7-1-1 (D), which requires all new residential construction to install fire suppression sprinkler systems regardless of the square footage of the structure (Town of Clarkdale Arizona, 2020). As one respondent replied, neighboring cities within the region and beyond do not have this kind of stringent requirement and it “has a significant negative impact on the affordability of smaller homes.” Aligning housing supply with neighboring housing conditions includes comparing the competitiveness of local regulations with those nearby. Though cities and towns all over the Verde Valley region also suffer from a lack of affordable housing, there are lessons to be learned from their successful codes and regulations. The same respondent references both Prescott and Sedona as possible models for changing Town Code Section 7-1-1 (D).

Case study: Sitka, Alaska

There are, of course, organizations that can facilitate the process of identifying and changing regulations for local government planners. Sitka, Alaska's partnership with Smart Growth America (SGA) is an example of what could be possible in Clarkdale. The city and borough of Sitka, has many similarities with Clarkdale – a small population, regulations that are due for review, a large market for short-term rentals, and a housing affordability shortage for long-term residents (Lutenegger, 2019). SGA, a nonprofit that helps city planners update outdated or inefficient regulations, chose Sitka along with a handful of other applicants to receive a sustainable land use code audit in 2016 (Bosak, 2019). The national experts provided by SGA to counsel Sitka city planners advised several zoning code changes that are in the process of being officially revised today (Bosak, 2019). **The experts made recommendations to promote diverse housing choices – regulating short-term rentals, reducing lot sizes, promoting accessory dwelling units, and making amendments to parking regulations** (Bosak, 2019).



Figure 8 Sitka, Alaska waterfront

Research question 2: What are the best practice zoning methods or policies that could enhance affordable housing development?

Establish incentives

Pillar I of the Housing Policy Framework provided by Local Housing Solutions (2020b) is to “Create and preserve dedicated affordable housing units” (section I).

Under this pillar, the organization recommends to “Establish incentives or requirements for affordable housing” by listing options that reduce fees or provide monetary incentives to developers in exchange for their services in providing affordable units (Local Housing Solutions, 2020b, section I subheading 1). Inclusionary zoning is one of those options. All three questionnaire respondents agree that housing developers need more incentive to develop in Clarkdale, whether that means providing some kind of tax relief, density bonuses, expedited approval process, etc. In addition, all three respondents mention that an inclusionary zoning policy may work in Clarkdale (depending on the details of the policy) or that they are interested to learn more about what a policy like that could do for Clarkdale.

Case studies: Tempe, Arizona; Detroit, Michigan; Austin, Texas

If inclusionary zoning were to be considered in Clarkdale, it would not be the first city or town in Arizona to do so. In 2019, the City of Tempe (2019) put forth an Affordable Housing Strategy report that suggested a voluntary inclusionary program would help Tempe produce more affordable units in the same way that voluntary policies in Detroit and Austin have. Detroit and Austin are confined to voluntary options because both Michigan and Texas outlaw mandatory inclusionary policies, similar to Arizona (City of Tempe, Arizona, 2019). In Detroit, developers must provide affordable units if they use city-owned land, city funding for development, or federal funds for development (City of Tempe, Arizona, 2019). Austin, on the other hand, has a more traditional voluntary policy that provides various incentives for affordable units. As of 2016, the incentives in Austin had resulted in 1,653 affordable units over the course of 12 years (City of Tempe, Arizona, 2019).

Case study: Winters, California

Perhaps a better example to compare to Clarkdale would be Winters, California, even though its program is technically a mandatory program (Wiener, 2007). The City of Winters, with a population of roughly 7,000, was one of the smallest cities in California to implement an inclusionary zoning policy of any type when it had the goal to increase affordable housing stock by 15% (Wiener, 2007). Winter's program offers flexibility for developers (a more prominent feature of voluntary programs) and the opportunity to partner with non-profit groups to help fund the required affordable units (Wiener, 2007). Ten years after the program was enacted in 1994, over 200 affordable units were either built or in the works to be developed through city or non-profit partnerships (Wiener, 2007).

Land trust: Create opportunities

When asked what policies neighboring towns or cities in Arizona have implemented that Clarkdale could also consider, one respondent mentioned housing trusts in Tucson, Arizona. Local Housing Solutions (2020b) recommends under the first Pillar of their Housing Policy Framework to “Create durable and affordable homeownership opportunities” (section I subheading 6).

Case study: Tucson, Arizona

Community land trusts, like the Pima County Community Land Trust in Tucson, are an option to create these opportunities. Typically, community land trusts are organized by non-profit and/or government organizations that manage the purchase of land for low or moderate-income homeowners to build their homes on (Local Housing Solutions, 2020c). The land may only be leased to low- or moderate-income buyers, and when their home is ready to be resold, only low- or moderate-income buyers may purchase it, continuing the cycle of affordability (Local Housing Solutions, 2020c). The system works by allowing homebuyers to only pay the mortgage or rent on the home while the community land trust pays for the land, drastically reducing the monthly costs for low- or moderate-income purchasers. The Pima County Community Land Trust, committed to providing a permanent supply of affordable housing to Pima residents, has purchased and rehabilitated 89 properties for low- or moderate-income residents in the Pima area since 2010 (Pima County Community Land Trust, n.d.).

Rent stabilization ordinances

Pillar I of the Housing Policy Framework provided by Local Housing Solutions (2020b) also advises to “Preserve existing affordable housing” (section I subheading 4). In Clarkdale and the surrounding region, mobile homes are one of the few options for consistent affordability. As Figure 4 (page 25) demonstrates, mobile home prices throughout the Verde Valley increase the range of affordability options for both low- or moderate-income earners. Unfortunately, one questionnaire respondent noted that affordability of mobile homes is not stabilized and that Clarkdale should “protect [its] citizens from predatory companies that would purchase existing retirement parks then disproportionately increase lot rent.” The same respondent recommended that Clarkdale implement something like a rent stabilization ordinance. Rent stabilization ordinances standardize and regulate how much lot rent can be charged in mobile home parks (Mosher, 2020). A rent stabilization ordinance in Clarkdale would help secure what is left of an already dwindling affordable housing stock.

Case study: 110 cities in California

In California, it is common for mobile home parks to be bought out, resulting in the displacement of low-income residents when lot rents increase (Mosher, 2020). As a solution, about 110 California cities have enacted rent stabilization ordinances to only allow rent increases that match CPI (Mosher, 2020). This allows mobile home park owners a reasonable return on property investment without displacing low-income tenants (Mosher, 2020).



Figure 9 A senior mobile home park in San Jose, California

Decrease opposition

Though not mentioned anywhere in the Housing Policy Framework, all three questionnaire respondents agree that there is resistance from the community in regards to the production of affordable housing. Marble and Nall (2017) determine in their study that **local residents may often say that housing affordability is a major issue that needs addressing but then later oppose increased construction density or smaller lot size solutions.** Respondents agree that local community opposition – the “Not in my back yard” mentality – needs to be addressed in order to properly tackle the issue of housing affordability. For starters, one respondent suggested that the term “affordable housing” be replaced with something that does not prompt negative imagery. For instance, something like “diversified housing” might be a more neutral alternative. In addition, Clarkdale could embark on a “Yes, in my back yard” campaign to educate residents about diversified housing and what that kind of housing could look like in Clarkdale or the Verde Valley specifically, especially for median-income earners in the region. The negative image of low-income residents and low-income government housing should not hamper affordable housing development any further.

RECOMMENDATIONS

Review of zoning

The Town of Clarkdale could consider reducing development costs and barriers by reviewing its zoning or town codes and implementing changes where there is consistent agreement among town planners. Questionnaire respondents provided a few potential novel solutions. Town Code Section 7-1-1 (D) is just one example where planners may agree in unison, though there are surely other examples in the realm of density, lot restrictions, or the relaxation of fees where common judgments might be found. Clarkdale may also consider outside help from a non-profit organization such as Smart Growth America, whose goal is to simplify the process for leaders in making city and zoning codes more sustainable for long-term growth.

Inclusionary policies

Clarkdale could establish incentives for private developers by considering a voluntary inclusionary zoning policy. This makes sense for Clarkdale for various reasons. It would fit in accordance with Clarkdale's 2012 General Plan objectives and policy proposals, both in that there would be no additional cost burdens to resident taxpayers (Lerman, 2006) and that it would represent the economic will of the residents and local regional planners (Witten, 2002). Inclusionary zoning policies can be versatile. They can feature unique incentives that reflect regional goals and also work well in a growing rural or suburban setting (Witten, 2002). For instance, small and rural towns in California make up one-third of all municipalities in California with an inclusionary zoning program (Wiener, 2007). **Voluntary programs, specifically, are well-suited for the establishment of median-income units** (Brunick, Goldberg, & Levine, 2004), which satisfies a unique struggle for the Verde Valley region.

Housing policy framework

The Town can also consider measures beyond zoning changes and incentives to stimulate or preserve affordable housing. The Housing Policy Framework provided by Local Housing Solutions (2020b) offers an array of policy options beyond zoning reform. Following one or more policy solution under each of the four framework pillars could help construct a balanced, long-lasting housing strategy to help generate new ideas and opportunities for homeowners and renters in the region.

CONCLUSION

The Town of Clarkdale shows interest in growing sustainably and thus recognizes that a sufficient supply of affordable housing for all its residents is necessary to achieve said goal. This report examined the challenges that currently exist and what could be implemented to help ease development struggles, preferably in a manner that doesn't require tax-based incentives or actions that exceed the Town's capacity.

Through the help of a few key individuals from Clarkdale's Community Development Department, an array of policy options were introduced in this project with special consideration reserved for the possibility of enacting a voluntary inclusionary zoning policy. In this way, Clarkdale has an opportunity to be an example for sustainable growth that could potentially have ripple effects not only across the Verde Valley region, but across the state of Arizona as well. As housing affordability in the state as a whole continues to be a burden on policy makers and residents, (and with no foreseeable development help from the federal government), small cities and towns find themselves left with the responsibility of advancing affordable housing initiatives for the benefit of their residents.

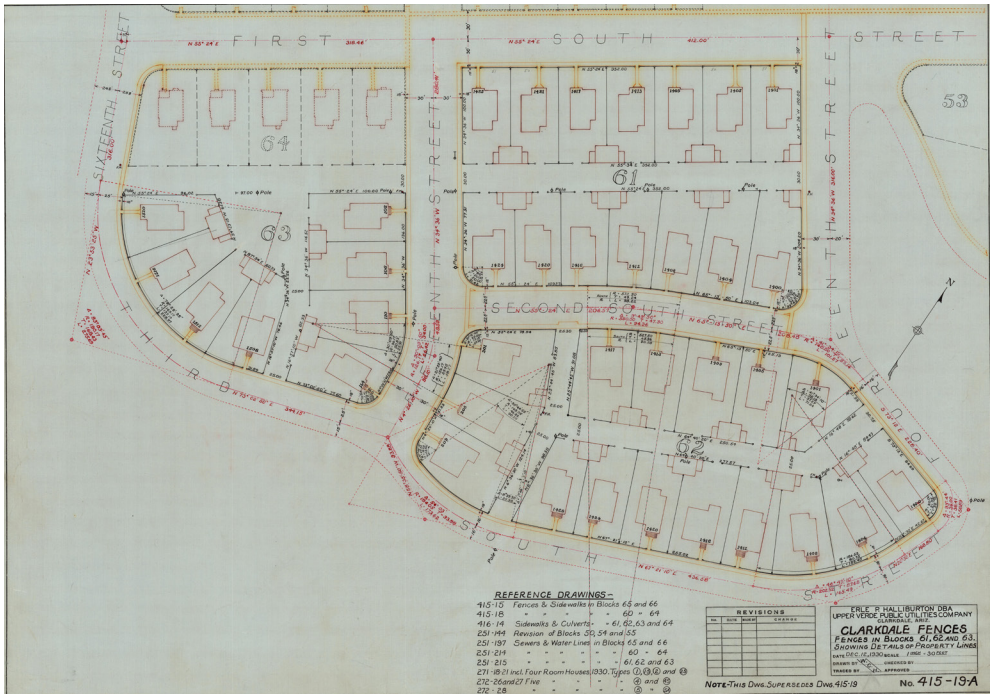


Figure 10 Plan drawing of Clarkdale fences from 1930, by Town of Clarkdale

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To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCClarkdaleHousing20F

APPENDIX

Questionnaires

Questionnaire 1, for individuals in Clarkdale's Community Development Department (3 responses)

1. How long have you been working for the Community Development Department?
2. How do zoning laws affect affordable housing development in Clarkdale?
3. Are there discrepancies between AZ state zoning laws and Clarkdale's laws that need to be addressed?
4. What do you believe are the biggest barriers to private development of affordable housing in Clarkdale?
5. What policy changes do you believe could overcome these barriers?
6. Do you think any "upzoning" strategies or a voluntary inclusionary zoning policy would be beneficial? What specifically would be beneficial?
7. Are there any neighboring cities or towns that you know of that have implemented changes to their zoning requirements for the benefit of affordable development that Clarkdale should implement too?

Questionnaire 2, for private developers (no responses)

1. Have you been approached by the Town of Clarkdale with an interest to start a new housing development project? If so, did you accept or decline?
2. If you accepted, what was appealing about starting a new development project in Clarkdale?
3. If you declined, why did you do so?
4. How do local zoning laws affect your decisions to start new housing developments?
5. What are the biggest barriers that private developers face when looking to start a new development project that includes units for median-income or low-income buyers/renters?
6. How do you think small towns like Clarkdale can encourage private development of affordable housing?
7. If the Town of Clarkdale were to implement a voluntary inclusionary program (i.e. density bonuses, expedited approval, etc.) for private developers in an effort to develop more affordable housing, would that be enough to incentivize new projects with affordable units? Would or could it be an incentive for yourself?
8. Please leave any additional comments you think would be beneficial here.