

# PARKWAY HOMES

Town of Camp Verde Mixed-Income Housing Development Design

September 2007  
Drachman Institute



Community Outreach Partnership Planning and Design Center  
College of Architecture and Landscape Architecture  
The University of Arizona  
Tucson, Arizona





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**Disclaimer**

*The information in this report is intended as guidance for the Town of Camp Verde in informing decisions related to this project. The research, public design process, and design recommendations were achieved to the best knowledge and judgement of the Drachman Institute staff and employees, and is subject to verification by the Town of Camp Verde or other parties prior to implementation of any action.*

**Arizona Department of Housing**

[www.housingaz.com](http://www.housingaz.com)

In an effort to allow for greater coordination and innovation of housing related services at the state level, the Arizona Department of Housing (ADOH) and the Arizona Housing Finance Authority (AZHFA) were established in 2001. These two entities were created so that state government in Arizona could assist in developing the tools to impact an area of growing concern for the state, an issue that impacts the lives of all Arizonans—homes for working families. The Arizona Department of Housing contracts with the University of Arizona's Drachman Institute to provide technical assistance in affordable housing planning and design.

**ADOH Contributing Team**

Paul Harris  
Joy Johnson  
Karia Basta

## **Drachman Insitute**

*www.drachmaninstitute.org*

The Drachman Institute (DI) is a research and public service unit of the College of Architecture and Landscape Architecture at The University of Arizona dedicated to the environmentally sensitive and resource-conscious development of neighborhoods and communities.

## **DI Contributing Team**

Corky Poster, *Director of Drachman Insitute*

Marilyn Robinson, *Associate Director of Drachman Insitute*

Carmen E. Bartholomew Cueva, *Community Housing Fellow*

Laura Carr, *Architectural Staff*

Kirsten Hoak, *Administrative Staff*

Bachelor of Architecture Students:

Abigail Montgomery, *graduated May 2007*

Samuel Swegle, *graduated May 2007*

Kate Fiegen, *candidate May 2008*

David Joslin, *candidate May 2008*

Elisa Kruger, *candidate May 2008*

Brandon Schans, *candidate May 2008*

Torsten Anderson, *candidate May 2009*

Masa Aoe, *candidate May 2010*

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Ben Zimmerman, *graduated May 2007*

Master of Landscape Architecture Students:

Jenny Leijonhufvud, *candidate May 2008*

Lauren Barry, *candidate May 2009*

As per our agreement, the Town of Camp Verde designated representatives, a group whose membership evolved throughout the process. DI would like to extend a special thanks to those individuals whose commitment and voluntary participation helped guide decisions by advocating for the interest of the larger community.

## **Camp Verde Contributing Team**

Ron Smith, Town Council Member

Jeremy Bach, Chairman of the Housing Commission

John McReynolds, Housing Commission

Linda Wolfe Buchanan, Housing Commission

Sharon D. J. Roddan Esq., Housing Commission

James Long, Library Commissioner

Paul Holguin, Design Review Board Members

Dugan McDonald, Design Review Board Members

Jon Fistler, HOA Member of Verde Cliffs Subdivision

Ron Long, Engineer

Bill Lee, Town Manager

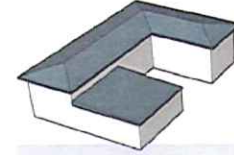
Matthew J. Morris, Director Housing & Neighborhood Revitalization

## **Affordable Housing Institute Contributing Team**

Dave Lambert, Town of Patagonia

Jenifer Thornton, Town of Sierra Vista





*Courtyard House*



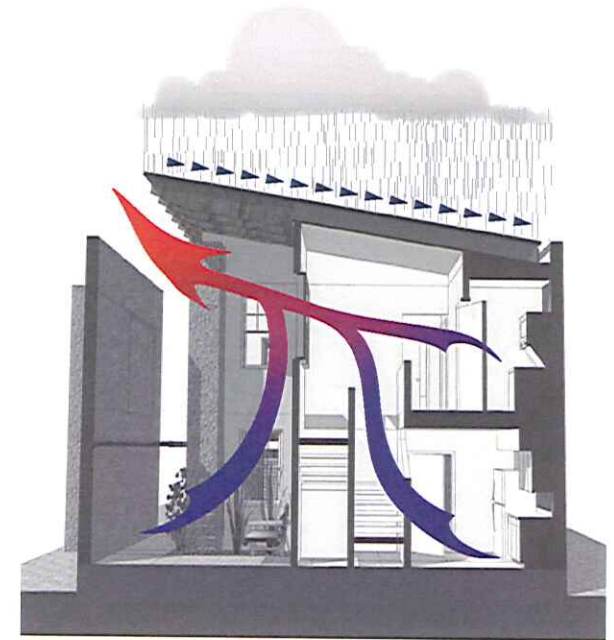
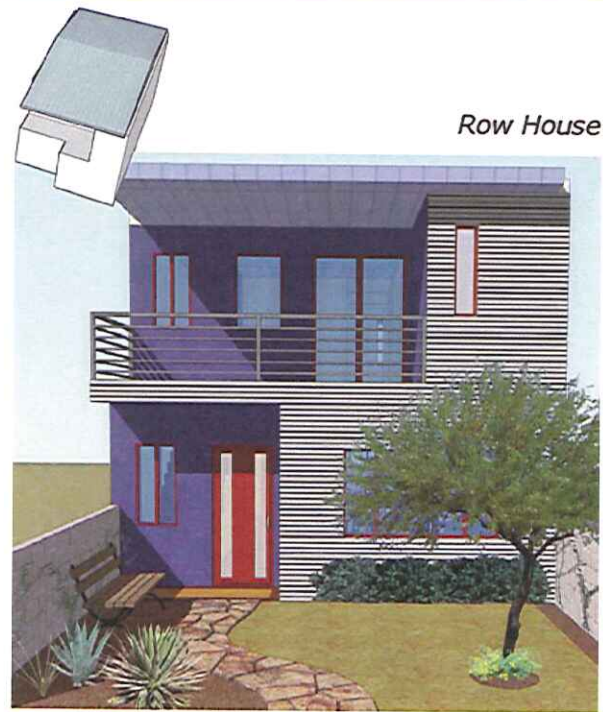
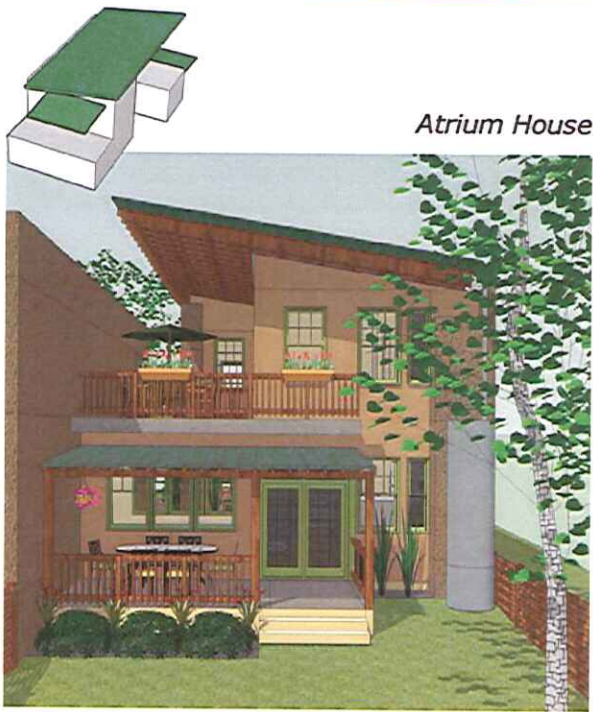
## Parkway Homes Project

The Town of Camp Verde received a donation of a five-acre parcel of land located in an established residential area, the proceeds of which are to be designated for a new town library. Concerns about the development of this land have resulted in a public planning process that has yielded some level of agreement as to acceptable use and density.

Goals of the project included the design of mixed-income housing that is cost-effective, energy-efficient, and “environmentally friendly” with twenty to twenty-five percent of the units affordable to those earning 80 to 130 percent of the area median income. This means that residents would spend no more than thirty percent of their household income for rent or ownership housing costs.



# Executive Summary



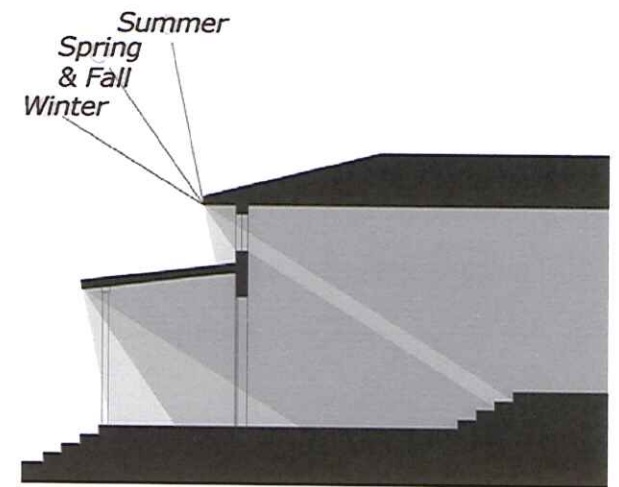
The project development also had to provide for a good return to the Town for the new library.

In order to move forward, the project must have the support of the community and be attractive financially to a developer. This required finding the optimum density and mix of units with appropriate amenities that would be acceptable to all stakeholders.

The design process gave the community opportunities to review and provide feedback on alternative development schemes. Final recommendations include a 30-unit development of attached and detached housing units for ownership, including twenty to twenty-five percent affordable units. The scheme includes a loop road with emergency


vehicle access, a looped pathway for pedestrians and cyclists, open common space for recreation, and guest parking.

The final report contains schematic housing designs for the development with courtyard, atrium, and row houses that are water-conserving and energy-efficient, utilizing passive heating and cooling strategies and water harvesting.









The Arizona Department of Housing contracted with the Drachman Institute to provide technical assistance to the Town of Camp Verde. The following section includes the project assignment and the DI scope of work, developed following a preliminary site visit and meeting attended to by representatives of ADOH and the Town. All parties agreed upon this scope in December, 2006. Matthew J. Morris, hired after the grant application but involved from the beginning of DI's involvement, became the primary contact and project manager representing the Town of Camp Verde.



## Introduction



## Project Assignment

Arizona Department of Housing



### Proposed Project Description:

The Town of Camp Verde needs assistance in developing comprehensive plans to address their current and future housing needs.

The Drachman Institute is requested to complete the following:

- Housing designs and detailed schematic drawings; The designs should be cost-effective, site built homes that are energy efficient, low water usage, and environmentally friendly
- A multi-use design of a mixed income residential neighborhood on Town owned property with consideration for a small apartment complex

### Contact Information:

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## The Scope of Work

In 2007, the Arizona Department of Housing requested that Drachman Institute provide a plan for a multi-use, mixed income neighborhood with sustainable housing designs for the Town of Camp Verde. DI worked in cooperation with Town officials, community representatives, and community members to develop clear direction, define parameters, and gain support. The recommendations provided by this report are the result of information gathering, investigation of alternative design strategies, and design development.

The Town held two interim public meetings to address concerns voiced by the community at the first Public Meeting and Design Workshop. One meeting addressed the misconception that the new library would be located on Cliffs Parkway. The previous owner donated the land for the benefit of the library not as its new home, as many buyers thought when they invested in the adjacent subdivision. Although the meeting seemed to have clarified that the site discussed herein is not an ideal location for a new library, an independent debate still continues about where the library should be located. The second meeting addressed the issue of affordability in the community of Camp Verde as a whole. This very successful meeting led to a greater community-wide discussion about the sustainability of affordable housing. Both meetings, along with an increased outreach effort by Housing Commissioners, addressed the biggest NIMBY concerns. This in turn improved DI's ability to assist the Town through dialogue about design with community members. To this end, DI provided an additional site visit and public meeting near the culmination of the project.

The Town of Camp Verde is not in the business of developing land, nor does it have the desire or capacity to do so. Therefore, a draft for a request for qualifications (RFQ) has been prepared so that the Town can contract with a developer. To make this project a financially viable reality, the Town must achieve four goals:

1. This project must be appealing to a developer to consider undertaking and investing in such a project.
2. The Town must keep its commitment to make 20-25% of the total units affordable to contributing members of the Town that earn 80-130% of the median income.
3. This project must contribute to the existing area through quality improvements that maintain or increase the surrounding property values.
4. The Town needs to demonstrate that it manages community assets wisely by making a profit off the development of this land.

To realize these goals, the Town has considered a variety of options. One option is to utilize Planned Unit Development (PUD) zoning regulations and create a PUD that supports the General Plan and is based on the final recommendations of this report. A developer commonly executes this entitlement process, but if executed by the Town, these efforts could be quantified and included in the project's budget. This option would create a monetary contribution to the project and assist in reaching the goals stated above.

The ideas presented in this report are conceptual in nature and their value should be considered as the project develops and more involved technical challenges arise.



1. The first step in the process of identifying a problem is to recognize that a problem exists. This is often the most difficult step because it requires a willingness to acknowledge that something is wrong. Once a problem is identified, the next step is to define the problem. This involves describing the problem in as much detail as possible, including its scope, its causes, and its effects. The third step is to identify the causes of the problem. This is often done by conducting a root cause analysis, which involves tracing the problem back to its underlying causes. The fourth step is to develop a plan of action to address the problem. This plan should be based on the information gathered in the previous steps and should be realistic and achievable. The fifth step is to implement the plan. This involves putting the plan into action and monitoring progress. The final step is to evaluate the results of the plan. This involves comparing the actual results to the expected results and determining whether the problem has been solved. If not, the process may need to be repeated.

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