



2024

ANNUAL REPORT



CITY OF

TUCSON

HOUSING & COMMUNITY DEVELOPMENT

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↑ HCD, Southwest Fair Housing Council, and SERI staff pose with Tucson Mayor Regina Romero for the Proclamation acknowledging April as Fair Housing Month.



↑ HCD and Poster Mirto McDonald staff presenting at a public meeting for the Sugar Hill on Stone Affordable Housing Development in the Thrive in the 05 area.



↑ HCD Director Ann Chanecka giving opening remarks for a HUD media announcement at the MLK Apartments in Downtown Tucson.



↑ City of Tucson, Arizona State Legislature, and Pascua Yaqui Tribe leaders take a group photo at the Milagro on Oracle Housewarming event.



↑ Housing First, Continuum of Care, and Community Safety, Health, and Wellness staff at the City of Tucson unload blankets to be distributed to people experiencing homelessness during the Winter in Tucson.

LETTER FROM THE DIRECTOR



Tucson – A Home for Everyone: this is the slogan that our 180 City of Tucson Housing & Community Development (HCD) employees embody while delivering vital services to Tucson. I am honored to share HCD's 2024 Annual Report in which we highlight achievements as the result of the Mayor and Council's unwavering commitment to providing critical support for low-income families in Tucson.

HCD's work is more important than ever. Since 2017, housing has become dramatically more expensive and supply has not kept pace with demand. Home sales prices in our region increased by an estimated 86% and rental prices increased by 64% — while the average household incomes have not kept pace. On top of this, effects of the COVID-19 pandemic linger, particularly impacting Tucsonans experiencing vulnerabilities. As a department, HCD is strategically focusing our efforts to tackle our community's housing and community resiliency challenges on many levels. This report summarizes our work to address these challenges in 2024. I'd like to share a few highlights, to demonstrate the breadth and impact of our work over the past year:

- At the close of the year, HCD was on the cusp of opening a new 63-unit senior housing complex, called Milagro on Oracle, Tucson's first Low-Income Housing Tax Credit project in the last 10 years. It is the first project created under El Pueblo Housing Development, the City of Tucson's nonprofit affordable housing development arm.
- The City of Tucson and HCD received a competitive \$11.5M grant from the U.S. Department of Housing and Urban Development (HUD) to benefit families living in manufactured homes. Tucson was among 17 applicants out of 175 in the U.S. that received this important grant.
- Housing First expanded by providing 7,200 safety kits, housing 253 individuals experiencing homelessness at the Wildcat Inn and Amazon Motel, creating 275 beds of permanent supportive housing with wrap-around services provided, assisting 938 persons with eviction prevention and housing stabilization supportive services, and 543 persons received 1,146 showers through HCD's mobile shower.

While I am proud of the work that HCD has accomplished, there is still much to do. This report provides updated data on homelessness and housing affordability that indicates there is still significant need for more emergency shelter and services, permanent supportive housing, and affordable housing units. What is clear is that we can't slow down our efforts. But unfortunately, both HCD and Tucson are at a serious crossroads. Future federal funding that supports HCD's work, as well as numerous non-profits and affordable housing developers is uncertain. The state grants we received over the past few years are winding down and there are not new grant opportunities on the horizon. Tucsonans need to find reliable funding sources to support HCD to maintain the needed work and grow the programs that serve our collective goals. These challenges are bigger than city government and will continue to require partnership and collaboration — at all levels of government, with the private sector, non-profits, and community-based organizations, and more.

Lastly, I want to thank the HCD staff, the heart of the department, for their dedication to serving Tucsonans. And I want to thank you, our partners, our community for supporting HCD in creating a home for everyone.

A handwritten signature in black ink that reads "Ann Chanecka".

Ann Chanecka
Director, City of Tucson Housing & Community Development

TUCSON — A Home for Everyone

The Housing and Community Development Department is responsible for promoting affordable housing and community well-being within the city, with a focus on low-income individuals and marginalized populations. HCD oversees programs funded by federal, state, and local sources related to housing assistance, homelessness prevention, neighborhood revitalization, and affordable housing development. Additionally, the department collaborates with local organizations, community stakeholders, and government agencies to foster sustainable development, enhance the quality of life, and address the socio-economic needs of the city's diverse communities.

MISSION

We transform lives through stable and affordable housing, vital services, and thriving neighborhoods.

VISION

We will build a Tucson where housing serves as a foundation for economic opportunity, while strengthening equity, dignity, and resilience for individuals and communities across Tucson.

VALUES

As a department, we strive to uphold the following values to guide our work.

- **Respect:** We value and honor the perspectives, rights, and dignity of every individual, serving the public and each other with empathy.
- **Stewardship:** We manage resources responsibly and build public trust.
- **Urgency:** We act swiftly, recognizing the critical importance of the work we do.
- **Equity:** We address systemic inequities, accounting for the different histories and needs of the people we serve.



Putting Plans into Action

Housing Affordability Strategy for Tucson (HAST)

First Adopted: December 21, 2021

Update Adopted: January 7, 2025

The Housing Affordability Strategy for Tucson (HAST) was first adopted by Mayor and Council on December 21, 2021, and has since been updated annually on March 21, 2023, January 9, 2024, and January 7, 2025. HAST is a comprehensive affordable housing strategic plan with emphasis on actional goals. The plan introduces housing concepts, key data driving our decision-making, and 10 policy initiatives to support the preservation and development of housing units. Each of these policy initiatives includes short, medium, and ongoing action items. HCD advanced all 10 HAST policy initiatives in 2024, which are highlighted throughout this report.

Read the City of Tucson's Housing Affordability Strategy for Tucson by scanning or clicking the QR Code.



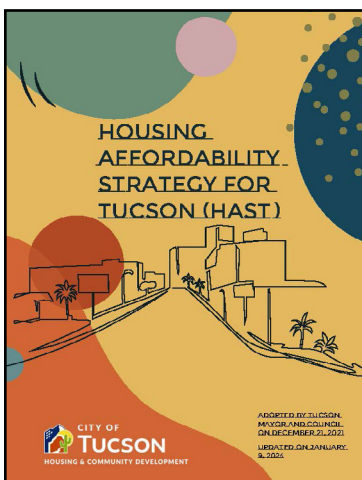
People, Communities, and Homes Investment Plan (P-CHIP)

First Adopted: January 20, 2021

Update Adopted: November 7, 2024

In 2024, HCD revamped its People, Communities, and Homes Investment Plan (P-CHIP) to serve as the departmental strategic plan for the coming five years, making it HCD's guiding document for our department's direction, scope, and framework for decision making across all of HCD's areas of impact regardless of funding source. Adopted by Mayor and Council on November 7, 2024, the updated P-CHIP also incorporates goals and policies from other City and HCD initiatives, including the Housing Affordability Strategy for Tucson and the Prosperity Initiative. A major component of P-CHIP remains grantmaking, and this plan guides the City's allocation of funding from the U.S. Department of Housing and Urban Development (HUD) and General Fund dollars that Mayor and Council dedicate to human services programs.

Read the City of Tucson's People, Communities, and Homes Investment Plan by scanning or clicking the QR Code.



P-CHIP UPDATE:

The 2024 update to P-CHIP takes a broader approach by making it HCD's departmental strategic plan for the coming five years and will provide high-level strategy across departmental impact areas regardless of funding source. P-CHIP also incorporates goals and policies from other city and departmental initiatives like the Housing Affordability Strategy for Tucson and the Prosperity Initiative.

P-CHIP focuses on 3 interconnected areas that create equitable pathways to opportunity.

- **People:** Thriving individuals and families
- **Communities:** Vibrant and inclusive neighborhoods
- **Homes:** A stable and affordable home

In April through June 2024, HCD conducted several outreach activities to obtain community input and feedback on priorities for the P-CHIP update.

3

kick-off in person
and virtual events

12

focus groups with
community experts

479

survey responses from
community members



(Top to Bottom) HCD Director, Ann Chanecka, at Ward → 1's Día de la Niñez event, P-CHIP kick-off event at the El Pueblo Center, P-CHIP outreach at the Thrive in the 05 Spring Resource Fair, and outreach at SWFHC's Fair Housing Resource Fair.



What New Data Tells Us

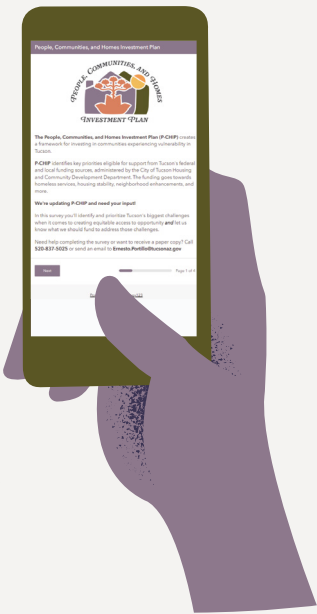
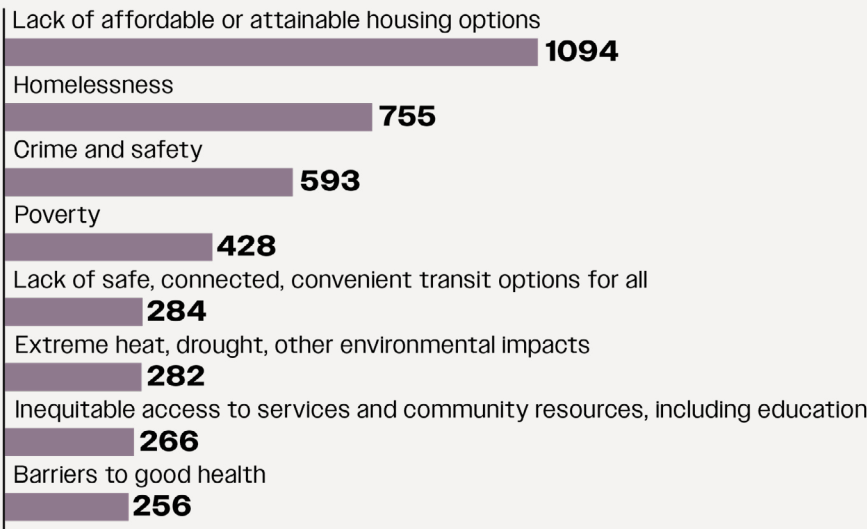
New data, surveys, and studies in 2024 gave us a better understanding of Tucson's need for housing and services. While this Annual Report demonstrates the critical role HCD plays in addressing housing affordability in Tucson, the data shows a need to work together as a region to expand resources to fill gaps in services.



P-CHIP PLAN TRENDS

What the community says...

What do you see as Tucson's biggest challenge(s) in creating equitable access to opportunity for all its residents?



What the data says...

86.4%

increase in median home sales price between 2017 and 2024 in Tucson

66.4%

increase in median rent between 2017 and 2024 in Tucson

55.1%

share of renters who are housing cost burdened in 2022

Housing Needs Assessment

The City of Tucson hired the firm EConorthwest to complete an analysis of the total number of housing units needed to address demand from the current and future Tucson population. According to EConorthwest's analysis, provided to the City of Tucson in December 2024, Tucson will need to produce just over 35,000 new housing units over the next decade. The number of units needed is a combination of current underproduction, analysis of need related to homelessness, and additional units needed as a result of population and household growth. This analysis also showed the distribution of total needed units by income. EConorthwest is currently conducting a countywide housing needs assessment as a part of Pima County's Housing Study. The portion of need allocated to Tucson is Tucson's portion of countywide housing needs; a recognition that housing markets are regional.

35,000

new homes needed in the next decade in Tucson

38%

of the 35,000 units should be affordable to households earning 0-30% of Area Median Income to meet projected housing needs over the next decade.

Read EConorthwest's Housing Needs Assessment for the City of Tucson by scanning or clicking the QR Code.



TPCH 2024 Gap Analysis

In January 2025, the University of Arizona's Southwest Institute for Research on Women released the Tucson Pima Collaboration to end Homelessness (TPCH) 2024 Gap Analysis. Analyzing the structural drivers of housing insecurity, including home values, rent prices, and poverty, the report found that continued elevated housing costs are driving an increased inflow into homelessness. It also found that the capacity of our local system has not increased proportionally, resulting in a decreased ability to serve those experiencing homelessness.

According to TPCH, these unique circumstances and the increasing prevalence of homelessness indicate an urgent need for more resources directed towards homelessness prevention to reduce the current and ongoing magnitude of inflow into homelessness.



7,689

households sought services for homelessness in FY2023

59%

increase in households seeking services for homelessness between 2021 and 2023

72%

of new households seeking services in FY2023 for homelessness were not served in FY2023

2024 Gap in Units and Beds needed in the next 5 years:

Type	2024 Gap
Shelter	1,458
Transitional Housing	281
Rapid Rehousing	2,565
Permanent Housing	2,813
Total Gap	7,117

Read the Tucson Pima Collaboration to End Homelessness (TPCH) 2024 Gap Analysis by scanning or clicking the QR Code.



Other Key Reports

HCD works collaboratively with other City of Tucson departments and with Pima County to develop comprehensive long-range plans, to act on cross-cutting strategies identified in these plans, and to monitor implementation progress on plans including but not limited to the following initiatives.

PROSPERITY INITIATIVE

The Prosperity Initiative is an intergovernmental effort to develop wealthier communities across Tucson and Pima County through policies that disrupt and reduce generational poverty and improve opportunity. On January 9, 2024, the Mayor and Council adopted the final report of the Prosperity Initiative. The final report of the Prosperity Initiative includes 13 policies in the areas of housing, health, education, transportation, workforce development, job quality, small business, financial capability, neighborhood reinvestment, and digital connectivity.



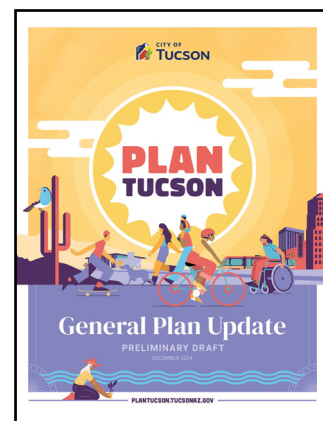
TUCSON RESILIENT TOGETHER

The City of Tucson's Climate Action Plan – known as Tucson Resilient Together – provides a strategic pathway to reduce the City's emissions to net zero by 2030, explain the anticipated impacts of climate change across the City, identify the communities that are most vulnerable to those impacts, and provide strategies that will assure that Tucson can adapt and be resilient to the impacts of climate change – now and in the future.



PLAN TUCSON

Plan Tucson is the City of Tucson's general plan that provides a roadmap for Tucson's future, shaped and approved by its residents. The current general plan was voter-approved in 2013 and is currently going through an update to be on the ballot for voter approval in November 2025. The goals and policies outlined in the next Plan Tucson will guide the City's investments, programs, policies, and land-use decisions over the next two decades. During 2024, Tucson residents were asked to share their priorities and vision for the future of Tucson.





BUILDING & OPERATING HOUSING

HCD is at the forefront of affordable housing development and preservation in Tucson. HCD serves as the largest provider of affordable housing in Pima County and is actively increasing the stock of subsidized housing units through new development.

El Pueblo Housing Development (EPHD) is a non-profit development corporation formed, operated, and staffed by the City of Tucson that develops new affordable housing for rental and homeownership. HCD and EPHD also work to reduce barriers to building affordable housing that private developers face as well, including through the Impact Fee Subsidy Program, and work in partnership with Planning and Development Services to streamline and expedite permitting.

As the local **Public Housing Authority (PHA)**, HCD manages more than 1,500 units of **public housing** including multi-family and single-family units, scattered throughout the city and surrounding areas. Additionally, HCD manages **El Portal**, a portfolio of more than 450 below-market affordable housing rentals available to low-income Tucsonans.



El Pueblo Housing Development

El Pueblo Housing Development is a non-profit development subsidiary of HCD. El Pueblo Housing Development rehabilitates existing low-income housing and builds new affordable and workforce housing for rental and homeownership. El Pueblo Housing Development (EPHD) was formed for the purpose of developing stable, healthy, affordable housing and supportive services to serve residents of Tucson and Pima County. Currently, EPHD has over 1,100 units of affordable housing in planning or under construction, and the recent completion of Milagro on Oracle, has added 63 units.

Milagro on Oracle

In 2023, the City of Tucson broke ground for Milagro on Oracle, a redevelopment of the former No-Tel Motel property. Milagro on Oracle provides 63 units of affordable housing for older adults, including 19 units for individuals experiencing unsheltered homelessness. This development is the City of Tucson’s first state Low Income Housing Tax Credit (LIHTC) project in 10 years and the first affordable housing project from El Pueblo Housing Development, the City of Tucson’s nonprofit development arm. Milagro on Oracle repurposes two pre-World War 2 structures, the DeAnza Motel (No-Tel Motel), built in 1940, and the Don Motel, built in 1941, and added a new four-story building. It is a great example of adaptive reuse, preserving the past while paving the way for the future.

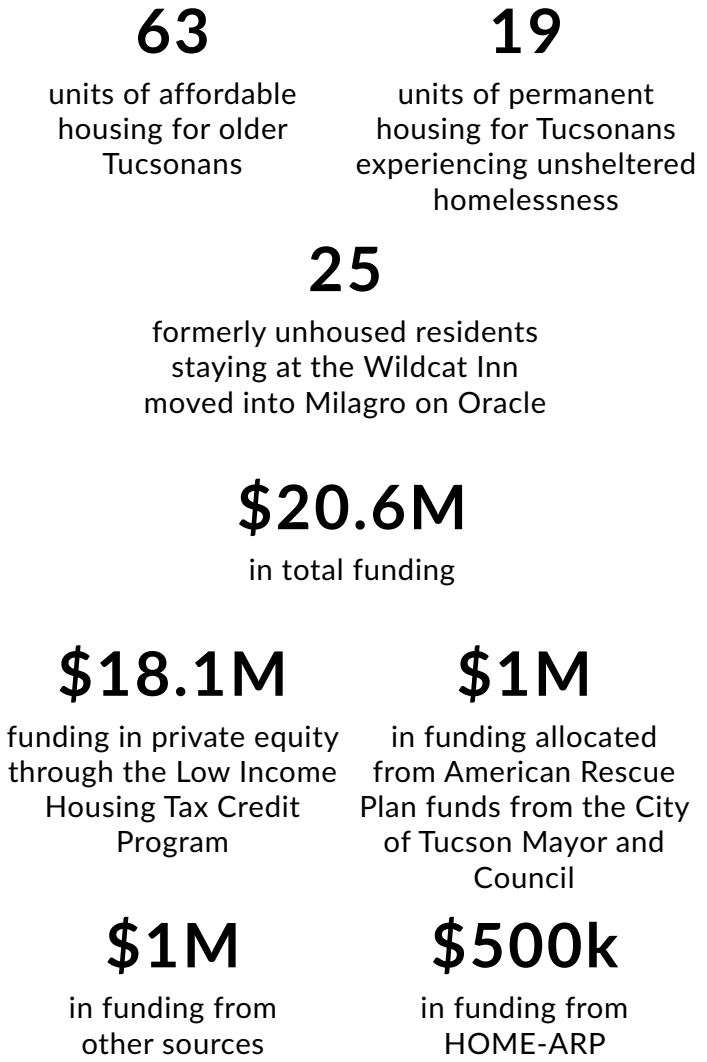
For most of 2024, Milagro on Oracle was under construction. The fast 18-month timeline from groundbreaking in Fall 2023 to the finishing touches at the end of 2024, created a grand transformation of the former No-Tel Motel located at Oracle and Alturas into a brand-new affordable housing redevelopment for older adults. Prospective tenants could begin inquiring in November of 2024 and 51 out of the 63 apartments were leased up by the housewarming celebration in early 2025, when the ribbon was cut to mark the opening of Milagro on Oracle.



El Pueblo
Housing Development



↑ Mural by Jessica Gonzales at Milagro on Oracle. Jessica created the original mural on the No-Tel Motel property.



Sugar Hill on Stone

The City of Tucson is building affordable housing on the site of the former Bum Steer restaurant and nightclub on Stone Avenue in the Sugar Hill neighborhood. This development, named Sugar Hill on Stone, will create 66 units of affordable housing for individuals and families.

Throughout 2024, the El Pueblo Housing Development team worked with Gorman & Company and the community to design a building that reflected the visions and character of the neighborhood it sits within. Meetings were held with the Sugar Hill neighborhood to determine the name of the apartments, the color scheme of the building, and the placement of the Sugar Hill on Stone signage.

In June 2024, the Arizona Department of Housing awarded Low-Income Housing Tax Credit (LIHTC) funding to build the 66 units of affordable housing on North Stone Avenue. This project is also a phase of the Choice Neighborhood Implementation Grant Housing Plan and is centered to serve families relocating from the Tucson House, as well as those in the Thrive in the 05 community.

66

units of affordable housing for individuals and families will be built

1.68

acre lot Sugar Hill on Stone will be built on

\$21.4M

funding in private equity through the Low Income Housing Tax Credit Program



↑ Rendering of Sugar Hill on Stone courtesy of Poster Mirto McDonald.

Amazon Flats

The City of Tucson is transforming the former Amazon Motel on Miracle Mile into permanent supportive housing units for persons experiencing homelessness. Amazon Flats will be the second project developed by HCD’s non-profit development arm, El Pueblo Housing Development (EPHD).

The Arizona Department of Housing (ADOH) awarded the City of Tucson a \$6.1 million Hotels to Housing grant using American Recovery Plan Act funds allocated for state fiscal recovery. The City of Tucson purchased the Amazon motel in April 2023 with these grant funds, and is using the balance of these funds to support Phase 1 property rehabilitation and construction. Pima County also awarded the City of Tucson close to \$750,000 in gap funding to support this project.

Following purchase of the former motel, the City of Tucson’s Housing First program operated it as a low-barrier shelter from June 2023 to September 2024 while the site was in pre-development. When the City operated the motel as a shelter for 15 months, 140 people found temporary housing and 86 of those individuals moved into permanent housing.

Construction on the site includes two phases. Amazon Flats Phase 1 construction began in early



↑ The current Amazon Motel that will be rehabilitated as part of the Phase 1 development.

140

people found temporary housing at Amazon during the 15 months before Phase 1 construction

86

people moved into permanent housing

\$6.1M

in funding from the Arizona Dept. of Housing using the Hotels to Housing Grant

30

units of permanent supportive housing will be built in Phase 1

50+

units of permanent supportive housing will be built in Phase 2

December 2024 and includes adaptive reuse and rehabilitation of the old Amazon Motel into 30 units of permanent supportive housing. Amazon Flats Phase 2 is in pre-construction with the co-development team. Phase 2 is a part of the Choice Neighborhood Implementation Grant Housing Plan and will include between 50 and 60 new permanent supportive housing units targeting people who are very low-income.

Once open to residents, the City’s Housing First team will manage the property and Old Pueblo Community Services (OPCS), provide wrap-around services and case management. OPCS is a non-profit agency that has extensive experience with providing long-term support to persons who have experienced homelessness.

Amazon Flats is located across the street from the soon-to-be completed Pima County Northwest Service Center, which was previously the old Golden Pin Lanes bowling alley. This service center will include a public health clinic and adult education services.

TEMPORARY SHELTER DURING PRE-DEVELOPMENT

Partnership with the City’s Housing First program has been integrated with the development process for current projects. During pre-development – after the City had site control and before major construction began – for Milagro on Oracle and Amazon Flats, these sites served as low-barrier shelter managed by the Housing First team. The Housing First team will continue to be involved in some aspects of these developments going forward; for example, they will manage the permanent supportive housing at Amazon Flats.

South 10th Avenue

The City of Tucson is planning redevelopment of a vacant 12-acre city-owned site for affordable housing on South 10th Avenue south of 22nd Street. The location of this site, adjacent to downtown, along a transit corridor, and along the El Paso Southwest Greenway, makes it an optimal site for housing development.

In 2024, the City of Tucson worked through additional pre-development on the South 10th site, including infrastructure planning and design. EPHD was awarded technical assistance through the US Environmental Protection Agency's Brownfields Redevelopment program. This technical assistance includes a consultant that is providing EPHD with funding and financing support, along with creation of a Community Engagement and Outreach Plan to be used during the development process. Multiple community meetings were held to update neighbors on details regarding environmental testing at the site, as well as the status of the site's redevelopment.



↑ Community members attend a public meeting for the South 10th Ave development at Southside Presbyterian Church.

300-400
units of potential
housing

12
acres site on
city-owned land



↑ Site of South 10th Ave affordable housing.

El Portal

HCD manages a portfolio, called El Portal, of over 450 below-market affordable housing rentals available to low-income Tucsonans. Tenants pay 30% of their income for quality homes scattered throughout the City with a priority on neighborhoods of high opportunity. Units include single-family and multi-family properties.



↑ El Portal Housing in Midtown Tucson.

Public Housing

HCD manages over 1,500 units of public housing including multi-family and single-family units located throughout the City and surrounding areas. Public Housing is HUD subsidized and ensures low-income Tucsonans have a safe, healthy place to call home.



↑ City-owned public housing (from left to right) Martin Luther King Apartments, Craycroft Tower, and Tucson House.

SNAPSHOT OF THE CITY OF TUCSON'S HUD-ASSISTED RESIDENTS



48%
of all households report
a family member
with a disability



13%
of all households qualify
as over the age of 62

\$11,566
median income
of all residents



37%
of all household
members are children



PUBLIC HOUSING RESIDENT, MUNA

Muna, a refugee from Sudan, became a resident of the City of Tucson's public housing in 2016. The City of Tucson owns single-family homes as a part of its public housing stock and Muna and her children were able to live in a four-bedroom home.

While living in public housing, Muna worked diligently to keep up with her rent and joined the City of Tucson's Family Self-Sufficiency Program in 2019 with the goal of purchasing a home. Muna worked with City of Tucson Public Housing staff to ensure her success. Through dedication and hard work Muna was able to save a good amount every month on her equity account. In early 2025, Muna successfully exited public housing and put a down payment on a home.





“OUR GOAL IS TO INCREASE RESILIENCE FOR OUR TENANTS, AND OTHERS WHO ARE IMPACTED THROUGH HCD’S MANY COMMUNITY PROGRAMS. WE ALSO AIM TO REDUCE OUR CARBON FOOTPRINT, AND WORK TO MAKE HOUSING MORE AFFORDABLE FOR TUCSONANS.”

JEREMIAH, SUSTAINABILITY LEAD PLANNER

Jeremiah has been part of the HCD team for slightly more than four years. Previously he was a high school counselor in Tucson guiding young people to sustain their lives and reach their goals. At HCD, Jeremiah continues to work on sustaining people’s lives. His work is focused on establishing a roadmap for public housing to become a national model of sustainability for other housing agencies. Jeremiah has overseen projects that include weatherizing some single-family public housing residences and increasing energy efficiency in multi-family units. Additionally, he has worked to increase water conservation through upgraded appliances, faucets, showers, and toilets in all public housing units where the tenant pays utility bills.

SOLAR PANELS INSTALLATION FOR PUBLIC HOUSING RESIDENCES

In October 2024, the City of Tucson announced 15 public housing residences will be fitted with solar panels by Technicians for Sustainability supported by American Rescue Plan Act (ARPA) Climate Resilience funding approved by Tucson Mayor and Council. The \$300,000 funding is part of the City of Tucson’s Solar Empowerment program. The single-family homes are managed and owned by the City of Tucson’s Public Housing division of Housing and Community Development (HCD).

Residential solar installation is often out of reach for low-income homeowners in part because of the lack of financing options. On May 19, 2022, the Mayor and Council directed City staff to develop recommendations to improve access to solar power for low-income residents.



↑ Photo courtesy of Technicians for Sustainability



PROVIDING HOUSING ASSISTANCE

HCD programs support low-income Tucsonans to rent or own a home that is affordable for them. HCD administers HUD's **Housing Choice Voucher** (HCV) program, formerly known as Section 8, that assists eligible families or individuals to obtain decent, safe, and sanitary housing in neighborhoods and units of their choice. The **HOME Down Payment Assistance** program provides forgivable loans to low-/moderate-income home buyers. HCD provides **Home Repair** assistance for low-income homeowners through our Community Development Block Grant. The **Lead Hazard Reduction** program provides testing and abatement for homes built before 1978 in which children under the age of 5 reside or regularly visit.



Housing Choice Voucher Program

The Housing Choice Voucher program, previously known as Section 8, assists eligible low-income families or individuals in obtaining affordable, decent, and safe housing in neighborhoods and units of their choosing. Rent is based on the household's income. The portion of rent paid by the Housing Authority is paid directly to the landlord and the participant pays the difference.

5,500

approximate number of Tucson and Pima County households utilizing a Housing Choice Voucher to rent on the private market

Tenant Based Rental Assistance

HCD provides security and utility deposits for persons experiencing homelessness and other extremely low-income persons entering voucher programs administered by HCD through the Tucson Public Housing Authority. The program ensures that the cost of deposits do not prevent economically disenfranchised Tucsonans from accessing housing subsidies in the community.



Family Self-Sufficiency Program

The Family Self-Sufficiency (FSS) program works with low-income households receiving government assistance to develop a five-year action plan with a case worker to support their goals and break the cycle of poverty. Examples of goals include continuing education, increasing earning power, and saving money.

Resident Opportunities for Self-Sufficiency

The Resident Opportunities for Self-Sufficiency (ROSS) Program assists Public Housing residents to achieve self-sufficiency by engaging in comprehensive community services aimed to address their holistic education, employment, health and wellness, digital literacy, and financial literacy needs.

105

total Family-Self Sufficiency
Program participants

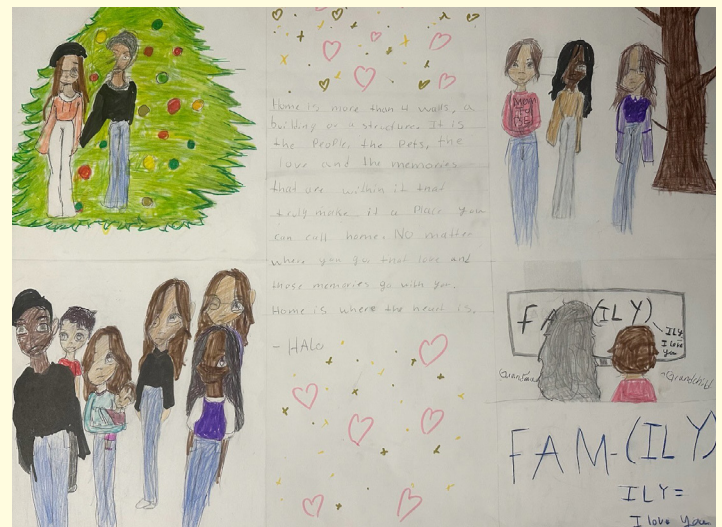
\$233,523

ROSS grant awarded by
HUD in 2024

WHAT A HOME MEANS TO ME POSTER CONTEST

The national poster contest by the National Associations of Housing and Redevelopment Officials (NAHRO) is part of the Housing America public awareness campaign, raising national awareness of the need for and importance of affordable housing. The contest recognizes art of children who live in affordable housing. Heartfelt messages about homes show the important work that public housing and community development professionals do.

A child from the City of Tucson's Family Self-Sufficiency program (FSS) was selected as one of 12 winners of the "What a Home Means to Me" poster contest. The drawing, by 14-year-old Halo, is featured in NAHRO's 2025 Calendar.



“ Home is more than four walls, a building, or a structure. It is the people, the pets, the love and the memories that are within it that truly make it a place you can call home. No matter where you go, that love and those memories go with you. Home is where the heart is. ”



"HELPING PEOPLE AND ENSURING THEY STAY HOUSED IS MY MAIN MOTIVATION IN MY CURRENT JOB ROLE. THERE IS SO MUCH NEED AND BEING ABLE TO ASSIST PEOPLE WITH STABLE HOUSING IS SO IMPORTANT."

SARA, HOUSING ASSISTANCE SUPERVISOR

Sara started at HCD in March 2024 as a Housing Specialist and has recently been promoted to her current role at the end of the year. Sara works in the recertification section of the Housing Choice Voucher Program. This section works with Housing Choice Voucher holders to annually update their information and any life changes that may have occurred in the past year. This could include a new job or having a new child. Since working with the City of Tucson, Sara has jumped right in, serving Housing Choice Voucher participants in Tucson. She has previously worked with non-profits in Tucson and has the perspective and knowledge of giving people the one-on-one support they need.

The Housing Choice Voucher division at HCD is comprised of five sections: Eligibility, Compliance, Landlord Support, Inspections, and Recertification. The team works tirelessly to make sure individuals and families enrolled in the program remain in compliance with HUD and maintain contact with landlords renting their units through the program. Housing Choice Vouchers have a major impact on communities by assisting people who would otherwise pay rents higher than they can afford or experiencing homelessness. Housing Choice Vouchers keep people housed and offer additional programs to support residents to sustain their housing.



"I GIVE BACK TO THE COMMUNITY, BECAUSE YOU NEVER KNOW WHEN YOU'RE GOING TO NEED HELP YOURSELF. I ENJOY CONNECTING PEOPLE WITH THE TOOLS FOR SUCCESS AND APPLAUD EVERYONE WHO MAKES AN EFFORT TO BETTER THEMSELVES. IT GIVES ME HAPPINESS AND GRATITUDE KNOWING THAT PEOPLE HAVE LEARNED SOMETHING FROM ME AND THAT I'VE LEARNED SOMETHING FROM THEM."

DAMITA, HOUSING SPECIALIST III

Damita has been with the City of Tucson for 24 years and with HCD for 21 years. When she first started at HCD, she started as a case worker – initially for the Housing Choice Voucher (HCV, then Section 8) program, and later in public housing. She's now back on the HCV team and specializes in compliance, making sure client files are complete and free of errors. She values transparency and being clear, straightforward, patient, and kind with clients and colleagues. Over her years at HCD she has recruited voucher holders for the Family Self-Sufficiency Program and has supported HCD initiatives beyond her regular job duties, such as helping to staff community engagement activities in the 29th Street Thrive Zone and assembling care packages with the Housing First team. She volunteers for the March of Dimes in her personal time.

FSS SPOTLIGHT – TRYSTAN

In just one year, Trystan made remarkable strides on her Family Self-Sufficiency (FSS) journey. Through dedication, hard work, and the support of her FSS Team, she has achieved significant milestones, setting a strong foundation for her future.

One of Trystan's first achievements was reaching her financial literacy goal. By working with at least two partnering agencies, she worked diligently to improve her credit. Her efforts paid off as her credit score saw a tremendous improvement. Trystan took pride in paying off past debts and staying proactive in her credit journey, demonstrating her commitment to long-term financial health.

Trystan serves as a positive role model for her teenage son through her self-motivation and determination. His success in academics and extracurricular sports is a reflection of her influence and encouragement at home.

With support from her FSS Team, Trystan updated her resume and began applying for job opportunities in the civil service industry. Inspired

by her own experiences, Trystan has a passion to help others overcome similar obstacles. She is excited to use the skills and knowledge she has gained to pay it forward and make a difference in her community.

In addition to her financial achievements, Trystan met other interim goals outlined in her FSS Contract. She successfully graduated from the GAP Ministries Culinary and Soft Skills Training Program, further expanding her career opportunities.

With her determined mindset and the continued support from her FSS Team, Trystan is on a clear path to achieving her ultimate goal, purchasing a home for herself and her son, and building a foundation for generational wealth. There is no doubt that Trystan will reach this milestone, and the FSS team are incredibly proud of all that she has accomplished in such a short time. Her journey is a shining example of what can be achieved with perseverance, support, and a clear vision for the future.



FSS SPOTLIGHT – JOSHUA

Joshua joined the City of Tucson's Housing Choice Voucher Program in 2018 as a Family Unification Program (FUP) Youth participant and enrolled in the Family Self-Sufficiency (FSS) Program a year later. The FUP-Youth Program provides housing assistance to young adults aging out of foster care, helping them achieve stability and self-sufficiency. Joshua has made exceptional use of this opportunity, consistently demonstrating hard work, resilience, and a commitment to his goals.

From the very start, Joshua exhibited dedication, perseverance, and a clear vision for his future. He began his academic journey at Pima Community College, where he completed his core coursework over two years before transferring to the University of Arizona in Fall 2024. Joshua is currently pursuing a Bachelor of Science degree in Civil Engineering with a minor in Mathematics and is on track to graduate in May 2026.

In addition to maintaining a full course load, Joshua works part-time and is actively involved in extracurricular activities, including being a member of the Concrete Canoe Club at the University of Arizona. The annual American Society of Civil Engineers Concrete Canoe Competition provides students a unique opportunity to gain hands-on practical experience while testing their skills with concrete mix designs and project management challenges.

One of the key benefits of participating in the FSS Program is the ability to request an interim escrow disbursement. This feature allows participants to access a portion of their escrow savings to overcome barriers and support goals outlined in their FSS contracts. For Joshua, this opportunity was a game-changer.

Facing transportation challenges, he relied on public transit to commute to work and school, which led to frequent scheduling conflicts and added stress. Through the interim disbursement, Joshua was able to purchase a reliable car, easing his commute and allowing him to better manage his academic and professional responsibilities. This support helped him stay on track with his goals and further empowered his journey toward independence.

The City of Tucson's Family Self-Sufficiency Program is incredibly proud of Joshua's achievements and the perseverance he has shown throughout his journey. His story is a testament to what can be accomplished with support, determination, and a clear vision for the future.



↑ Concrete canoe photo courtesy of the University of Arizona.

Homeowner Assistance

HCD provides a variety of homebuyer and homeowner assistance programs to promote equitable housing access and opportunity for low- and moderate-income Tucsonans.

Lead Hazard Repair

HCD's lead hazard reduction program provides testing and abatement services for homes built before 1978 in which children under the age of 5 reside or regularly visit. The program is aimed at reducing lead hazard risks which can result in behavioral, physical, and developmental health issues for young children.

Down Payment Assistance

Through the HOME Down Payment Assistance program, HCD provides forgivable loans to low-/ moderate-income homebuyers within the City of Tucson to aid in the purchase of a primary residence.

Home Repair

HCD provides home repair assistance for low-income homeowners through its Community Development Block Grant. The program provides major rehabilitation including but not limited to roof replacement, HVAC system repair and replacement, and other major home projects to help low-income homeowners remain in safe, healthy, and sustainable homes.

51

low-income homeowners assisted through the lead hazard repair and home repair programs

\$371,858

in down payment assistance given to 9 households

82

low-income households assisted through the rental security deposit program



NEW PRIORITIZATION FOR HOME REPAIR PROGRAM

Beginning in 2024, the City of Tucson announced a new prioritization for the Tucson Home Repair Program. The residential rehabilitation program policies were revised to be more responsive to critical needs in the community. This new priority placement system will evaluate the severity of needed repairs and create a waitlist based on a weighted score. This scoring system will better help the City of Tucson provide help to homeowners with the most need in the City limits.

3,147

on the waitlist for home assistance before the new prioritization

161

completed applications for assistance since July 1, 2024

HOME REPAIR PROGRAM SPOTLIGHT - LINDA

Linda has lived at her home in Tucson for 37 years. In this time, she raised a child as a single parent and worked as an educator, then later an administrator at a non-profit. She is now retired and lives on a fixed income. Her roof was over 30 years old; her air conditioning and heating unit, and water heater were all in desperate need of repair, so she applied to the City of Tucson's Home Repair Program (THRP).

When selected for the program, the City of Tucson project team looked at the repairs needed and selected a contractor to work with on the job. When looking at the work needed, they additionally found that they could replace the front and back doors of Linda's home.

“ The Tucson Home Repair Program has made a dramatic impact on the quality of life in my home. Being on a limited income because of retirement, these vital repairs would have been impossible for me to afford on my own. The upgrades will impact my quality of life for many years to come and allow me to live without the threat of major expenses needed from these repairs. ”



PRICE Grant

In December, the City of Tucson was awarded an \$11.5 million Preservation and Reinvestment Initiatives for Community Enhancement (PRICE) grant from HUD. This grant will help to create long-term housing affordability and make investments in energy efficiency to benefit people living in manufactured homes. Tucson was among 17 applicants out of 175 across the U.S. that received PRICE grant funding. This funding will:

- Support residents of a local mobile home park to acquire their park and form a resident-owned community with shared governance and management.
- Support rehabilitation or replacement of manufactured and mobile homes in Tucson and Pima County, including parts of the Thrive in the 05 area, Flowing Wells, the Benson Highway area, and the area between I-19 and South Mission Road.
- Provide emergency eviction prevention and legal assistance for Pima County residents in and outside of Tucson city limits, to prevent displacement from leased manufactured and mobile home lots.

Many of the region's manufactured homes are several decades old – about a third were built before 1976. Hazardous materials, poor insulation, fire-prone aluminum wiring combined with lot rental increase, limited equity, and aging energy-inefficient structures impact the long-term affordability and livability for people in these homes.



↑ City of Tucson staff, members of Poder Casas Móviles, and HUD staff smiling with the check of federal funds.

PODER CASAS MÓVILES

Raye Winch, an organizer with Poder Casas Móviles said the PRICE Grant will allow the City of Tucson and Pima County to do major repairs to mobile homes and manufactured housing, including repairing roofs, weatherization and AC repair. This will deeply improve the quality of life as homes are healthier and also costs less to heat and cool.

“Being from a lower economic class, one of our most available options are mobile homes, many of which were built before 1976 when the federal government set standards for construction of manufactured homes. These homes are often not in good condition, may have leaking roofs and mold damage, may be energy inefficient, and may be totally outdated in terms of plumbing, in addition to the fact that the air conditioners are obsolete and use large amounts of water and electricity. People in mobile homes are 8 times more likely to die from heat related deaths in their homes than people in mobile homes.”



SOLVING HOMELESSNESS

HCD takes a multi-pronged approach to making homelessness rare, brief, and one-time. The **Housing First Program** operates street outreach, housing navigation, emergency shelter, and permanent supportive housing using a low-barrier model that centers permanent housing solutions as the primary goal of services. HCD serves as the Lead Agency for the local HUD Continuum of Care, the **Tucson Pima Collaboration to End Homelessness**.

Through the **P-CHIP Grantmaking** process, HCD awards more than \$3 million to Tucson non-profits each year with various focuses, including solving homelessness. Programs like **HUD-VASH** (HUD-Veterans Affairs Supportive Housing) and the **Homeless Preference Program** prioritize housing assistance like public housing and vouchers for those experiencing homelessness.



Housing First Program

The City of Tucson's Housing First Program work to prevent and end homelessness through a comprehensive array of program strategies including:

Street Outreach

In teams, professional and volunteer outreach workers visit encampments and other places frequented by people and families experiencing unsheltered homelessness. Street outreach workers provide basic needs assistance including but not limited to first aid supplies, clothing, food, warm and cold weather supplies, and other items with the aim of building rapport and trust with unsheltered persons. Street outreach workers use evidence-based strategies to engage persons experiencing homelessness and to connect them to emergency shelter, housing navigation, and other services to address their individual needs.



↑ MDOT outreach workers meeting before outreach.

MULTIDISCIPLINARY OUTREACH TEAM

The City of Tucson launched the Multidisciplinary Outreach Team (MDOT) in 2023. This innovative outreach program pairs skilled homeless outreach workers with behavioral and physical health providers who jointly conduct outreach to individuals and families living outside with the aim of providing basic needs and facilitating entry to shelter and longer-term housing solutions. The MDOT program is a partnership of the City of Tucson, Old Pueblo Community Services, and El Rio Health Centers.

201

people served through MDOT

94

people housed through MDOT

7,200

approximate number of care packages provided to people experiencing homelessness

328

people provided with Coordinated Entry assessment/referral

KITS TO SUPPORT PEOPLE EXPERIENCING HOMELESSNESS

Over the summer, the Housing First team hosted several community volunteers to help assemble care packages to be distributed to people experiencing homelessness.

The care kits contain essential items like non-perishable food, water, hygiene products, and other necessities to support individuals who are not housed. The completed kits are distributed by outreach workers from MDOT.





“I DO THIS BECAUSE I ENJOY GIVING BACK. I REALLY THINK IF YOU CAN MAKE A DIFFERENCE, THAT COULD BE SOMEONE’S CATALYST FOR CHANGE.”

KAYA, MDOT OUTREACH WORKER

For little more than a year, Kaya has worked with HCD’s Housing First’s program, the Multi-Disciplinary Outreach Team or MDOT. Her team’s work is funded by a federal grant. MDOT is a small but mighty team. Kaya can be found in the washes, on the streets, under bridges and places where she and her team reach out to homeless individuals providing them with on-the-spot medical attention and assesses the individuals’ situation and needs. Kaya, with her warm smile and empathy, connects unhoused individuals to housing navigators and case managers with the goal of helping the persons to find stable shelter and eventually housing.

The work is significant, critical, and often unseen by the public. “There is evidence in what we’re doing, that it is making a difference. It’s not always about the data and or the numbers. It is about the lasting effect that we have not only on the individuals we’re serving but the areas in the community that we’re helping change by reducing the homeless population.”

Housing Navigation

Housing Navigators assist individuals and families to develop long-term housing sustainability plans and to access available housing subsidies including supportive housing programs, Housing Choice Vouchers, Public Housing, and other assistance. Housing Navigators provide the hand-over-hand assistance and individual advocacy that is often needed to ensure smooth transitions from homelessness to long-term housing.

Emergency Housing

Services are provided at four City-owned emergency shelter locations including former hotels and congregate shelter facilities. Shelter services are provided for individual adults, couples, and families with children. City-owned shelters house approximately 200 individuals nightly and provide short-term housing assistance while shelter residents work with a housing navigator to identify and obtain longer-term housing assistance.

209

people (including 57 children) housed at Wildcat Inn

140

people found temporary housing at Amazon during the 15 months before Phase 1 construction

1146

showers provided to 543 people through the mobile shower unit



↑ Resident standing outside of their unit at the Wildcat Inn.



“IT IS THE SMALL WINS AND WITNESSING THE END RESULT OF SUCCESSFULLY HOUSING SOMEONE THAT MAKES THE HARD WORK WORTH IT.”

PATRICK, COORDINATED ENTRY NAVIGATOR

Patrick works with people in need of housing through the Coordinated Entry System. He also assists with the City of Tucson’s Homeless Outreach Protocol, which provides boots on the ground to reach out to support people experiencing homelessness in encampments. Patrick, who has worked with HCD for almost two years, credits the high morale and teamwork from his fellow co-workers in making this much needed work possible.



↑ Members of MDOT providing outreach services to people experiencing homelessness.

Permanent Supportive Housing

Programs administered by the Housing First team provide long-term housing for individuals with disabilities who have experienced significant lengths of homelessness during their lifetime. This non-restrictive housing allows individuals at the greatest risk of returning to homelessness with long-term housing, intensive case management, and comprehensive wrap-around services to support their permanent housing stability.

275

Permanent Supportive Housing beds with wrap around services

174

served by the Housing Emergency Action Response Team

938

provided essential move-in, eviction prevention, and housing stabilization services funded by the Arizona Department of Housing and Arizona Housing Coalition

AMPHI HOUSING FIRST RESOURCE CENTER

The City of Tucson met with neighbors and the community for several months to provide information on renovating the old Fire Station 8, located at 250 W King Road, into the Amphi Housing First Resource Center. The resource center will be a low-barrier emergency shelter that provides outreach, essential support services for people experiencing homelessness, and stable temporary housing options.

The City of Tucson will partner with the HUD Continuum of Care and Tucson Pima Collaboration to End Homelessness, a network of more than 50 local housing and homeless service organizations, to coordinate the delivery of outreach, referral, housing navigation, behavioral health, and family support services. The Planned Area Development (PAD) for the Amphi Housing First Resource Center was approved by Mayor and Council at the regular session on June 18, 2024, following a public hearing with overwhelming public support for the project.



ALICE, WILDCAT'S FIRST NEWBORN

The Wildcat Inn is City-owned transitional housing with a focus on families with children. Currently, four different school buses pick up and drop off at the Wildcat Inn, located off of Oracle Road. The property is fully fenced for safety and the front office has snacks, books, and art supplies on hand.

Housing First staff Allison and Sonya first met Lisa and Cole, the parents of baby Alice, while checking in on another recently housed client. Lisa was pregnant and the couple were staying on the couch with nowhere to go. Staff knew the couple may not be allowed to bring the baby home without their own residence and got them into Wildcat ahead of their due date.

From the beginning, the residents and staff at Wildcat were supportive of Lisa and Cole and their new baby. Sonya would check on the couple to ensure they were staying on top of their requirements to the Arizona Department of Child Safety (DCS) and for their own goals of housing and employment. Like many parents, the first few months were challenging for Lisa and Cole. DCS began visiting Lisa and Cole, and during one of the visits Sonya was informed that at least one of the parents needed to be sober or they would need to remove the baby. As the parents continued to struggle, and DCS removed the baby a few months after she'd come home to the Wildcat Inn.

Sonya received a call after leaving her shift and was told that DCS had arrived with a car seat. Sonya grew very close with Lisa and Cole who had no family support, and they had discussed this possibility. They asked Sonya to take their baby while they worked to get her back, and Sonya agreed. It took months, a legal process, and moments of uncertainty, but Alice came to live with Sonya and her partner Rosa in their multi-generational home.

Baby Alice became a part of the Palmer family and continued to be her parents' daughter. Sonya ensured they continued to see each other through scheduled video calls, photos, and in person when appropriate. And Alice continued to be a part of the Wildcat family; she celebrated her first birthday under the ramada at the Wildcat Inn.

Lisa and Cole managed to get back on their feet, but it took time and a lot of work. They took classes and engaged in programs to help them reach their goals. Lisa is a veteran and qualified for veteran housing, so they moved out of the Wildcat Inn and into their own apartment. After a little over a year, Alice was reunited with her parents. In that time, Alice's father Cole graduated from Navy Basic Training, and she welcomed a baby brother into the family.



↑ Sonya and Alice (left) with Brandi and another Wildcat newborn.

Tucson Pima Collaboration to End Homelessness (TPCH)



Tucson Pima Collaboration
To End Homelessness

The Tucson Pima Collaboration to End Homelessness (TPCH) serves at the local Continuum of Care (CoC) for Tucson and Pima County. The Continuum of Care is required by the Department of Housing and Urban Development (HUD) and serves as the regional planning body designed to promote a community-wide commitment to ending homelessness, solicit local applications for funding, provide person-centered approaches to quickly rehousing people experiencing homelessness, and continuously improve utilization of programs by homeless individuals and families.

The Tucson Pima Collaboration to End Homelessness is a coalition of community and faith-based organizations, government entities, businesses, and individuals committed to the mission of solving homelessness and addressing issues related to homelessness in the Tucson and Pima County community.

The City of Tucson serves as the Continuum of Care lead agency, also known as the “Collaborative Applicant”. As lead agency, the City of Tucson team works to facilitate and administer the CoC including coordination for board, committee, and general council meetings, oversight of the Coordinated Entry system and associated funding, coordination of the Lived Experience Council, host community-wide trainings, and generally act as the convening and coordinating body for cross-sector planning for regional initiatives ending homelessness. The City of Tucson also partners with Pima County, who serves as the Homeless Management Information System (HMIS) lead agency on project such as the Point in Time Count, community data requests, and Housing Central Command.

HOUSING CENTRAL COMMAND

The City of Tucson, Pima County, and a myriad of local service providers are collaborating on a new focused effort to address the challenges of unsheltered homelessness in our community. The Tucson Pima Collaboration to End Homelessness (TPCH) is building the foundation for the Housing Central Command. This is a new initiative based on a crisis response model developed by the U.S. Department of Housing and Urban Development (HUD) to rehouse people after natural disasters.

Housing Central Command has a very narrow focus: to dramatically reduce unsheltered homelessness in Tucson by rapidly moving individuals into sustainable housing through action and outcome driven work.





“IT’S EXTREMELY IMPACTFUL TO ME GETTING TO SUPPORT THE COMMUNITY IN A REAL WAY. FOR THE COMMUNITY IT’S TREMENDOUSLY IMPACTFUL GETTING PEOPLE OFF THE STREET.”

KYLE, CONTINUUM OF CARE COORDINATOR

Kyle is one of the many passionate employees who joined HCD within the last two years. Kyle is a project coordinator for the Continuum of Care. He works with various community-based groups focusing on housing individuals. He coordinates programs in support of committees doing evaluation and justice work, such as the Lived Experienced Council and Youth Action Committee. “As a person without lived experience, I’m honored to be at the table recognizing that I wouldn’t be offered one without this job.”

Lived Experience Council

The Lived Experience Council (LEC) is a council of individuals with lived experience of homelessness that consult on many issues for TPCCH including a review of proposed tools, needs assessments, housing stabilization practices, community messaging, event planning for newly housed individuals, and applications to support centralized landlord engagement initiatives.

14

meetings of the TPCCH Lived Experience Council

\$22k+

total paid to people with lived experience of homelessness who were consulted on many issues to provide their valuable perspective on various services provided



Point in Time Count

The Point in Time Count is a count of sheltered and unsheltered people experiencing homelessness on a single day in January. The U.S. Department of Housing and Urban Development requires that Continuums of Care conduct an annual count of people experiencing homelessness who are unsheltered, as well as sheltered in emergency shelter, transitional housing, and Safe Havens on a single night.

The Point in Time Count data is a snapshot of one night in January, not an accurate or complete reflection of overall homelessness in our community. While this data does provide insight into our community’s homeless population and help prioritize funding and services, it is best used in conjunction with other data and additional context.



↑ Volunteers taking a group photo before the annual Point in Time Count in Pima County.

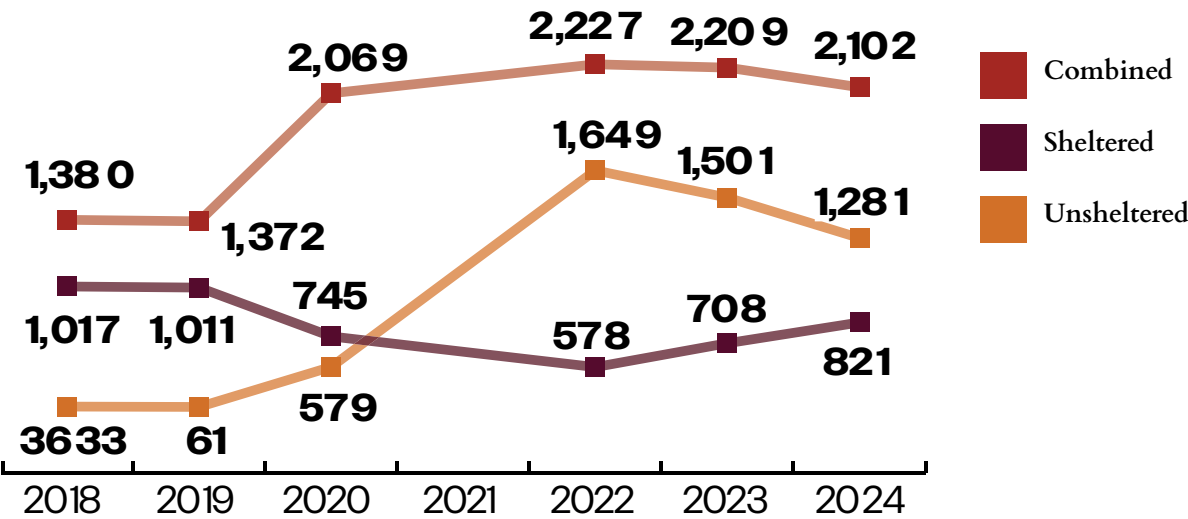
2,141

total number of people counted in the 2024 Point in Time Count

20%

national homelessness increase for the 2024 Point in Time Count

Number of Persons Experiencing Sheltered and Unsheltered Homelessness on the Night of the Point in Time Count (2018-2024)



47%

of unsheltered people in Pima County are chronically homeless*

38%

of unsheltered people in Pima County have serious mental illness

25-54

age range of most people experiencing homelessness

66%+

of unsheltered people in Pima County identify as male

42%

of unsheltered people in Pima County have a substance use disorder

9%

of unsheltered people in Pima County are survivors of domestic violence

*The term “chronic homelessness” is used to describe people who have experienced homelessness for a year or longer (or multiple times) and are challenged by a disabling condition.

P-CHIP Grantmaking

HCD financially invests in the activities outlined in the People, Communities, and Homes Investment Plan (P-CHIP) through its P-CHIP grantmaking program as described in more detail on page 41. Many grants awarded through P-CHIP advance the plan's goal of solving homelessness.

SHELTER PLUS CARE

Shelter Plus Care funding provides rental assistance for permanent housing and supportive services and is provided through a sub-contract with non-profit agencies. Shelter Plus Care programs serve people experiencing homelessness and families with disabilities such as the seriously mentally ill, those with chronic addiction, persons that have AIDS or AIDS related diseases.

A total of 171 individuals are currently in the program. “The main goal is to keep people housed while working with our non-profit partners and property owners to give residents support to be independent and avoid eviction,” said program manager Fernando Ortiz. He joined HCD three years ago and has previous lived experiences which gives him the needed understanding and empathy to care for Tucson residents. “I understand what they’re going through.”



EMERGENCY SHELTER, PRIMAVERA FOUNDATION

FUNDING SOURCE: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Heather living in her car for months before being referred to the Primavera Foundation. Heather entered the Casa Paloma Emergency Shelter in late January 2024. She started the program with goals on maintaining employment, saving money, and then housing. While in the program Heather got a job and was dedicated to maintaining her employment.

Heather remained consistent while living at the emergency shelter and eventually moved over to transitional housing. Heather maintained her steady income, worked on her goals to get more funding and other community resources available to her to assist with her moving costs. Heather was driven to get housing and applied to rental properties every day until she solidified housing close to her work so she could have reliable transportation. Heather signed her lease in early August 2024 and is now living in permanent housing.



RAPID REHOUSING, EMERGE! CENTER AGAINST DOMESTIC VIOLENCE

FUNDING SOURCE: EMERGENCY SERVICES GRANT (ESG)

Beth first connected with Emerge for support after her ex-husband broke into her home and threatened her children. When law enforcement arrived, her husband had already left, but the responding officer stayed to assess Beth's level of risk using the APRAIS tool. When her responses indicated a high risk, the police officer called Emerge's hotline and connected Beth for support.

After separating from her husband, Beth worked multiple jobs to make ends meet. After months of past-due rent and years of financial misuse, Beth was evicted from her home. She enrolled in Emerge's housing stabilization program to receive support toward her goal of finding safe, permanent housing. Beth worked with her case coordinator on creating a budget, applying for housing programs, and securing the resources to go back to school. Recently, Beth signed the lease on her new home. She's moved into the space with her children. Beth is now on track to go back to school to secure her dream job, while creating a safe home for her and her children.



SHELTER, SISTER JOSÉ WOMEN'S CENTER

FUNDING SOURCE: EMERGENCY SERVICES GRANT (ESG)

Brenda entered Sister José Women's Center on October 2023. She is an older adult who uses a wheelchair to aid in her mobility. Though she has income, she struggled with locating housing because she did not make three times the rent to qualify for an apartment. Case navigators worked with Brenda to support her, including keeping her Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT) score updated in the hope that she would be picked for housing.

During her shelter stay, with the support of case navigators, Brenda began to increase her support system. She was not from Tucson and had not established medical, behavioral health, or case management support in Tucson.

Brenda was pulled for housing after 9 months of living at the shelter. The case navigators worked with Brenda to ensure all of the appointments and meetings needed for housing occurred.

Case navigators are working on ensuring her support system is strong. Staff are working to make sure she is set up for success and will follow up with her to ensure her housing remains stable.



“ENSURING OUR GRANT FUNDING IMPACTS THOSE WITH THE MOST NEED IN TUCSON IS SOMETHING I STRIVE TO DO IN MY ROLE. I WORK TO CREATE BETTER RAPPORT AND TRANSPARENCY WITH THE INDIVIDUALS WE SERVE AND AGENCIES WE FUND.”

CAT, ADMINISTRATIVE ASSISTANT, FEDERAL PLANNING & BUDGET LEAD

Cat's role within HCD is managing federal budgets, overseeing various department plans and their request for proposals, and providing technical assistance to ensure compliance from organizations. Cat has over 10 years of experience with administering projects with grant funding, while working for various non-profits in Arizona. Cat joined Housing & Community Development almost four years ago, with the desire to better understand the dynamics and role the City plays with grant funding. What motivates Cat in her daily role is making sure the voices of the most vulnerable Tucsonans are always considered. After experiencing homelessness as a teenager, making housing a possibility for everyone is Cat's passion.

HUD-VASH

The HUD-Veterans Affairs Supportive Housing program combines Housing Choice Voucher rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs. Services are provided for participating veterans at Veterans Affairs medical centers and community-based outreach clinics.

Homeless Preference Program

Through the Homeless Preference Program (HPP), individuals and families experiencing homelessness are prioritized for entry to vacant public housing units and Housing Choice Voucher subsidies. This approach increases the number of permanent housing beds available to individuals and families experiencing homelessness in our community.

75

additional Housing Choice Vouchers for homeless veterans in 2024

700+

Housing Choice Vouchers for homeless veterans

HOMELESS PREFERENCE PROGRAM SPOTLIGHT, JOHN

John, originally from Cincinnati, Ohio, has been a Tucson resident for 10 years. He originally lived at Tucson House as an in-home caregiver in 2018. While living at Tucson House, he served as a volunteer at the Tucson House Library and a Tenant Participant worker. When the person he was caring for passed away, John was unable to secure affordable housing on his own. He met with Fernando Ortiz, an outreach navigator for Housing First, and went through the Homeless Management Information System (HMIS) process and was able to secure his own unit in December 2023 as a Homeless Preference Program (HPP) applicant. At the end of 2024 as part of the Tucson House relocation efforts, John applied to move to Milagro on Oracle in early 2025. John looks forward to utilizing the computer lab and other volunteer opportunities available at Milagro on Oracle.





INVESTING IN COMMUNITY

HCD partners with and facilitates funding for community organizations to expand the reach of its work. In order to achieve the goals identified in P-CHIP, using the People, Communities, and Homes pathways to opportunities framework — requires partnerships with other City departments, the County, and private and non-profit sector partners. An example of this partnership is the recently-awarded **PRO Housing Grant**, which will facilitate development of more housing across the region.

Through the **P-CHIP Grantmaking** program, HCD awards more than \$3 million in non-profit grants each year. This grantmaking program is designed to further the goals and priorities outlined in P-CHIP.

HCD provides **affordable housing financing** for independent development and preservation projects. Funds are loaned to non-profit and for-profit affordable housing developers through an annual funding competition.

HCD engages in place-based community reinvestment efforts designed to improve quality of life in low-income areas experiencing economic decline. These target areas, known as “**Thrive Zones**,” receive significant planning and investment to promote quality housing, economic opportunity, community safety, and social connectedness.



PRO Housing Grant

In early January 2025, the City of Tucson and Pima County received a \$7 million HUD Pathways to Reducing Obstacles to Housing (PRO Housing) grant, one of 18 awarded out of over 200 applicants nationwide. The successful application was a reflection of the policy actions and deep commitment that Tucson and Pima County were able to demonstrate.

This funding will provide resources to initiate regulatory reforms that facilitate more housing in low poverty and high opportunity locations, as well as provide funding and technical assistance to support affordable housing development.

Grant activities will include zoning reforms, tiny homes and missing middle housing resources,

impact fee subsidies and gap funding for affordable housing development, development of housing on City-owned parcels, building community support for affordable housing, increasing capacity for small-scale developers, and increasing capacity for city and county staff to support development activities including faster permitting.

The Arizona Research Center for Housing Equity and Sustainability (ARCHES) will conduct an independent evaluation of the programs outlined in the grant, which will support data-driven policy decisions for continuation of these efforts beyond the six-year grant period.

\$7M

awarded by HUD for
PRO Housing Grant

MISSING MIDDLE HOUSING

Housing that provides diverse housing options along the spectrum of affordability. Examples: duplexes, triplexes, fourplexes, courtyard and cottage court, bungalows, townhomes, and live/work.

Since 2019, housing in Tucson and Pima County has become dramatically more expensive and supply has not kept pace with demand. Home sales prices have increased by 68% and rental prices have increased by 48% since 2019, while average household income in the region only increased by 22%.

Along with millions in local funding from Tucson Mayor and Council and the Pima County Board of Supervisors, the City and County have proactively sought and secured well over \$100 million in competitive Federal, State, and private funding for housing and shelter initiatives since 2022.



P-CHIP Grantmaking

The Housing and Community Development Department (HCD) financially invests in the activities outlined in the People, Communities, and Homes Investment Plan (P-CHIP) through its P-CHIP grant program. City departments and non-profit organizations are eligible to apply for funding to support activities that achieve P-CHIP goals.

Funding Sources

HCD's P-CHIP grantmaking issues funding to community partner organizations through five primary sources. These include:

HUD COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Funding is awarded to organizations providing public/social services for low-/moderate-income Tucsonans and to support public facility and community infrastructure projects such as shelter renovations, fire trucks, and other improvements.

HUD EMERGENCY SOLUTIONS GRANT (ESG)

Funding is awarded to community partner organizations to provide street outreach, emergency shelter, rapid rehousing, and homelessness prevention assistance for individuals and families experiencing or at risk of experiencing homelessness.

The P-CHIP grantmaking process is highly competitive and includes funding provided through a variety of sources including funds awarded to the City of Tucson by the U.S. Department of Housing and Urban Development and funding obligated for human services programming by Tucson Mayor and Council.

HUD HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS PROGRAM (HOPWA)

Funding is provided to community partner organizations to provide an array of housing and supportive assistance services for individuals and families in which one or more resident are living with HIV/AIDS.

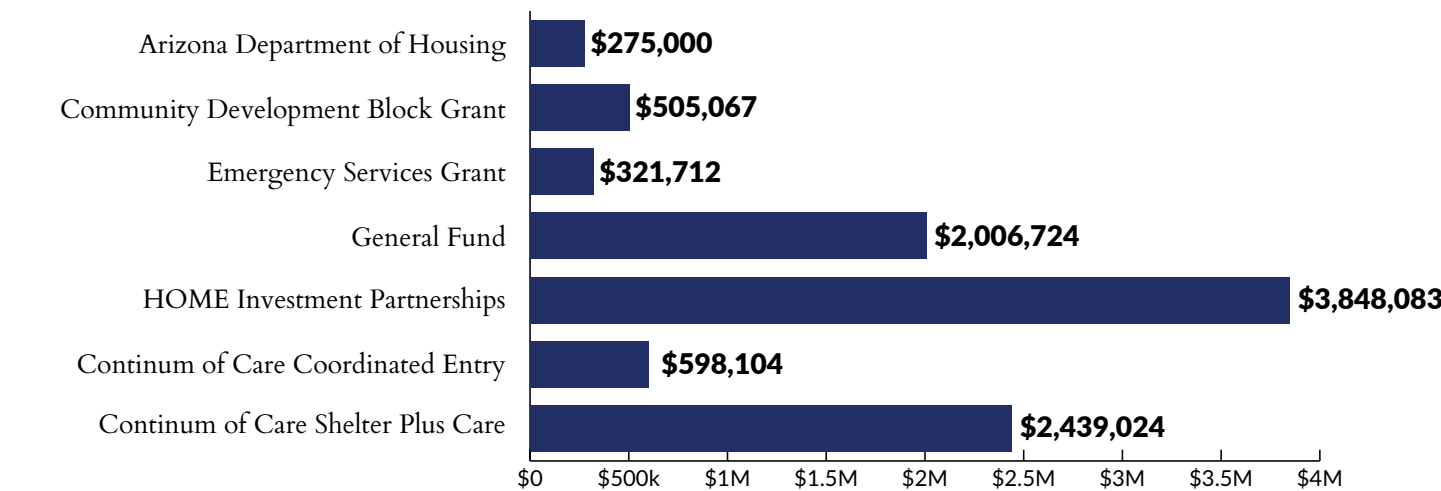
HUD HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME)

Funding is provided to community partner agencies including housing counseling agencies, affordable housing developers, and Community Housing Development Organizations in the form of gap financing for affordable housing development and down payment assistance for low-/moderate-income home buyers.

CITY OF TUCSON GENERAL FUND

Funding is awarded to community partner organizations to address pressing community challenges and further the goals and community partner activities.

Grant Awards by Funding Source



\$5.4

million awarded through
the P-CHIP Human
Services grant-making

28

non-profit
organizations awarded



Funded Organizations

Community Development Block Grant (CDBG)

- Sister José Womens Center
- Primavera Foundation, Inc.
- OPCS, Low Demand Shelter
- Community Food Bank, Inc.
- PCOA, Homecare Services
- Community Food Bank, Inc.
- Compass Affordable Housing

Emergency Services Grant (ESG)

- Community Bridges, Inc.
- Sister José Womens Center
- Emerge! Center Against Domestic Abuse

Housing Opportunities for Persons with AIDS (HOPWA)

- Southern Arizona AIDS Foundation

HOME Investment Partnerships Program (HOME)

- Community Bridges, Inc.
- Family Housing Resources
- Pio Decimo Center
- Chicanos Por La Causa
- Pima County Community Land Trust
- Primavera Foundation, Inc.
- Habitat for Humanity

General Fund

- Pima County Community Land Trust
- Primavera Foundation, Inc.
- Interfaith Community Services
- Jewish Family & Children's Services of Southern Arizona
- Emerge! Center Against Domestic Abuse
- Youth On Their Own
- Community Home Repair Projects of Arizona
- Southern Arizona Senior Pride
- Southwest Fair Housing Council
- Southern Arizona Association for the Visually Impaired
- Mobile Meals of Southern Arizona
- Interfaith Community Services
- Emerge! Center Against Domestic Abuse
- Tucson Medical Center Foundation
- Southern Arizona Research, Science, and Engineering Foundation
- Tucson Clean and Beautiful
- Our Family Services
- Community Bridges, Inc.

Arizona Department of Housing

- Primavera Foundation, Inc.
- Salvation Army
- Sister José Women's Center
- Pima County Sullivan Jackson Employment Center

Continuum of Care Coordinated Entry Program

- Our Family Services
- The Salvation Army of Tucson
- Old Pueblo Community Services
- Primavera Foundation, Inc.
- Interfaith Community Services
- Pima County
- Emerge! Center Against Domestic Violence

Continuum of Care Shelter Plus Care

- City of Tucson
- Southern Arizona AIDS Foundation
- Old Pueblo Community Services
- TMM Family Services
- COPE Community Services



Affordable Housing Financing

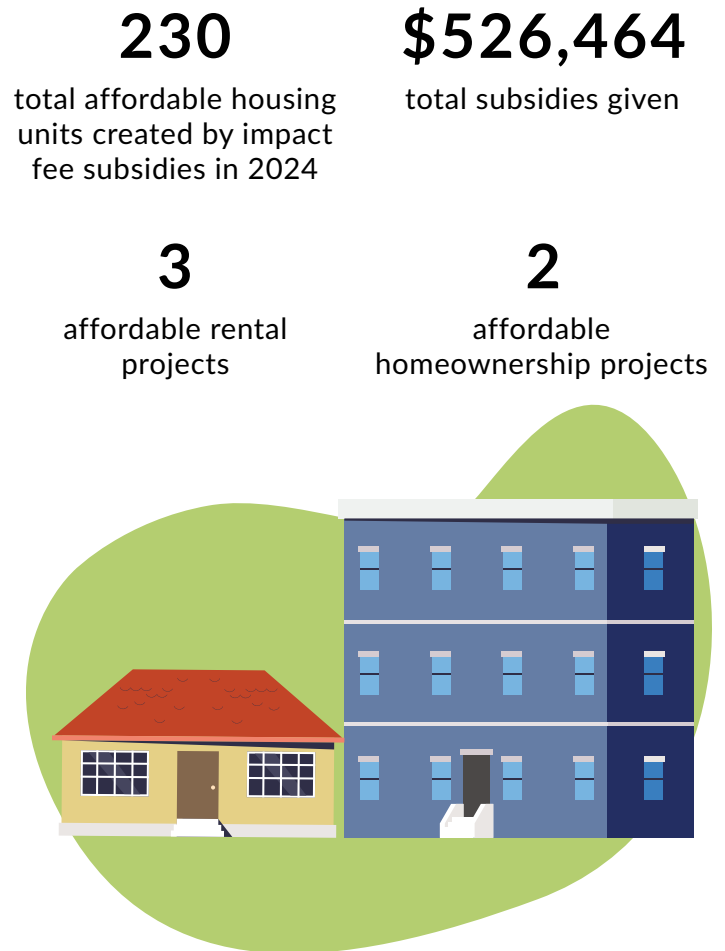
Impact Fee Subsidy

The Affordable Housing Impact Fee Subsidy Program is one of the ways the City of Tucson is helping reduce the cost of affordable housing development. This program is directly related to Policy 3 of the Housing Affordability Strategy for Tucson; Facilitate Development by Reducing Costs and through Innovation.

The subsidy may be provided to eligible affordable housing projects providing housing affordable to households that earn one-hundred (100) percent of the area median income or less. Typically these Impact Fee Subsidies are used to help balance the gap of complex affordable housing financing and prove as additional support in competitive tax credit awards.

Any project that receives the subsidy funds are required to maintain affordability for no less than 20 years, secured with a recorded Land Use & Restrictive Covenant Agreement.

Affordability is defined as housing with rents/ mortgages affordable to families earning less than 100% Area Median Income (AMI). All requests are subject to the City of Tucson Mayor & Council approval.



Belvedere Terrace – Newport SW LLC

Belvedere Terrace will be located on East 22nd Street, between South Columbus Boulevard and South Swan Road. Belvedere Terrace will provide 72 units for low-income elderly renters. 50 of those units will have a cap on rent based on a percentage of the area median income. The remaining 22 units will be set aside for elderly people experiencing homelessness, with rents based on the renter's actual income. Construction will take place until the end of 2025, with tenants moving in early 2026.



Desert Dove Apartments – GHK Properties

Named after the Desert Dove Christian Church, this project is also located here. The Desert Dove apartments will be a two-story, 63-unit affordable housing complex with its rent cap at a target of 40-60% of the area median income (AMI). Depending on construction, tenants may be able to move in at the end of 2025.



West Point Apartments II - La Frontera

West Point Apartments II is located in downtown Tucson, 20 E. Ochoa St., near South Stone Avenue. Formerly the old Westerner Hotel, La Frontera Partners purchased the property and converted into an affordable housing complex. The 86-unit West Point II will serve low-income seniors earning between 40% and 60% of the area's median income. Construction will last about a year and prospective tenants can expect to move in by spring 2025.



Barrio Anita Lots – PCCLT

Located in Ward 1 and one of the older neighborhoods surrounding downtown Tucson, Barrio Anita residents are concerned about rising housing costs and the neighborhood becoming less affordable. In partnership with Pima County Community Land Trust and CUADRO Design, the former City of Tucson owned sites will become affordable housing through the community land trust.



Corazon del Pueblo – Habitat for Humanity

Corazon Del Pueblo is a Habitat Tucson neighborhood containing hundreds of homes. Habitat Tucson has developed Corazon Del Pueblo over several years. Corazon del Pueblo will create a mixed-income subdivision with HOME funding by building 7 detached single-family homes for qualified low-income families, ranging from two bedrooms to four bedrooms.



Gap Financing

HCD provides gap financing through the P-CHIP Grantmaking process using HOME Funds for independent affordable housing development and preservation projects. Funds are loaned to non-profit and for-profit affordable housing developers and awarded through an annual funding competition.

\$4.5M

in HOME funds
awarded for affordable
rental housing

7

affordable housing
projects awarded
HOME funds

821

units created or
rehabilitated for low-
income households

GRANTEE SPOTLIGHT – RENTAL DEVELOPMENT, RINCON MANOR

Creating safe, affordable housing for seniors is a priority for the City of Tucson. Reserved for seniors ages 55+, Rincon Manor is a new construction multifamily development that will be built in the Barrio Nopal neighborhood in the southside of Tucson. Funded by 9% tax credits from the Arizona Department of Housing and the City of Tucson's Home Investment Partnership Program (HOME), Rincon Manor will add 84 new housing units, including 63 one-bedroom units and 21 two-bedroom units. All units will be restricted to Tucsonans earning 30-80% AMI or lower and promise 50 years of affordability. Designed to create welcoming, comfortable home for elderly residents, the complex will provide amenities like a large community room, lounges, exercise rooms, and shared laundry on each floor. The development will also offer supportive services to residents through Compass Affordable Housing, a local non-profit, including group and one-on-one services focused on employment readiness and job search assistance at no cost to residents, as well as additional on-site services from local agencies.



GRANTEE SPOTLIGHT – HOMEOWNERSHIP DEVELOPMENT, HABITAT RODEO ADDITION AND CORAZON DEL PUEBLO

Affordable housing is not limited to only rental units. Another tool the City of Tucson uses to create new opportunities for affordability is partnering with local non-profits that build new single-family homes to create opportunities for low-income home ownership. With the help of City HOME funds, Habitat for Humanity Tucson is developing two homeownership projects, for 18 new homes. The Habitat Rodeo Addition will create new three bedroom/two bathroom attached duplex-style homes for 11 qualified, low-income families, while Corazon del Pueblo will create a mixed-income subdivision with HOME funding by building 7 detached single-family homes for qualified low-income families, ranging from two bedrooms to four bedrooms. Both projects will be reserved for families earning no more than 80% AMI and will require them to contribute a portion of their own funds for downpayments and complete HUD-approved home buyer counseling sessions, providing families with stability and a home all their own.



\$720,000

in HOME Funds
awarded for affordable
homeownership

2

affordable
homeownership projects
awarded

25

homeownership
opportunities for low-
income households

Thrive Zones

29th Street Thrive

The 29th Street Thrive Zone (22nd to Golf Links and Alvernon to Craycroft) continues to be a focus of City efforts since Tucson Mayor and Council allocated Framework Funds to expand the principles of the Thrive in the 05 to this area. The Thrive approach goes beyond typical neighborhood planning and looks holistically at a place, identifying a community-led vision to transform both the built environment and opportunities for residents to thrive through education, services, jobs, and community safety.

IDENTIFYING COMMUNITY ACTION ACTIVITIES

\$1.3 million was allocated to bring near-term improvements, called Action Activities, identified by 29th Street Thrive community members. To ensure the community's diverse voices were heard, Housing and Community Development worked with Living Streets Alliance (LSA) to design and grow equitable community engagement.

Through collaboration with LSA, the City of Tucson was able to bring together and support a powerful and dedicated team of six Promotores (community ambassadors) to support our engagement efforts. These Promotores were identified because of their passion for change and connections to different facets of the 29th Street community. After a four-week training program about the community's history, policy, and engagement strategies, each Promotore designed and hosted their own personalized engagement event.



↑ Youth in the 29th Street Thrive Zone describing their priorities for their community.

With the help of LSA and Promotores a variety of fun, multi-lingual, and multi-generational events were designed and hosted. Facilitation of working group meetings comprised of Promotores, representatives from community partner organizations, and broader community members to review and identify activities that could make the most difference. Together, they identified eight Action Activities to jump start planning and transformation in the area that will be implemented from 2025 to 2026. The Action Activities are:

- Community-led Events
- Legal Assistance for Tenants
- Employment & Housing Resource Fairs
- Leadership & Community Organizing Training Program
- Expanded Services & Hours at Freedom Park Center
- Localized Refugee Resources
- Community Garden & Outdoor Learning Space
- Garden-in-a-Box & Educational Workshops



↑ 29th Street Thrive Zone residents attending a resource fair.

CHOICE NEIGHBORHOODS PLANNING GRANT

In September 2024, the 29th Street Thrive Zone was selected to receive a \$500,000 Choice Neighborhoods Planning Grant from the U.S. Department of Housing and Urban Development (HUD) to further support the Thrive efforts. Building upon previous engagement efforts, which primarily focused on short-term services, Planning Grant provides a unique opportunity to learn what the community envisions for long-term investments over the next 10 to 20 years. This funding supports extensive research and the development of a Transformation Plan —a comprehensive document that captures the desires and priorities of local residents including those of the HUD assisted Catalunya Apartments.

The transformation plan, which will be finalized in 2027, will serve as the roadmap for future investments in housing, infrastructure, and community resources, ensuring that the revitalization of the area reflects the needs and aspirations of its residents. This grant will not only help shape the future of the Thrive Zone but also guide sustainable growth and development.

(Top) Volunteers participating in a Team Up to Clean Up. →
(Bottom) 29th Street Thrive Promotores.

80

community events
and meetings

14

Team Up to Clean
Up events

11

public events to discuss
Action Activity feedback

13

Promotore leadership
training sessions and
working groups



PROMOTORE SPOTLIGHT: CASH LANSKY

One of 29th Street Thrive's Promotores is Cash Lansky, a local Hip Hop Artist and founder of the non-profit, A Hand Up Not Hand Out, who grew up in the 29th Street Thrive Zone. This year Cash planned and hosted three large-scale events at Freedom Park in the Thrive Zone where hundreds of people came out to have fun and also help shape the future of their community. He described that what he loves about the Promotore Team is "learning from each other because I've been wanting to do this for a while now and I never knew where to start. I think people want to be able to envision themselves being in these rooms, in these conversations [about civic engagement]. Because they see people like Kate [from Living Streets Alliance], myself, and the City, being able to come together and create something that is bigger than ourselves, people gravitate to that."





↑ HCD and Community Safety, Health, and Wellness staff volunteering at 29th Street Thrive's Back to School Bash at Freedom Park.



↑ HCD Director, Ann Chanecka and staff volunteering at the 29th Street Thrive Winter Wonderland event.



↑ Living Streets Alliance staff giving free bike repair at a 29th Street Thrive event in Swan Park.



↑ Volunteers participating in the 2nd Annual Earth Day Clean-up event in the 29th Street Thrive Zone.



“REACHING OUT TO DIVERSE COMMUNITIES AND ASSISTING IN PROVIDING RESOURCES TO ENGAGE PEOPLE IS WHAT I ENJOY DOING. GIVING RESOURCES TO THOSE WHO NEED THEM MOST IS ESSENTIAL FOR COMMUNITIES TO THRIVE.”

CASSANDRA, THRIVE ZONE ENGAGEMENT INTERN

Cassandra, a student at the University of Arizona and an AmeriCorps Public Ally with the ASU Lodestar Center, has been interning with HCD since October 2024 assisting with engagement and planning efforts in the 29th Street Thrive Zone. Recently, she planned a movie night at Freedom Park with the Tucson Police Department and the multi-lingual Rhythms and Resources event at a local apartment complex with a high population of refugees. As a public ally, she hopes to increase community outreach and implement effective strategies to overcome communal and global struggles.



HOUSING RESOURCE FAIR ACTION ACTIVITY

With the NAACP, 29th Street Thrive provided opportunities for resource fair attendees to learn from 17 different community partners and housing advocates at the Boys and Girls Clubhouse in November 2024. This Action Activity was planned in response to the 29th Street Thrive community's request for more housing related information and resource fairs in the area.

- NAACP Tucson Branch
- Tucson Water
- Tucson Clean & Beautiful
- Goodwill of Southern Arizona
- Tucson Home Sharing
- The Well, Women's Serenity House
- Community Investment Corp
- PCCLT
- Emerge!
- Cradle to Career
- Family Housing Resources
- ARC
- Our Family Services
- Southern Arizona Legal Aid
- Boys and Girls Club
- City of Tucson HCD
- United Way



Thrive in the 05

Thrive in the 05 is a place-based, community-centered collaboration between residents, businesses, community organizations, and institutions to build community and invest resources in the Oracle Road / Miracle Mile area of the 85705 ZIP code.

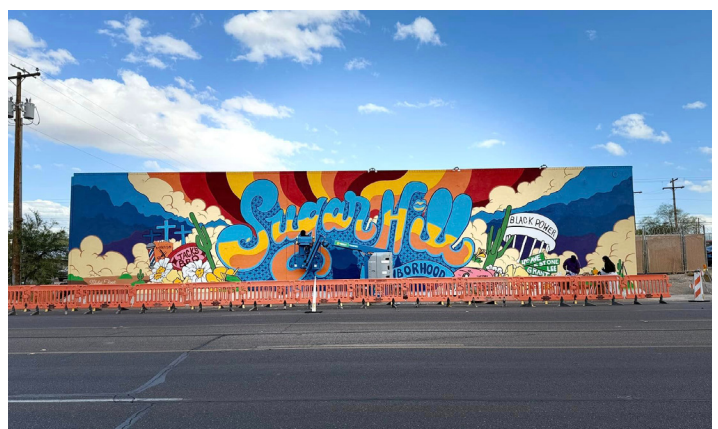
In July 2023, the City of Tucson received a \$50 million Choice Neighborhoods Implementation grant from the U.S. Department of Housing and Urban Development (HUD). The grant will focus on redevelopment of Tucson House and reinvestment in Thrive in the 05 area over the next 8 years.

ACTION ACTIVITIES COMPLETE

The Thrive in the 05 Choice Neighborhoods Planning Grant wrapped up in December 2024. Over the past few years, eight neighborhood projects called “Action Activities” have been completed adding safety, green stormwater infrastructure with trees, new façades for local businesses, upgrades to the Barrio Blue Moon community garden, new park features, restoration of the Tucson Inn neon sign, new murals, banners and sculptures, and Miracle Mile historic district signage.

In 2024, banners were added on light poles along the east side of Stone Ave, from Grant Road to Lee Street to highlight the culture and heritage of the Sugar Hill neighborhood. Additionally, a new mural on Stone Ave portrays the history and life of Sugar Hill. Two sculptures created by Daniel Hornung, a coyote placed in Esquer Park in Barrio Blue Moon and a jack rabbit in the Bronx Park neighborhood, represent the history of storytelling in the area. They tell the story of how tradition and culture have been passed down from one generation to the next.

The Miracle Mile Signs project added four neon signs marking the historic Miracle Mile corridor. The design of these signs came from the chevron on the landmark Neon Saguaro sign in the median of Oracle Rd near the Tucson House. They represent the many neon signs that once lined Miracle Mile, Oracle Rd, and Drachman St.



↑ (Top to Bottom) Storytelling Public Art: Miracle Mile Neon Sign – photo courtesy of the Arizona Daily Star, Sugar Hill banners by Pen Macias, Jack rabbit sculpture by Daniel Hornung, and Sugar Hill mural by Ndubisi Okoye.



“MY ENERGY COMES FROM THE PEOPLE I SERVE. KEEPING RESIDENTS HOUSED AND SUPPORTING THEM ON THEIR MENTAL HEALTH JOURNEY IS MY AMBITION. EVEN ON THEIR BAD DAYS, RESIDENTS ARE GRATEFUL FOR THE HELP WE PROVIDE.”

LA'ASIA, CARE COORDINATOR

La'Asia is one of four care coordinators at Tucson House, with the new Resident Services team brought on in 2024. The team focuses on supporting residents in the 17-story public housing site for older adults, people with disabilities, and people previously experiencing homelessness. La'Asia, an Oregon native, has managed shelters and experience in case management which helps her when aiding residents at Tucson House. “They’re my people,” said La'Asia. “I enjoy being their advocate and someone they can rely on to be in their corner.” The Choice Neighborhoods grant for the Thrive in the 05 area included money to create this team to assist the residents of Tucson House with maintaining their housing, helping with appointments, connections to resources, engagement activities, and bridging the information gap with the upcoming redevelopment of the building.

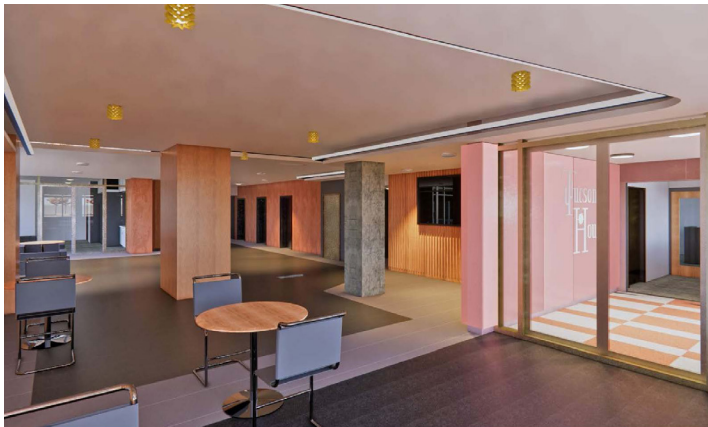


↑ Rendering of a renovated unit at Tucson House. Renderings courtesy of Poster Mirto McDonald.

TUCSON HOUSE REDEVELOPMENT

The City of Tucson is committed to keeping Tucson House residents informed and supported throughout the renovation process and their relocation journey. This past year, city staff, in collaboration with the project team, held 15 engagement sessions with residents. These included resident meetings, Lunch & Learn events, and floor walks, where staff walked each floor alongside residents to discuss plans, address concerns, and outline available options. Through these efforts, the city has engaged face-to-face with 61% of Tucson House residents, providing clarity, answering questions, and reassuring residents that they will not navigate this transition alone. Moving forward, the project team will continue regular meetings to ensure residents remain up to date on project timelines and fully informed about their relocation options.

In addition to the regularly scheduled Resident Engagement meetings at Tucson House, other community outreach events were held throughout the year in the Thrive in the 05 area. Bi-monthly Thrive in the 05 business forums were held in partnership with the City Manager’s Office of Economic Initiatives, these meetings updated the business community on activities taking place in the Thrive zone. The meetings provided the opportunity to align objectives with the business community and to find areas of coordination for art, cultural and community investment. Team Up to Clean Up events were held to clean up Esquer Park in coordination with the Community Safety, Health, and Wellness team and the Ward 3 office.



4

resident Lunch & Learns

6

resident meetings

8

floor meetings
(2 floors at a time)

142

households in Tucson House attended at least one meeting

↑ (Top to Bottom) Rendering of the Tucson House lobby, historic aerial of Tucson House, Rendering of the 17th floor, and an exterior photo of Tucson House from the Blue Moon Garden. Renderings courtesy of Poster Mirto McDonald.



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