



## Editor's Insights

Lucinda Smedley • published in the February 2019 issue

**A big thanks** to Bob and Jeremy Sharpe for once again sponsoring the Residential Development issue that includes an informative update on Rancho Sahuarita's residential and commercial development. Of note is Lennar Homes' purchase of 82 lots at Entrada Del Rio. This will be their first ever community at Rancho Sahuarita! The issue also includes insights from regular contributors David Godlewski and Shawn Cote of SAHBA, Bob Bambauer, Paul Volpe, Brent VanKoevering, Wesley Mehl, Laura Shaw of Sun Corridor, Inc. and Will White. Affordability within the residential sector continues to be a major theme in this issue as we head into 2019. According to Sunbelt's Bob Bambauer, "Homebuilders are looking to build and market smaller product on smaller lots in order to reduce the overall sales price and attract first time/entry level buyers." Brent VanKoevering states "The main story of the 2018 residential resale market is the decrease in affordability. This will continue to be an issue through 2019 as low inventory continues to provide upward pressure on pricing and interest rates continue their slow climb." David and Shawn of SAHBA state, "every \$1,000 increase in the cost of the home will price out 386 Arizonan families from affording a home. If this happens, not only will we exacerbate affordability issues for home buyers but look less attractive to employers."

## Smart Cities

In a special report published this month by Knowledge@Wharton, titled Smart Cities: A Toolkit for Leaders, the authors outline a checklist for Smart Cities 3.0 and Smart City Leaders:

- Focus on the basics first: urban mobility, energy, telecommunications and public safety.
- Craft a vision that incorporates these three aspects: driving innovation at the local level, including labor unions and other stakeholders, and making sure regulations keep pace with changing technologies.
- Set up a framework for success: Leaders and financial backers must truly care about the initiative, facilitate inter-departmental cooperation and give city departments a plan to follow.
- Be realistic about what a smart city can achieve.

Last year, the City of Tucson established the Office of Innovation and Strategy. The concept behind Innovation for the City of Tucson focuses on three areas: Strategic Planning, Performance Analytics, and Process Improvement. The new Office will lay the foundation to further develop a culture of innovation at the City and emphasize continuous improvement using an approach of coordination and consultation. A team of three staff will initiate the new structure to begin a build out of liaisons and coordinators throughout the organization to consistently work toward success. Johanna Hernandez is the new Administrator for the Innovation Office. Johanna has a Master's degree in Public Administration, a Doctoral degree in Management & Leadership (ABD), and a passion for impactful design thinking that is intentional and thoughtful. Johanna has been doing project management with the City of Tucson for four and half years and has a strong background in statistical and data analysis. The City is now accepting applications for an innovation coordinator to help consult, advise, and coordinate special program efforts with a focus on lean practices and elimination of waste. The position reports to the City Manager's Office and assists the innovation administrator in the development of timelines and milestones, preparation of reports on the progress of projects, and identification and prioritization of projects that align with the City's vision and goals. More information on the position is at [tucsonaz.gov/newsnet/city-tucson-seeking-innovation-coordinator](http://tucsonaz.gov/newsnet/city-tucson-seeking-innovation-coordinator).

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