



# Thrive in the 05

## Transformation Plan

ADOPTED BY CITY OF TUCSON MAYOR AND COUNCIL, MARCH 9, 2022



# Acknowledgements

## Key Planning Partners

U.S. Department of Housing & Urban Development

City of Tucson Department of Housing & Community Development

Tucson House Resident Council

Arizona State University Office of Community Health, Engagement, and Resiliency

Poster Mirto McDonald

The Planning Center

## Steering Committee

Arizona State University Office of Community Health, Engagement, and Resiliency

Chicanos Por La Causa

City of Tucson Department of Housing & Community Development

City of Tucson Mayor's Office

City of Tucson Ward 3 Council Office

Miracle Manor Neighborhood

Pima Community College

Pima County Health Department

San Ignacio Yaqui Council

Tucson House Resident Council

Tucson Police Department Operations Division West

## Partner Organizations

Amphitheater School District

Arts for All

Balboa Heights Neighborhood

Barrio Blue Moon Neighborhood

Beacon Group

BICAS

Bronx Park Neighborhood

Chicanos Por La Causa

City of Tucson Department of Transportation and Mobility

City of Tucson Fire Department

City of Tucson Mayor's Office

City of Tucson Office of Economic Initiatives

City of Tucson Parks and Recreation

City of Tucson Planning and Development Services Department

City of Tucson Police Department

City of Tucson Ward 1 Council Office

City of Tucson Ward 3 Council Office

Community Food Bank of Southern Arizona

Community Gardens of Tucson

Compass Affordable Housing

Coronado Heights Neighborhood

E.C. Nash Elementary School

Flowing Wells Neighborhood

First Things First

Gospel Rescue Mission

Habitat for Humanity

KIDCO

La Frontera

Living Streets Alliance

Miracle Manor Neighborhood

Monterey Court

Pascua Yaqui Tribe

Pima Association of Governments

Pima Community College

Pima Council on Aging (PCOA)

Pima County

Pima County Community Land Trust

Pima County Public Library

San Ignacio Yaqui Council

Southwest Folklife Alliance

Tucson Clean and Beautiful

Tucson Historic Preservation Foundation

Tucson Industrial Development Authority

Tucson Police Department Operations Division West

United Way of Tucson and Southern Arizona

University of Arizona

Watershed Management Group

# What's Inside

## 01 Executive Summary

- 007. Thrive in the 05
- 008. Process, Guiding Principles, and The Plan
- 010. Implementation

## 02 About the Neighborhood

- 014. The Thrive in the 05 Area
- 016. History
- 021. Tucson House

## 03 Relevant Plans & Anticipated Investments

- 035. Thrive in the 05 Guiding Plans
- 036. City-Wide Plans and Initiatives
- 037. Special Districts
- 039. Planned Investments

## 04 The Process

- 042. Thrive in the 05
- 046. Thrive in the 05 Nuts and Bolts
- 047. Neighborhood and Community Engagement
- 052. COVID-19
- 055. Assessments, Data Collection, and Surveys

## 05 The Plan

- 060. Plan Framework
- 061. **Neighborhood Plan**
- 085. **Housing Plan**
- 097. **People & Education Plan**
- 113. **Workforce & Economic Development Plan**

## 06 Bringing it Together at Tucson House

- 132. Housing Program

## 07 Implementation

- 139. Organization
- 142. Action Activities
- 143. Funding Opportunities
- 145. Benchmark Metrics
- 146. Implementation Matrix

## 08 References & Resources

- 159. Supporting Plans and Research
- 161. Terms and Abbreviations

## CHAPTER 01

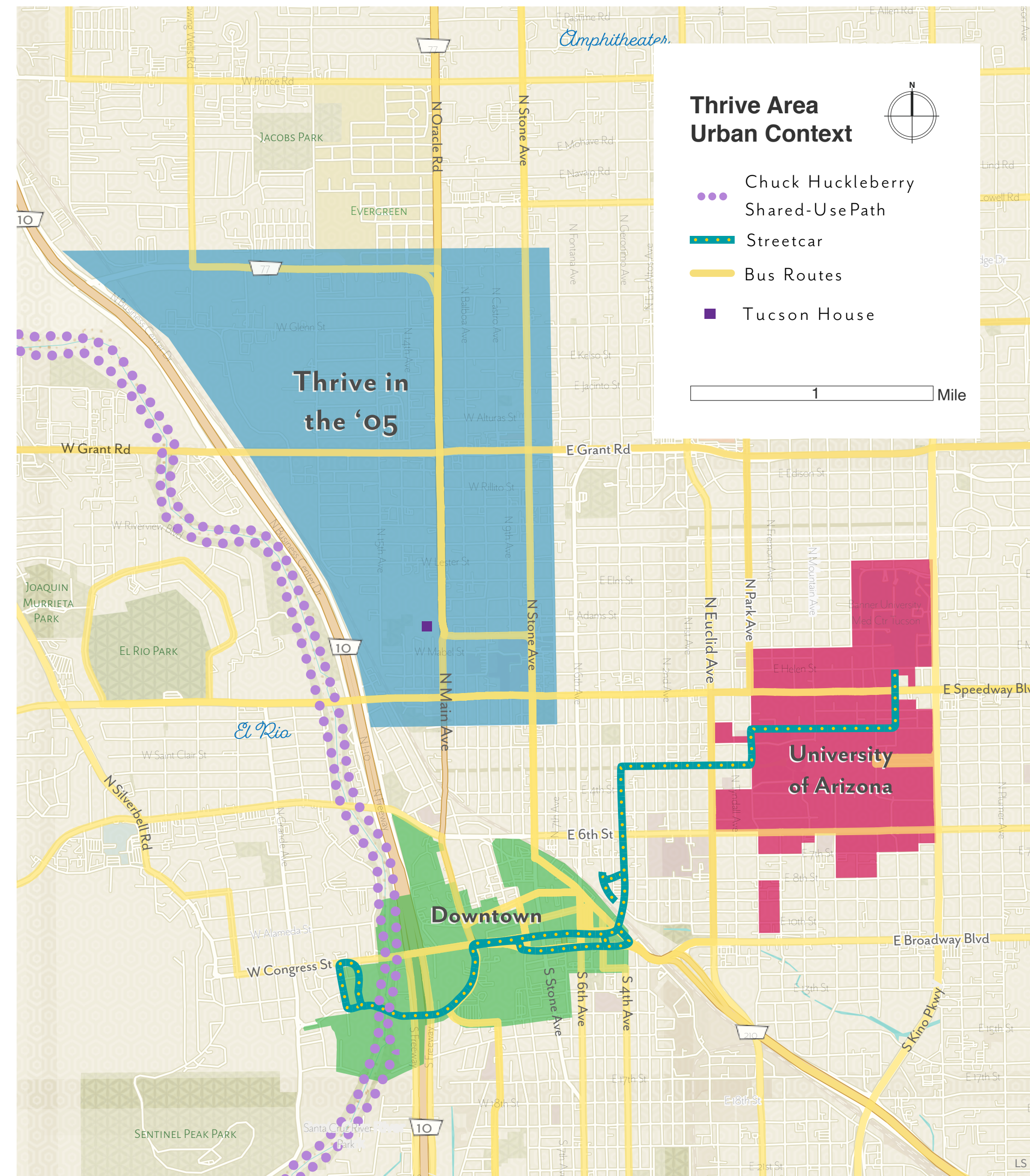
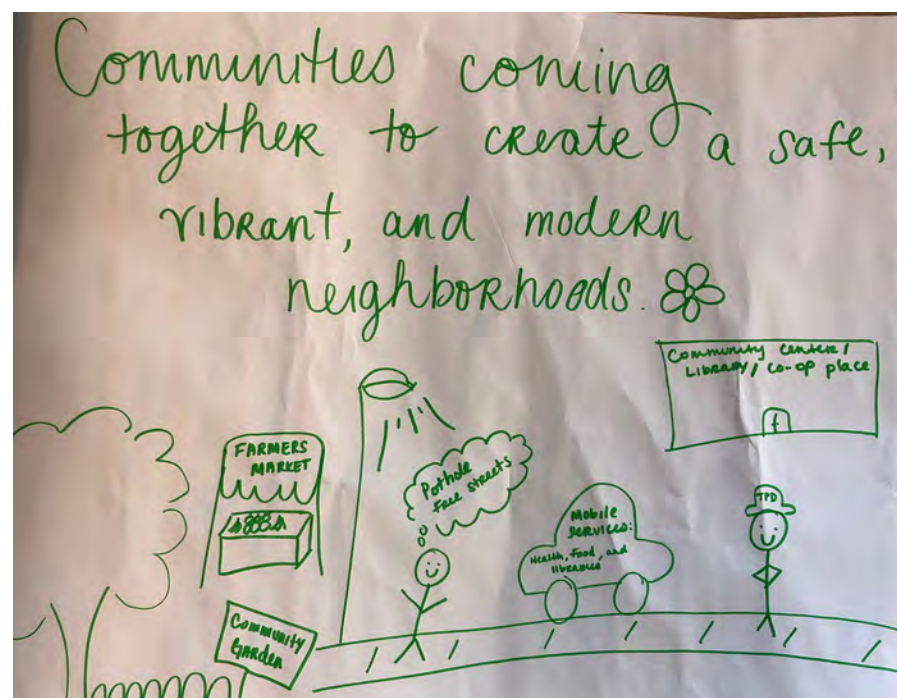
# Executive Summary

The Thrive in the 05 is a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors our unique history and cultural identity, where multiple generations share the means to THRIVE.

Now is the time to plan for the future of the Oracle Road and Miracle Mile area of the 85705 zip code – “The 05” – in Tucson. The area is poised for a resurgence as the northern gateway to Tucson’s urban core and new investments in housing, transportation, and economic development must be designed to benefit current residents and businesses.

The neighborhood boasts the essential building blocks of a thriving, multigenerational community. Proximity to downtown, nearby educational opportunities, and high-paying jobs, along with a variety of housing and transportation options make it a prime location for new investment. Meanwhile, a unique history, vibrant neighborhood parks and community spaces, and deep-rooted sense of place makes it essential that residents are the central drivers of positive change as the area grows in population and economic opportunities.

The Thrive in the 05 Transformation Plan describes an ambitious vision to cultivate sustainable, community-driven, equitable change in the city’s historic northern gateway: “The Thrive in the 05 is a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors our unique history and cultural identity, where multiple generations share the means to THRIVE.”



# Thrive in the 05

Thrive in the 05 is a place-based, community-centered collaboration between residents, businesses, community organizations, and institutions with roots in years of planning and engagement that integrates three concurrent initiatives to build community and invest resources in the Oracle Road / Miracle Mile of the 85705 zip code: a Choice Neighborhoods Planning and Action Grant, an Innovations in Community-Based Crime Reduction grant, and a focus on Workforce and Economic Development.

Thrive in the 05 focuses on a 2.3-square-mile area roughly bounded by Miracle Mile to the north, Speedway Boulevard to the south, Stone Avenue to the east, and Interstate-10 to the west, less than two miles north of Tucson's downtown core. The area is home to a unique history as the original settlement of the Pascua Yaqui Tribe in Tucson (a neighborhood known as Old Pascua) and the Miracle Mile Historic District that traces the route of the booming northern automotive gateway into Tucson from the 1920s to the 1970s, lined with distinctive motor courts and neon lights.

In 1963, Tucson House was built as a 17-story luxury apartment complex. By the 1970s, the area began a steady decline as travelers started using alternative routes after the construction of I-10, and motels in the area became magnets for prostitution, drugs, and crime. The abandoned Tucson House became public housing in the 1980s and now represents 27% of the City's total public housing inventory.

The building is now considered “severely distressed” and in need of a major redevelopment and residents report feeling isolated from the larger neighborhood.

At the same time, the area has the essential building blocks for a thriving community.

- Growing populations of both children and older adults point towards the long-term term viability of the area as a multi-generational place to live, work, learn, play, and age.
- Upcoming and recent affordable housing developments will ensure the area remains accessible to low- and moderate-income families.
- Anchor institutions like Pima Community College and community-based and nonprofit stakeholders have increased their engagement with area residents and businesses, working to ensure they have access to resources and opportunities in their backyard.
- The industrial zones in the area support many high-wage jobs with opportunities for training and apprenticeship programs for area residents.
- Examples of successful adaptive reuse of old motor courts for entertainment and affordable housing demonstrate the continuing value in the Historic Miracle Mile.

- Neighborhood amenities like parks, community gardens, and neighborhood centers, as well as robust transit, extensive streetlights, and new pedestrian and bike infrastructure lay a strong foundation from which to build.
- The cultural and religious events of the Pascua Yaqui Tribe, entertainment and gathering venues like Monterey Court and Brother John's BBQ, hallmarks of Tucson's borderlands food culture like El Guero Canelo, and historic district tours, car shows, and gem show venues attract visitors to the area from around the region and the world.
- Not only do residents report most valuing the area's affordability and location, but also an appreciation of how neighbors look out for one another.



# Process

Residents of Tucson House and the Thrive in the 05 neighborhoods were central to the planning and outreach for this plan. Community engagement focused on meeting people where they were and making it fun and safe to participate. The planning process worked to identify and amplify the leadership of residents through capacity building and neighborhood ambassador models.

Over the past three years, a collaborative of residents, neighborhoods, and business leaders, as well as community-based and institutional stakeholders, has shaped shared goals for the area through robust, cross-sector engagement.

The process for the Choice Neighborhoods Planning and Action Grant proceeded in four primary stages:

01. Organization, Coordination and Engagement
02. Community Assessment, Visioning and Capacity Building
03. Strategy Design, Development, Prioritization, and “Doing while Planning”
04. Strategy Selection and Transformation Plan finalization, leading to “Action Activities.”



# Guiding Principles

Neighborhood challenges and solutions are inextricably interconnected. While this plan lays out strategies in four distinct areas – Housing, Neighborhoods, People and Education, and Workforce and Economic Development – individual strategies and an overall approach are guided by the following overlapping principles:

- Resident Leadership
- Ongoing and Iterative Engagement
- Equitable and Inclusive Growth
- A Multigenerational Community
- Sustainability and Community Resilience
- Build Upon Strengths and Invest in Communities

# The Plan

The vision for the Transformation Plan outlines goals, strategies, and actions across four focus areas, detailed on the next page.



## Neighborhood

**Goal:** The Thrive in the 05 will feature active and Safe public spaces and amenities that connect people with one another, and to jobs, services, the outdoors, and the community's cultural heritage.

### Strategy 1

Invest in multi-modal transportation to provide access to services, jobs, education, and community amenities

### Strategy 2

Build the health and environmental resilience of the neighborhood

### Strategy 3

Enhance neighborhood safety and beautification through community collaborations

### Strategy 4

Strengthen the identity of the area through place making and historic and cultural preservation

## Housing

**Goal:** A vibrant, mixed-use, mixed-income, multigenerational community where existing and new residents have access to decent, safe, affordable housing whether rental or homeownership.

### Strategy 1

Provide a variety of housing types suitable to diverse households

### Strategy 2

Support existing homeowners and create new homeowners

### Strategy 3

Increase and retain affordable and mixed-income housing options

### Strategy 4

Establish Tucson House as a national model for affordable aging in place

## People & Education

**Goal:** Residents have access to resources and programs in safety, education, health, and human services that create pathways of opportunity to support them achieving their full potential.

### Strategy 1

Improve safety and well-being in the Thrive in the 05 community

### Strategy 2

Improve health equity and connect underserved residents with health service providers

### Strategy 3

Provide high quality education options from early childhood through high school

### Strategy 4

Offer on-site services and programming at Tucson House

## Workforce & Economic Development

**Goal:** The Thrive in the 05 is a place of sustainable, inclusive, and equitable growth achieved through investments in local workers, entrepreneurs, and businesses.

### Strategy 1

Promote equitable economic mobility and inclusive growth for local businesses and current residents

### Strategy 2

Pursue economic development through investments in workforce development

### Strategy 3

Establish mixed-use nodes with neighborhood-serving retail

### Strategy 4

Promote the unique economic character of the area

# Implementation

As a collaborative effort across multiple initiatives that took early action very seriously, many elements of the Thrive in the 05 Transformation Plan are already underway. Thanks to the Community-Based Crime Reduction grant, the implementation of community safety measures is ongoing, and through a partnership with Pima Community College and City of Tucson, area business owners are receiving support as they weather the COVID-19 pandemic.

Neighborhood improvements will soon be visible due to upcoming Action Activities. These projects were envisioned by the community during the planning phase and their rollout will reengage residents and partners after two years of emergency pandemic response as they are installed by a team of community partners in 2022.

Investment in new facilities at Pima Community College’s Downtown Campus is ongoing; new affordable and mixed-income housing is actively being constructed and planned, including progress toward the redevelopment of Tucson House into a mixed-income age-in-place community for older adults; bike, pedestrian, and transit improvements are in stages of planning and construction, including planning for High-Capacity Transit through the area. Most importantly, the Thrive in the 05 effort has built a team of resident leaders and partner organizations dedicated to community-driven change in the area.

## Action Activities

- Commercial Corridor Catalysts**
  - Visual Improvement Program
  - Miracle Mile Branding
  - Tucson Inn Sign Restoration
- Placemaking & Neighborhood Identity**
  - Corridor Tree Planting
  - Tactical Urbanism Placemaking
  - Storytelling Public Art
- Green Space Renewal**
  - Community Garden Safety
  - Richey Improvements
  - Esquer Park Amenities



## CHAPTER 02

# About the Neighborhood

The Thrive in the 05 area is poised for a resurgence as the northern gateway to Tucson's urban core. This chapter explores the building blocks of the neighborhood today, from its diverse history to its unique challenges, along with the people, amenities, and organizations that make it a special place to live.

The Thrive in the 05 area is poised for a resurgence as the northern gateway to Tucson's urban core. The neighborhood boasts all the essential building blocks of a thriving, multigenerational community. Proximity to downtown, nearby educational opportunities, and high-paying jobs, along with a variety of housing and transportation options make it a prime location for new investment.

Meanwhile, a unique history, vibrant neighborhood parks and community spaces, and deep-rooted sense of place makes it essential that residents are the central drivers of positive change as the area grows in population and economic opportunities.

But the neighborhood and its residents continue to struggle after decades of disinvestment. Current neighborhood characteristics include concentrated poverty and high unemployment, neglected and vacant buildings, disconnected residential areas adjacent to industrial uses, hot spots of crime, and a shortage of neighborhood-serving amenities and retail.

The Thrive in the 05 Transformation Plan offers an opportunity to define how investments can be directed to benefit current residents and businesses, and to attract new growth that meets the needs of the community while honoring the area's unique identity.

Check out an interactive version of the [Historic and Geographic Context of Thrive in the 05](#) at [thriveinthe05.tucsonaz.gov](http://thriveinthe05.tucsonaz.gov)!



# The Thrive in the 05 Area

Thrive in the 05 focuses on a 2.3-square-mile area bounded by Miracle Mile to the north, Speedway Boulevard to the south, Stone Avenue to the east, and Interstate-10 to the west in the 85705 zip code. Located less than two miles north of Tucson’s downtown core, the Thrive in the 05 boundaries mirror those of the Oracle Area Revitalization Project (OARP) established by a Citizens Steering Committee in 2007.

Nearly 12,000 residents live in the area, which is comprised of all or part of seven distinct neighborhoods with varying histories and character, including Old Pascua, an urban Pascua Yaqui tribal community. It is also home to the Tucson House, a 408-unit public housing high-rise community which is a neighborhood unto itself.



▲ Residents at a Thrive in the 05 Festival.



▲ Kids table at Thrive in the 05 Resource Fair.



▲ Preserved Neon Signs outside the Pima Community College Downtown Campus.



▲ Barrio Blue Moon Community Garden with Tucson House in the back left.

## Spotlight

### What’s in a name?

Developed through a series of visioning sessions, “Thrive in the 05” was adopted by residents and community partners because the phrase reflected the primary goal of the initiative – to promote safety and well-being and ensure that all community members have access to opportunities to thrive - and captured the plan’s place-based focus in the 85705 zip code.



▲ Early visioning session at Tucson House.

### Flowing Wells

Most of the Flowing Wells neighborhood within the Thrive boundaries are used for light and heavy industrial purposes with some commercial uses along Miracle mile. As of 2021, the portion of Flowing Wells within the Thrive boundaries is home to 654 people living in 202 households.

### Miracle Manor

Miracle Manor is bounded by Miracle Mile on the north, Oracle Rd. on the east, Grant Rd. on the south and Fairview Ave. on the west. Seventy-five percent of the area is residential, with most residents renting their home. It includes the Nash Elementary School, Jacinto Park, and Gospel Mission.

### Old Pascua

The first Pascua Yaqui Tribe settlement was originally located between Grant and Speedway. Today, approximately 500 Pascua Yaquis still live in the neighborhood. Old Pascua includes the Old Pascua Museum and Yaqui Cultural Center, located in a National Register of Historic Places home built in 1926.

### Barrio Blue Moon

The neighborhood draws its name from the "Blue Moon Ballroom," a popular dance hall music venue that opened in 1920 and operated until it burned down on March 16, 1947. The Tucson House and the Blue Moon Community Garden are located in Barrio Blue Moon.

### Coronado Heights

### Coronado Heights

Coronado Heights is bounded by Fort Lowell Road on the north, Stone Avenue on the east, Glenn Street on the south, and Oracle Road on the west. The neighborhood includes newer affordable housing like Glenstone Village Apartments and Miracle Point and service providers like Beacon Group.

### Miracle Manor

### Balboa Heights

### Balboa Heights

Balboa Heights is bounded by Glenn Street on the north, Stone Avenue on the east, Grant Road on the south, and Oracle Road on the west. The portion of the neighborhood along Oracle Road includes apartments, RV park, automotive, construction, services, restaurants, and retail

### Old Pascua

### Bronx Park

### Bronx Park

Bronx Park is bounded by Grant Road, Stone Avenue, Speedway Boulevard, and Oracle Road and Main Avenue. The neighborhood boasts Pima Community College and Brother John's BBQ, but also struggles with high crime and fragmented land use where commercial and industrial uses are interspersed with residential.

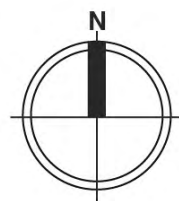
### Barrio Blue Moon





### Feldman's

### Arterial Neighborhoods

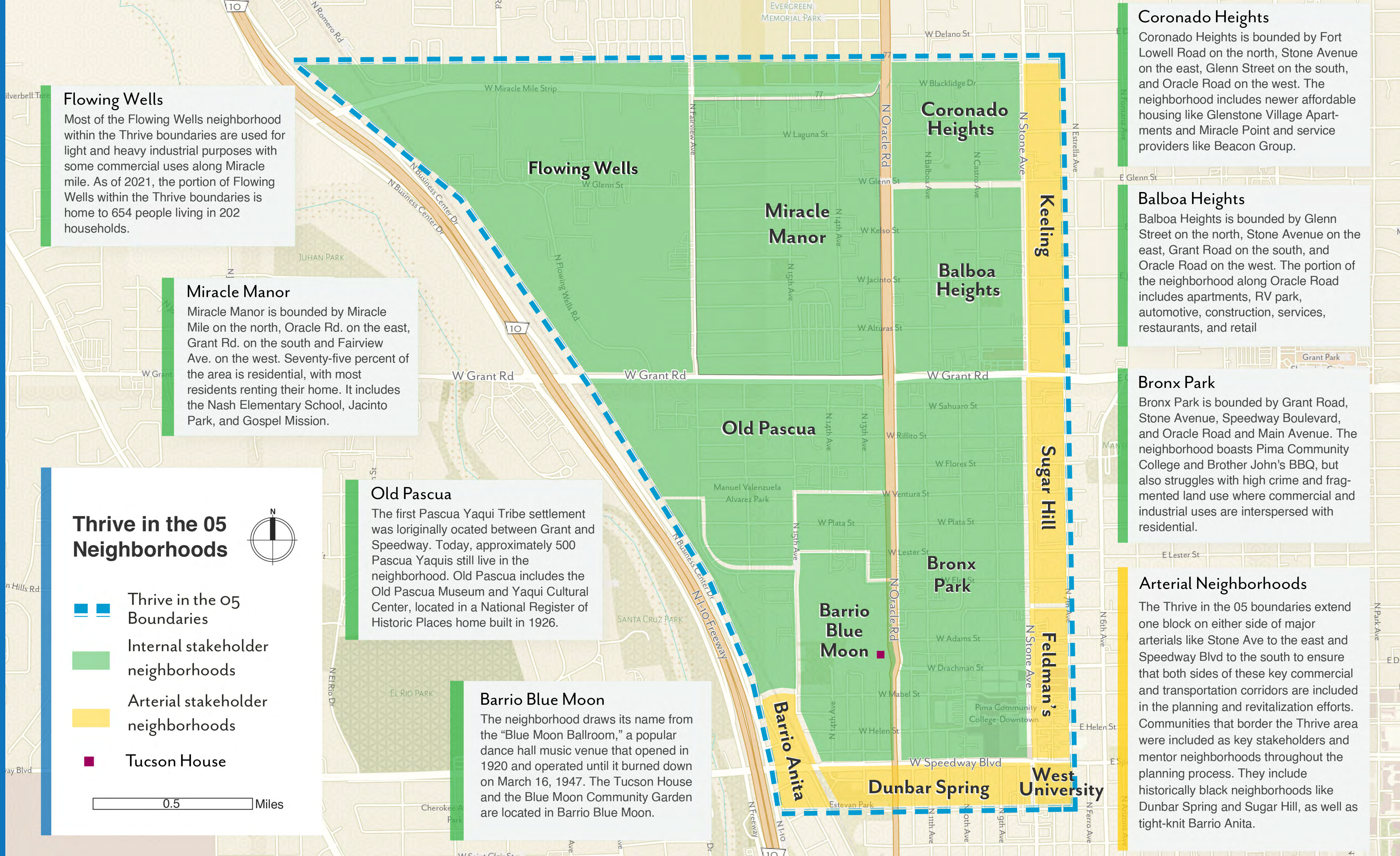
The Thrive in the 05 boundaries extend one block on either side of major arterials like Stone Ave to the east and Speedway Blvd to the south to ensure that both sides of these key commercial and transportation corridors are included in the planning and revitalization efforts. Communities that border the Thrive area were included as key stakeholders and mentor neighborhoods throughout the planning process. They include historically black neighborhoods like Dunbar Spring and Sugar Hill, as well as tight-knit Barrio Anita.

## Thrive in the 05 Neighborhoods



-  Thrive in the 05 Boundaries
-  Internal stakeholder neighborhoods
-  Arterial stakeholder neighborhoods
-  Tucson House

0.5 Miles



# History

## Early Tucsón

Tucson is one of the oldest continuously inhabited cities in the United States. Hohokam Indians lived along the Santa Cruz and Rillito rivers near the base of Sentinel Peak, commonly known as "A" Mountain, from about A.D. 300 to 1500. The area is widely recognized as Tucson's birthplace. The Tohono O'odham, or "Desert People," were farming in the same area when the Jesuit missionary Father Francisco Eusebio Kino first visited in the early 1690s and went on to establish a mission there, just across the Santa Cruz from what is now downtown Tucson.

## Yoeme People in the Area

In the early 1900s, native American Yaquis (Yoeme people) came north from Sonora Mexico to the Arizona Territory, the northern reaches of their traditional settlement lands, to significantly expand existing Yaqui settlements in Southern Arizona. Those people moving north from the Rio Yaqui area were fleeing genocidal persecution by the Mexican government. They settled in several places, including an agricultural and undeveloped area on the northern outskirts of the small city of Tucson along the Santa Cruz River.

Over decades, the Yaquis obtained title to those lands and established a stable community of shared culture and values. In 1978, the Yaqui communities of the greater Tucson area received federal recognition as the Pascua Yaqui Tribe and developed Tribal Trust (reservation) land west of Tucson. Pascua Village, now known as "Old Pascua," remains an urban tribal community located in the heart of the Thrive in the 05 area.



▲ Painting of the native American Yaquis (Yoeme people.)



▲ Old Pascua Tribal Ceremonies in 1921. "Pascua" means Easter in Spanish. The Tribe's sacred rituals during Lent are a cornerstone of the culture and continue today. Source: Written Testimony of Peter Yucupicio, Chairman, Pascua Yaqui Tribe. [Learn more about Old Pascua history.](#)

The Spanish name of the city, **Tucsón [tuk'son]**, is derived from the O'odham **Cuk Şon [tʃʊk ʃo:n]**, meaning "(at the) base of the black [hill]", a reference to a basalt-covered hill now known as **Sentinel Peak.**

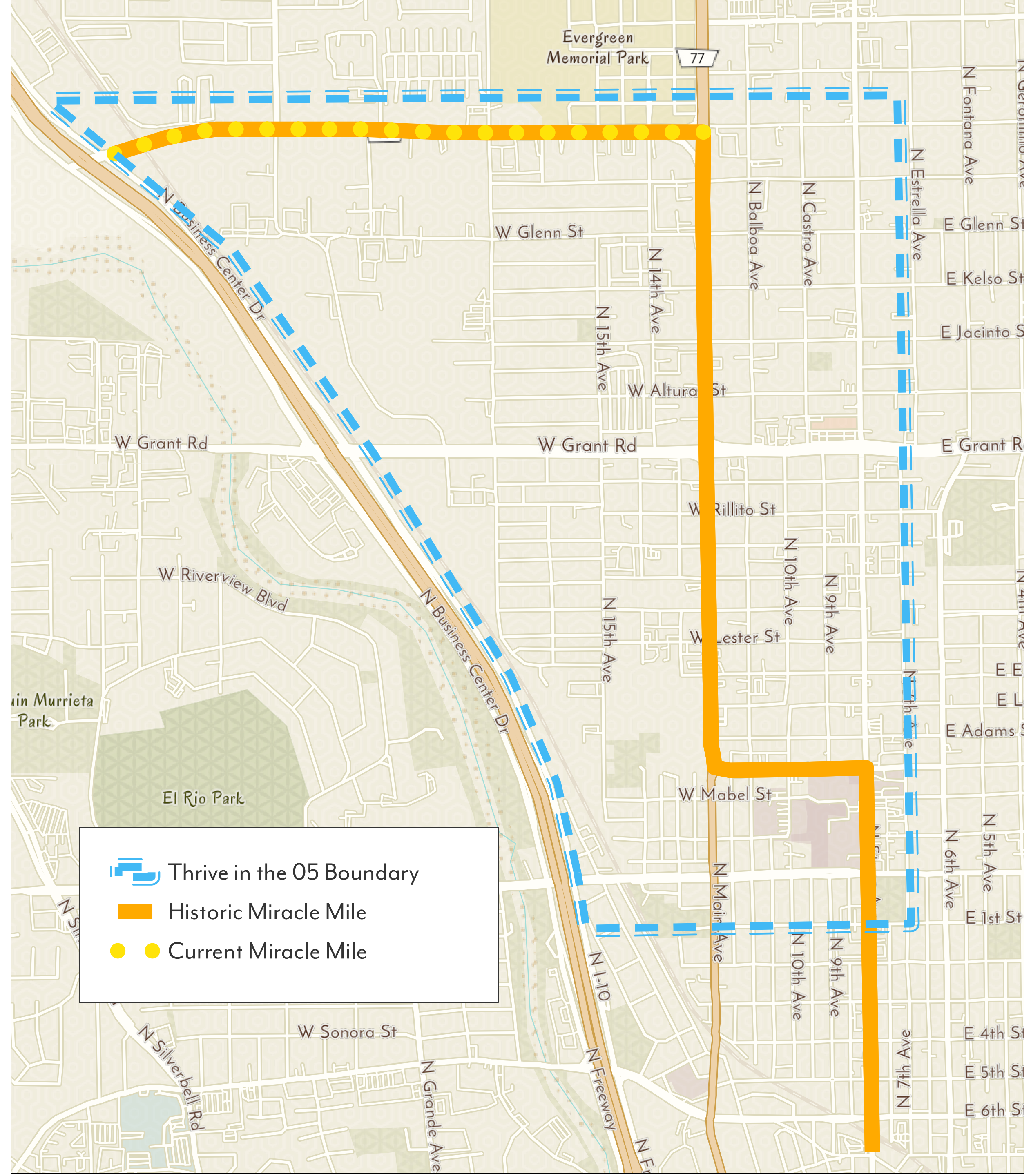
## An Automotive Gateway

At the same time the Yoeme people were moving northward, cars began to arrive in Tucson. The convergence of Routes 80, 89, and 84 at the current Miracle Mile and Oracle Road intersection created a northern automotive gateway into town, snaking west along Miracle Mile, south along Oracle Road, turning east along Drachman, and finally south on Stone into downtown. Developable land along the roadway, as well as significant and increasing traffic, created economic opportunities for entrepreneurs.

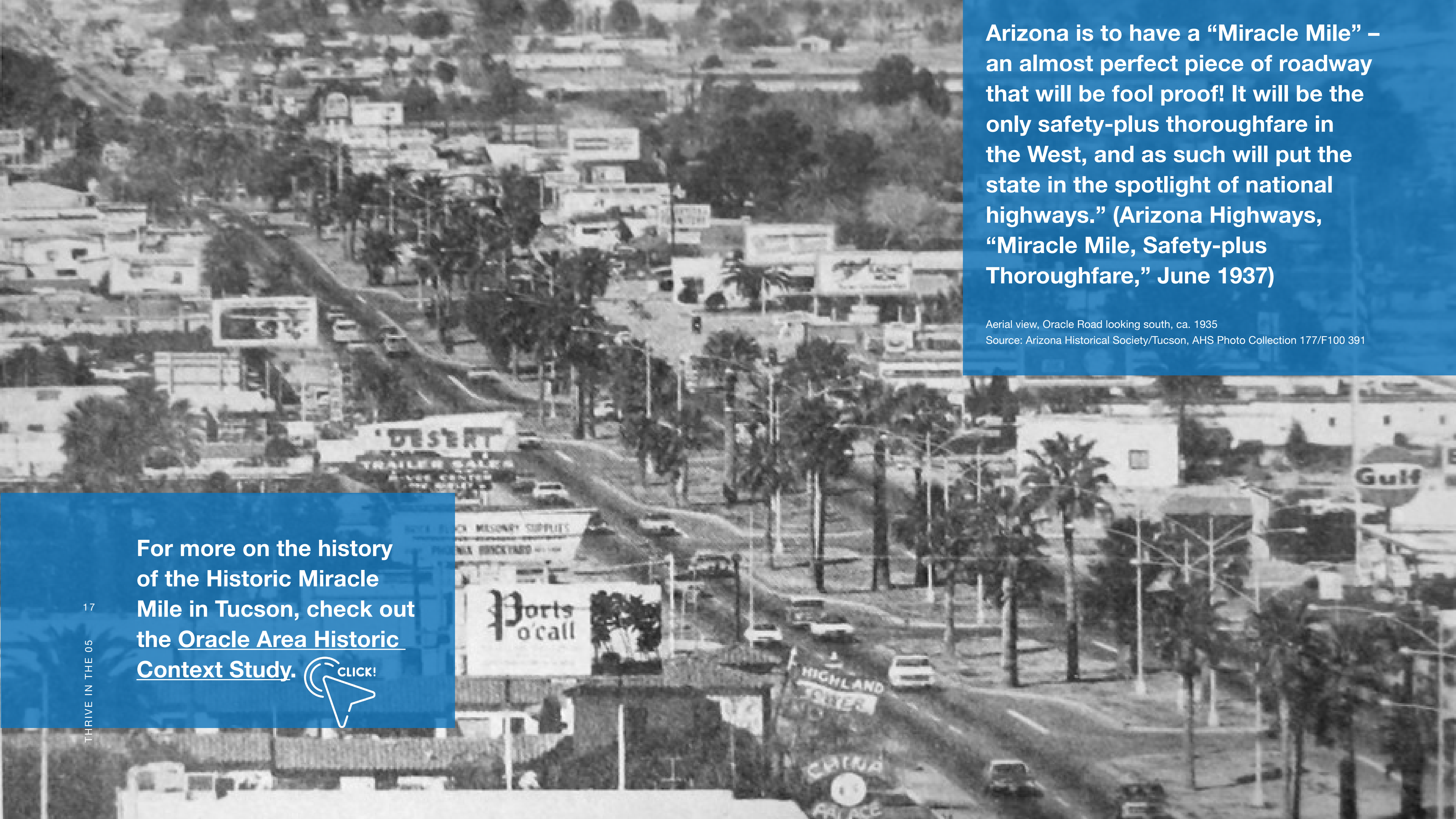
Auto camps sprung up on the corridor in the late 1920s, allowing travelers enticed by Tucson’s tourism campaigns to camp alongside their vehicles. Soon thereafter, motor courts were built, featuring small rooms just steps from travelers’ cars. Roadway improvements, including a wide landscaped median and streamlined traffic circles in the late 1930s, transformed this dangerous corridor into a “Miracle Mile.” Booming motor courts along the highway competed with each other using flashy neon signs to advertise swimming pools, “refrigerated air,” and garden areas. They sought to attract auto travelers seeking a glimmer of the “Old West.”



▲ The All Auto Camp on Oracle Rd, 1925. Source: Tucson Citizen.








Arizona is to have a “Miracle Mile” – an almost perfect piece of roadway that will be fool proof! It will be the only safety-plus thoroughfare in the West, and as such will put the state in the spotlight of national highways.” (Arizona Highways, “Miracle Mile, Safety-plus Thoroughfare,” June 1937)

Aerial view, Oracle Road looking south, ca. 1935  
Source: Arizona Historical Society/Tucson, AHS Photo Collection 177/F100 391

For more on the history of the Historic Miracle Mile in Tucson, check out the [Oracle Area Historic Context Study](#). 

## Neighborhood Growth

Residential areas sprung up alongside the Miracle Mile corridor during the 1920s into the 1950s. Affordable property values and non-deed restricted developments enabled families of color and those with lower incomes to call the area home. Schools, parks, and local entertainment venues like dance halls and drive-in movies became established, while the commercial development provided jobs and economic growth.

The motor courts also served as home to poorer, transient newcomers when they first arrived in Tucson, and they stayed for weeks, months, or years before moving on to other neighborhoods.



▲ Barrio Blue Moon draws its name from the “Blue Moon Ballroom,” a popular dance hall music venue which opened in 1920s and operated until it burned down on March 16, 1947. Entertainers like Billy Eckstine, Paul Whitman and Tommy Dorsey performed at the “Blue Moon.” Longtime residents recall dancing there in the “large barn” with the wooden window flaps pulled up at night to allow cooling air to enter.

## Decades of Decline

When Interstate 10 was constructed in 1958 to replace Highway 80 as the major route through Tucson, it bypassed the city core, making the old U.S. and Arizona State Highways irrelevant to long haul travelers. Within a decade, the shift in transportation patterns dramatically impacted the area. Exits off Interstate 10 made it possible to circumvent the Miracle Mile. Meanwhile, air travel became inexpensive and convenient, making it a viable alternative to driving. Finally, the 1973 oil crisis dealt the final blow to the already struggling area.

Motels, once the commercial backbone of the area, developed a reputation for crime and easy access to drugs and prostitution. Some motels, embracing the changing market, chose ironic new names such as the “No-Tel Motel” (now itself a minor Tucson icon), or rented rooms by the hour. In 1987, the Tucson City Council renamed the “North Miracle Mile Strip” to “North Oracle Road” in an effort to uplift the area’s image. Since the 1980s, this area has been largely overlooked for any new economic investment or housing development and has struggled to maintain the historic motor courts and neon signs. Like the Miracle Mile, the residential neighborhoods have similarly struggled with prolonged disinvestment.

During the 1990s and early 2000, a group of residents and engaged stakeholders teamed up on pushing forth neighborhood improvement, safety, and historic preservation efforts. For example, in 1996, longtime Tucson resident

Marty Birdman raised funds to create a park and community center in Balboa Heights. In 2004, a group of residents and businesses created a coalition called The Oracle Project (TOP) to address safety along Oracle Road. And in 2007, TOP approached the City of Tucson to partner on the Oracle Area Revitalization Project (OARP), which helped to bring new investments to the area like a community garden, preservation of many abandoned neon signs, adaptive reuse of the Ghost Ranch Lodge for affordable senior housing, and the designation of the Miracle Mile Historic District.



▲ Neighbors like Jane Baker involved in The Oracle Project worked to clean up problem properties like the Tropicana, which was condemned in 2004. The historic sign was restored and is now displayed at PCC's Neon Sign Walk.

**“Gateway Saguaro” sits directly in front of Tucson House in the median of Oracle Road north of Drachman. Designed by artist Dirk Arnold and installed in 2010, the neon art monument came out of the Oracle Road Revitalization Project and marries modern with historic. It has quickly become one of the most iconic and widely recognized images of Tucson, showing up on souvenirs, tattoos, promotional reels, and music videos. It served as the inspiration for the Thrive in the 05 logo.**



Photo by Carol M. Highsmith

# Tucson House

In 1963, the Tucson House was constructed as a 17-story luxury apartment complex with large floor plans, attractive amenities, and sweeping desert views. Considered the pinnacle of commercial investment along the Miracle Mile at the time, it was featured in Time Magazine and TV Guide. Not only did it tower over the low-slung motor courts that dominated the Miracle Mile, but it also became the tallest building in Tucson.

The 400+ units had views to the north or south and the entire exterior living room walls opened with sliding doors to private balconies. Brochures described the high-rise as "a city within a city." Amenities included a uniformed doorman, courtesy car, beauty and barber shops, game, recreation, and arts and crafts rooms, Olympic-sized swimming pool, sauna, and a grocery store residents could shop from their rooms via closed-circuit television. The 17th floor featured a "penthouse indoor-outdoor solarium" and restaurant.

However, with the construction of Interstate 10 and the decline of the surrounding area, by the mid-1970s, occupancy of the Tucson House declined, and the property went into foreclosure. The property was auctioned in October 1976 to the U.S. Department of Housing and Urban Development (HUD). HUD provided a grant to the City of Tucson to purchase and transition it into public housing.

Today, Tucson House is still known as a "city within a city."

Home to over 450 residents, many of whom are older adults or disabled, the building is constantly abuzz. An active Resident Council with resident volunteers coordinate BINGO and movie nights, resident dinners, food assistance deliveries, a community garden, library, and tech support for neighbors. Residents socialize in the outdoor patio areas, "Lizard Lounge", and lobby. Resident employees assist with building security and loading dock deliveries.

Yet, at 60 years old, Tucson House needs a full rehabilitation. Costly ongoing repairs to major systems are inefficient and cause serious disruptions for residents. The scale of the site does not tie in well to the surrounding neighborhood and residents report feeling disconnect from the larger community. Building security and access top residents' list of concerns. A lack of nearby services and retail, particularly a full-service grocery store, make it difficult for residents without a car to access basic needs.



▲ Holiday sign-along in the Lizard Lounge.  
 Brochure advertisement for Tucson House as luxury apartments. ►



Tucson House today. Source: Kelly Presnell, Arizona Daily Star, 2019

# The Neighborhood Today Resident Profile

While the Miracle Mile Strip has experienced its booms and busts, the Thrive in the 05 has long been home to transient and working-class residents, some of whom stumbled into town looking for new opportunities, and some of whom have called Tucson home for generations. Today, citywide patterns of social vulnerability and low access to opportunity that mirror long-standing patterns of racial segregation are particularly pronounced in the area.

## Population, Growth, and Age

Nearly 12,000 residents live in the Thrive in the 05 area as of 2020 and it is growing faster than the rest of Tucson. Between 2010 and 2020, the area grew 8.7 percent compared to 6 percent citywide.

Older adults aged 65 and up were the fastest growing of all age groups in the area over the past decade, increasing by 43.6%. Residents between 55 and 65 and young adults between 25 and 35 grew by 23.9% and 34.5% respectively. The Thrive in the 05 area also saw a 5.4% increase in the number of children under the age of 18. This stands in contrast to the rest of Tucson, where the number of children declined. Today, children under the age of 18 comprise nearly one-quarter of the Thrive area’s population, which is higher than the city.

The percentage of children and young adults is higher than the rest of Tucson.

In contrast to the greater Thrive area, the Tucson House is home to an older population with few children. The median age is 59 years old.

## Race and Ethnicity

The Thrive in the 05 area has higher proportions of Hispanic/Latino (57.9 percent), Black (5.7%), and Native American (4.3%) residents than the city as a whole. In contrast, Tucson House residents are predominantly white, non-Hispanic (55.3%).

44% increase in population of older adults in the past 10 years.

	Thrive Area (Δ since 2010)	Tucson (Δ since 2010)
Total Population	11,904 (+8.7%)	557,827 (+6.0%)
No. of Households	4,979 (+8.2%)	220,415 (+6.1%)
<b>Age</b>		
Median Age	31.9	33.5
Population 65+	1,287 (+43.6%)	83,849 (+34.4%)
Population 55+	21.9%	26.2%
Population <18	24% (+5.4%)	21.6% (-2.0%)
<b>Income and Education</b>		
Median HH Income	\$20,990	\$44,316
No HS diploma	24.8%	13.9%
<b>Race and Ethnicity</b>		
White, non-hispanic	26.3% (-11.2%)	41.7% (-6.1%)
Hispanic	57.9% (+19.8%)	45.8% (+16.6%)
Black, non-Hispanic	5.7% (+10.5%)	4.8% (+12.6%)
Native American	4.3% (+2.6%)	1.7% (+5.1%)

## Employment, Income, and Education

The median annual income in the Thrive in the 05 area is \$20,990, less than half that of the City's median of \$44,316. At the Tucson House, the median income is half that of the Thrive area at \$10,441. High unemployment and low-paying jobs contribute to the area's low incomes. At the height of the COVID-19 pandemic in July 2020, the unemployment rate was 19.6% compared to 14.7% across Tucson.

The most common industry for employed Thrive in the 05 residents is food services (17.6%) followed by healthcare and social assistance, administrative and support jobs, retail, and construction. Together, these industries account for nearly 61% of employed Thrive residents. While the neighborhood is home to many higher paying manufacturing and wholesale trade positions, Thrive residents are not employed in these jobs.

The employability and income of Thrive residents is also impacted by low educational attainment levels. Nearly one-quarter of adult Thrive residents do not have a high school diploma, and only 17% have a college degree or higher.

**Thrive area median income is less than half the City's.**

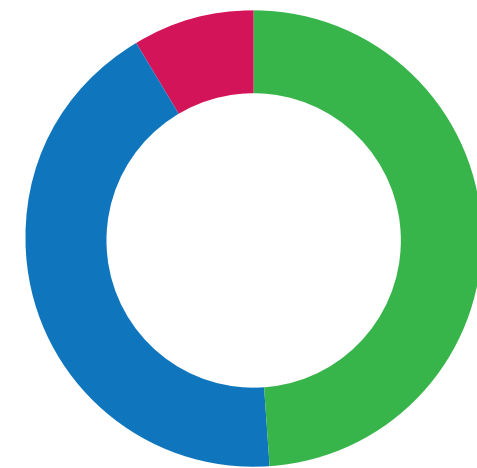
# Tucson House Demographics

## Residents at a Glance

- 454 Total Population
- 359 Heads of Household
- \$10,441 Median Household Income
- 61 Median Age

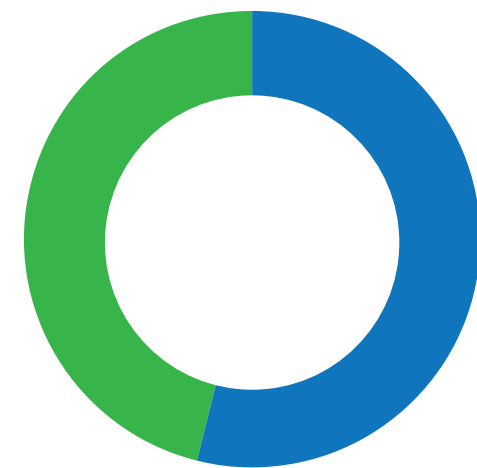
## Heads of Household

- 42.5% Non-Elderly, Disabled
- 8.6% Non-Elderly, Non-Disabled
- 48.9% Age 62+, "Elderly"



## Sex

- By Head of Household
- 46% Female
  - 54% Male



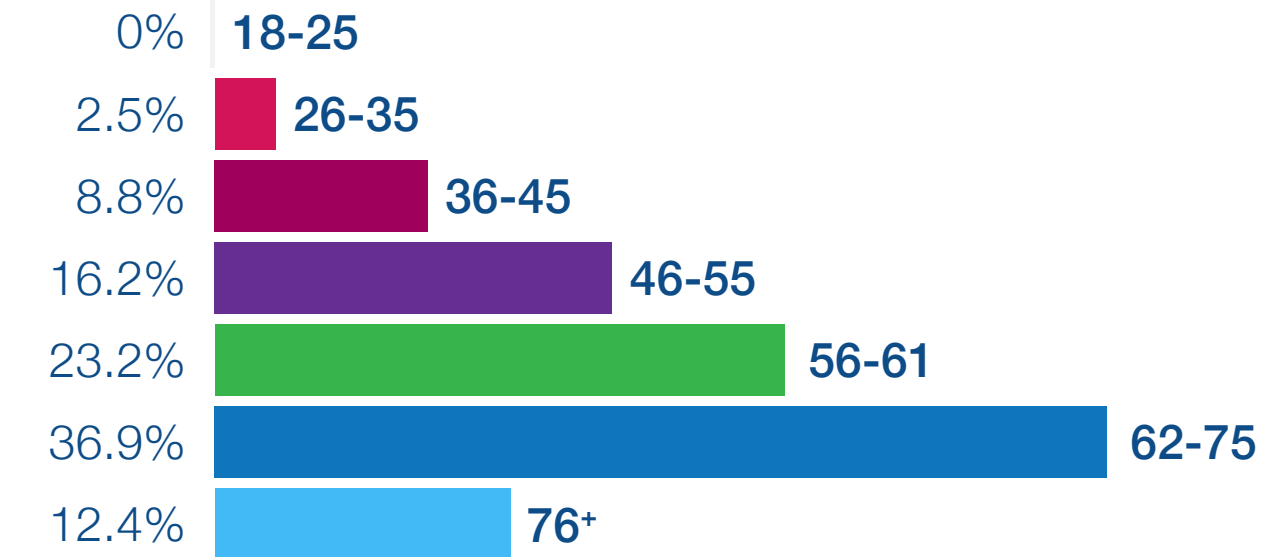
## Race and Ethnicity

By Head of Household



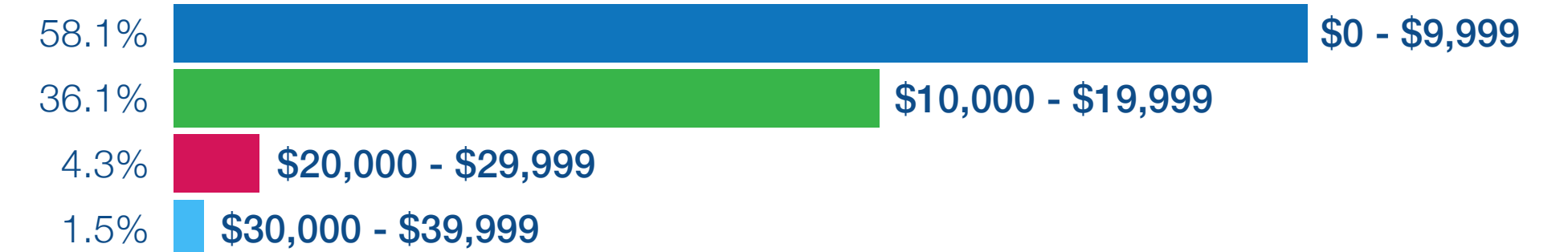
## Age

By Head of Household



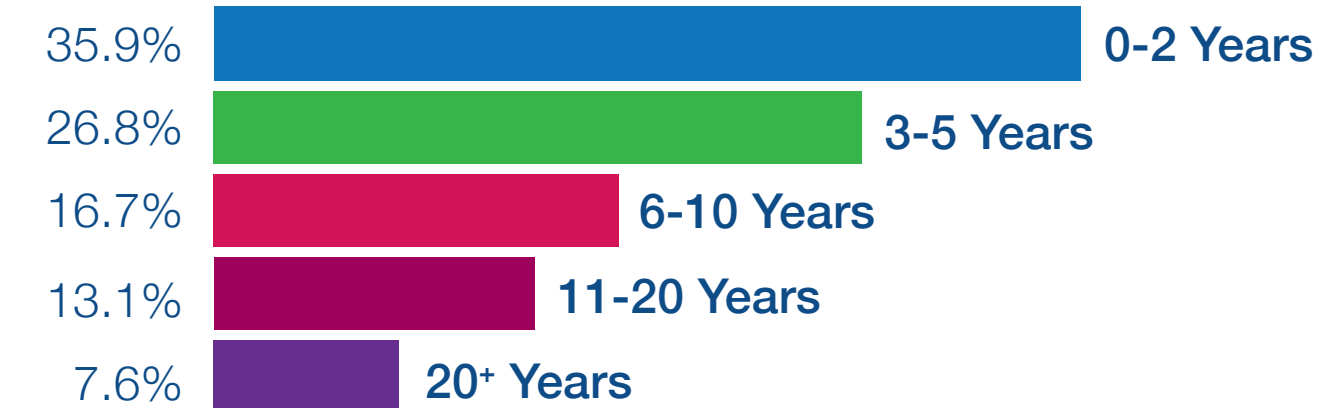
## Income

By Head of Household



## Tenure

By Head of Household





# The Neighborhood Today

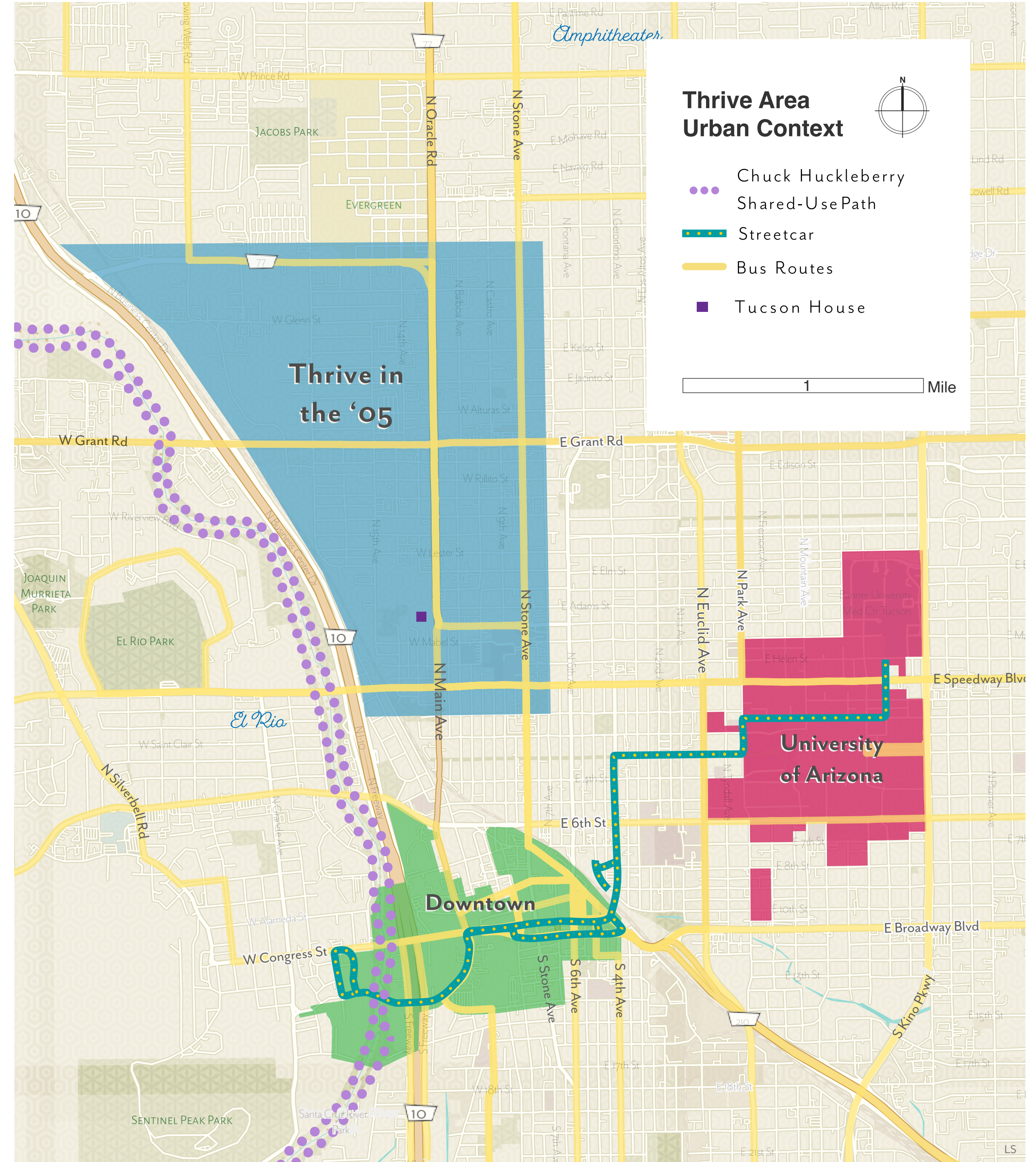
## Building Blocks & Challenges

The Thrive in the 05 area is poised for change. It has the components needed for a strong and thriving community, but also has a number of challenges that must be addressed for the area to achieve its full potential.

### Location and Transportation

Resident surveys consistently cite location as the top strength of the area. The neighborhood sits about a mile north of downtown and less than two miles from the University of Arizona, both of which are major centers of employment and investment. Over the past decade, downtown Tucson has undergone a revitalization sparked by a modern streetcar, development incentives, and supportive land use policies. New infill development and investment has brought renewed life into downtown Tucson.

At the same time, the downtown historic barrios and adjacent neighborhoods have experienced the pressures of rising housing demand and seen new development. Dense student housing built over the past decade west of the University of Arizona coupled with a growing student



population have led to higher rents, home values, and market demand in the urban core.

On the other hand, the Thrive in the 05 area has seen comparatively little new construction since the 1980s. But as development costs continue to soar downtown and around the University, people and business will seek new affordable spaces elsewhere. With its relative affordability and proximity to downtown, transit corridors, I-10 and the University of Arizona, the Thrive in the 05 area is poised to attract new interest along with public and private investment.

With over one-quarter of Thrive households not owning a vehicle, they must rely on alternative means to get around. Sun Tran’s Route 16 travels north-south along Oracle Road, connecting residents to shopping centers to the north and downtown to the south every 15 minutes. Over 73% of Tucson House residents listed public transportation as a strength in their neighborhood. And while the area is no longer the main tourist thoroughfare into town, tens of thousands of drivers travel through the Thrive in 05 area every day on Oracle Road, Stone Avenue, Grant Road, and Speedway Boulevard.



▲ Taqueria Juanitos on Grant Road is a local favorite.

## History and Culture

One of the greatest neighborhood strengths and a source of community pride is the area’s rich history and high diversity of its resident population. Old Pascua anchors the community in cultural and religious traditions with Pascua Yaqui tribal members practicing ceremonial processions and deer dances that community members are welcome to attend. “Funky” neon signs and historic motor courts also serve as a visible reminder of Miracle Mile’s unique past, inspiring modernism-focused historic tours and classic car shows.

New entertainment and gathering venues like Monterey Court and Brother John’s BBQ attract patrons from within and outside the area. The industrial warehouses spring alive once a year with visitors from across the globe for the annual Gem Show. Local favorite eateries like El Guero Canelo, Taco Rustico, and Taqueria Juanitos serve as hallmarks of Tucson’s borderlands food culture. Neighborhood festivals are equally likely to feature circus artists, young folklorico dancers, and/or a new mural painting.

The chapel at the west end of Pascua Cultural Plaza. (Top) ▲

Hacienda Motel and neon sign on Oracle Road. (Middle) ▶

El Guero Canelo on Oracle Road is famous for its Sonoran Hot Dogs and is a Tucson City of Gastronomy Certified Restaurant. (Bottom) ▶



Preserving and embracing the area’s unique culture is critical to ensure new investments compliment the neighborhood’s diversity and that residents benefit from the amenities and economic growth to come.

## Neighborhood Amenities, Connectivity, and Disinvestment

The small and distinct neighborhoods found in the Thrive in the 05 - each with its own character - are one of the community's greatest strengths. Local parks, community gardens, schools, and community centers serve as focal points for community interaction and pride: Esquer Park in Barrio Blue Moon, Richey Resource Center in Old Pascua, Jacinto Park and Nash Elementary in Miracle Manor, Balboa Heights Park and KIDCO at Marty Birdman Center in Balboa Heights.

While the area is well-positioned within the city, the neighborhoods within the Thrive in the 05 struggle with connecting with each other, the commercial corridors, and community assets. Six-lane high-speed arterials like Oracle and Grant Roads are barriers between neighborhoods. Few trees, sporadic sidewalks, and a lack of bicycle infrastructure make traversing the area by foot, bike, or wheelchair uncomfortable and dangerous in the desert heat. Haphazard zoning has resulted in residential areas that are often surrounded by industrial uses, making it challenging for residents to access retail and food services along the corridors.

Check out the interactive [Thrive in the 05 Community Asset Map](#) and suggest your favorite at [thriveinthe05.tucsonaz.gov](http://thriveinthe05.tucsonaz.gov)!



Resident surveys indicate that vacant buildings, trash, and property upkeep are major concerns. Decades of disinvestment have also affected commercial and industrial properties. This problem is intensified by the low-income and relatively transient nature of the population. Neighborhood organizations struggle to retain leaders and the membership numbers needed to manage clean-up efforts. Since the City relies heavily on neighborhood leaders for outreach around development decisions and city planning, the lack of consistent neighborhood leadership presents a challenge for engaging residents in decision-making processes.



▲ Esquer Park in Barrio Blue Moon is immediately adjacent to Tucson House and provides play areas for kids, a ramada for outdoor gatherings, and a large riparian area great for bird watching.



▲ Richey Resource Center, a former elementary school in Old Pascua, hosts youth programming. Outdoor space includes basketball courts, a boxing gym, a walking path, and a baseball field. Source: Rick Wiley, Arizona Daily Star



▲ Marty Birdman Center at Balboa Heights Park hosts youth programs like KIDCO.



▲ Nash Elementary School is the only public school in the Thrive in the 05 area and is a central gathering place for families with young children.

## Housing and Multigenerational Neighborhoods

Housing affordability was identified by residents as the second most important strength of the Thrive in the 05 area. A market study found that average asking rents in the area are 28% less than the city, and that lower rent prices are due to the smaller units available in the area. Many old motor courts have been converted to permanent housing, transitioning the rooms into small apartments. Home prices have consistently been less expensive than Tucson as a whole. Retail rents are also lower on a per square foot per month basis, making it more affordable to operate a business here versus other parts of the city.

The Thrive in the 05 area offers a wide range of housing options, including small single-family homes, mobile home parks, old motor courts and guest ranches that have been converted to apartments, a few larger apartment complexes, and the Tucson House high-rise. However, all of this housing stock is aging. Significant numbers of new housing have not been built since the 1980s and in recent years, new construction in the area has been limited to income-restricted affordable housing.

Growing populations of both children and older adults creates opportunities for the area to become a multi-generational place to live, work, learn, play, and age. Growing numbers of older adults points to a need for housing and amenities that support residents who wish

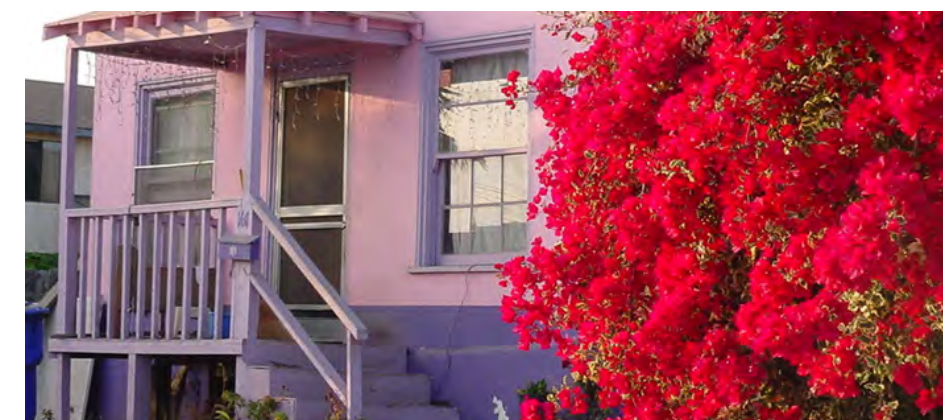
to age in place. For families with children, there are limited numbers of existing larger, multi-bedroom units. New, creative solutions are needed to allow current homeowners to remain in their homes, provide wealth-building opportunities for young adults, and create new units suitable for families, including multi-generational options.



▲ Several motor courts have been redeveloped as small apartments, including Ghost Ranch Lodge as affordable housing for older adults.



▲ Some motor courts and casita villages suffer from disinvestment and neglect.



▲ Manufactured or mobile home parks are common in the area. They are an important source of "naturally occurring affordable housing" but can present other problems like long term maintenance and safety.



▲ Single family homes are common in the residential cores of neighborhoods.



▲ Glenstone Village provides affordable housing for people in recovery.



▲ Tucson House stands alone as the only high-rise housing in the area.

## Invested Institutions and a Caring Community

The City of Tucson has demonstrated a long-term commitment to the area starting in the early 2000s. From building a new police substation and leading the Oracle Area Revitalization Project, the Tucson Mayor and City Council recently identified the Oracle Road as an economic investment corridor and a priority for business outreach and support in partnership with Pima Community College. The area was also identified for future High-Capacity Transit planning and the City has purchased multiple properties to use as bridge housing.

Pima Community College's Downtown Campus is a geographic and educational anchor. Committed to historic preservation, the College created a historic neon sign walk along its northern boundary at Drachman Street and additionally purchased several neglected historic motor courts to rehab for its educational mission. The College is investing over \$54 million in a brand-new Center of Excellence in Applied Technology including the new Automotive Technology Innovation Center and the new Advanced Manufacturing Building at its Downtown Campus.

Tucson House and Thrive in the 05 neighborhood residents listed "neighbors look out for each other" as a strength of their community. In Tucson House, neighbors tell each other about programs and activities and check in on each other.

This culture of caring also extends to other stakeholders in the area. Arts for All, Gospel Rescue Mission, Chicanos Por La Causa, Salvation Army, Community Food Bank, BICAS, the Dunbar Pavilion, La Frontera, and Pima Prevention Partnership all maintain a physical presence in or adjacent to the Thrive in the 05 neighborhood. The Donna Liggins Recreation Center just outside the area, Richey Resource Center in Old Pascua, and Balboa Heights Park and Marty Birdman Center which hosts a KIDCO program all serve as hubs for neighborhood recreation.



## Resident Spotlight

### Meet Norma Adame

Norma Adame began her involvement with the Tucson House Residents Council (THRC) about a year after becoming a resident. Before being voted in as president in 2020, she previously served as vice president and secretary for the THRC. Norma enjoys the busy and fast-paced work, whether it be serving as a liaison working to resolve various issues with residents and management, helping residents connect to available services and resources, distributing food, or coordinating fun resident events. The COVID-19

Pandemic did not slow down her efforts to provide assistance and resources to the residents of Tucson House.



## Economic and Workforce Development

The Thrive in the 05 area is home to 663 businesses, many of which are small or home-based businesses, with an average of 10 employees. While most area businesses are small, the manufacturing industry is an economic powerhouse with over 800 jobs that pay on average over twice Tucson's median income. Other top employers include the construction and wholesale trade industries. Not only do these jobs offer higher pay, but they are also expected to grow over the next decade. However, area residents are not widely employed in these jobs.

Pima Community College's Downtown Campus location presents opportunities to leverage world-class workforce development training with wraparound support for small businesses from the Small Business Development Center and City of Tucson's Office of Economic Initiatives. The 2018 Daniel Rose Fellowship Program outlined a strategy to "elevate workforce development as a catalyst for community revitalization and economic development." This includes the need to connect Thrive in the 05 residents with education, training, and apprenticeship programs that also support the workforce needs to local businesses, as well as focusing on resident entrepreneurship and business incubator opportunities.

Although the area is home to a growing number of jobs and businesses and several popular restaurants, residents cite the lack of affordable, neighborhood-serving retail as a major concern. A full-service grocery store, neighborhood pharmacy, gym, and family-friendly entertainment all top residents' lists of services desired.



▲ Pima Community College Downtown Campus.

## Community Safety

The Thrive in the 05 area has long had a reputation for crime and violence and easy access to drugs and prostitution. The Community-Based Crime Reduction (CBCR) project funded by the U.S. Department of Justice identified three major crime hot spots in the area as well as an open-air drug market. Crime top residents' and business owners' lists of concerns. The presence of crime and violence have impacted resident quality of life; residents do not want to use the area parks or public transportation and parents did not feel their children could walk safely to school or play outside. Residents reported feeling fear and anxiety and the police reinforced that area residents live in a heightened state of stress and fear of victimization. People who work in the community also reported being afraid going to and from their workplaces.

Lack of connectivity – physically, visually, socially and economically – disconnect neighborhoods and people and result in fragmentation and isolation. Areas without active community spaces with eyes on the street attract illicit activity and contribute to perceptions that the area is unsafe.

Substance use, specifically heroin and meth, are a primary driver of crime and violence in the Thrive in the 05 neighborhood. Participants reported that homelessness, unmet mental health needs associated to homelessness, and the high rate of poverty contribute to the incidence of crime. Further exacerbating the situation are high numbers of vacant and abandoned houses, aging homes, out-of-state slumlords, lack of property upkeep, and trash.



▲ Trash and illegal dumping is common in washes and alleys.  
Source: Kelly Presnell, Arizona Daily Star 2019



## Health and Food Security

Through the planning and assessment process, it is clear that many Tucson House residents have unaddressed health and quality of life issues. Known barriers include limited mobility or access to transportation, low health literacy, and lack of reliable access to digital services and/or the technical savvy to utilize resources many take for granted. Additionally, the COVID-19 pandemic highlighted the challenges presented by social isolation like fear, anxiety, and loneliness, which have been long-standing issues among homebound adults and can result in dire physical and mental health consequences.

Lack of access to preventative and behavioral health services and expenses not covered by Medicare such as vision and assistive devices become costly to manage on an emergency level. From 2019-2020, Tucson Fire Department dispatchers identified areas with the highest calls for service volumes of which the 85705 zip code had the highest call volume. Within the '05, Tucson House had the highest concentration of calls for service in the entire zip code. Most callers have health coverage, either Medicare or AHCCCS, but are not accessing routine health care. Most non-emergency calls were related to health conditions like unspecified chest pain or falls that could be managed or prevented through routine primary care or in-home assistance.

Food is a critical component of health and the lack of food security and access to healthy food options across the Thrive in the 05 community were regularly cited as primary concerns. Residents and stakeholders widely view the Thrive in the 05 area as a food desert. The closest full-service grocery store is nearly two miles away from the Tucson House, outside the target area. Without a vehicle, a bus ride requires at least one transfer and can take up to 45 minutes each way. Other places to purchase groceries in the area include McGary's Discount Groceries, a welcome new addition in 2020 that lacks fresh produce, and the Grantstone Supermarket which specializes in Asian foods.

Many residents eat microwavable food or purchase their food daily from vending machines located in the Tucson House basement. Residents also receive commodities from the Community Food Bank and other food donations, however, these leave residents with limited choices to meet their individual health needs and tastes. Strengthening collaboration across the various programs that already exist in Tucson was considered a key opportunity for addressing food security discussed regularly in community meetings.



▲ The Blue Moon Garden is directly adjacent to Tucson House and was built with wheelchair accessible beds.



▲ Valerina wants to see more trees in her neighborhood, not just for shade and beautification. "Trees are needed for health too because trees clean the pollution in the air which causes asthma and allows us to breathe better," she said.



## CHAPTER 03

# Relevant Plans & Anticipated Investments

The Thrive in the 05 Transformation Plan is not a standalone document. It incorporates recent plans, studies, and ongoing initiatives both citywide and specific to the area that have paved the way for new investments and solutions that put the community at the center of change. This plan seeks to incorporate, amplify, and build upon those efforts.

# Thrive in the 05 Guiding Plans

The Thrive in the 05 collaborative builds upon over a decade of work to invest resources and build community in the Oracle Road / Miracle Mile area of the 85705 zip code in Tucson. The following planning efforts form the backbone of this plan and the ongoing Thrive in the 05 collaboration: the Oracle Area Revitalization Project, Community-Based Crime Reduction, and the Daniel Rose Fellowship.



## Oracle Area Revitalization Project (OARP)

ENDORSED BY TUCSON MAYOR AND COUNCIL 2013

The OARP was a long-term planning effort that grew out of The Oracle Project (TOP), a partnership of area stakeholders seeking to combat emergent crime and quality of life issues. The City of Tucson initiated the OARP in late 2007 with neighborhoods, businesses, and institutions to explore opportunities to encourage the development of employment options, more services to meet surrounding needs, social and recreational opportunities, a variety of housing options, sensitivity to the area's historic character, and overall improvement of the built environment. OARP resulted in a framework for ongoing revitalization efforts across five components:

1. Historic Preservation
2. Economic Development
3. Housing
4. Transportation & Circulation
5. Land Use & Urban Design

## Community-Based Crime Reduction (CBCR)

IMPLEMENTATION PLAN APPROVED BY U.S. DEPARTMENT OF JUSTICE 2020

The Office of Community Health, Engagement & Resiliency (OCHER) at the Arizona State University's (ASU) Tucson School of Social Work was awarded an Innovations in Community-Based Crime Reduction (CBCR) Grant by the U.S. Department of Justice (DOJ) in fall 2017. CBCR is a place-based, data-driven, community-oriented crime and safety project aimed to address the high prevalence of violent crime, in particular youth-involved violence, group violence, and drug offenses in the area.

OCHER worked in close partnership with the Tucson Police Department, Thrive in the 05 partners, and residents to conduct intensive data collection and community engagement. The CBCR Implementation Plan was approved in 2020.

## Daniel Rose Fellowship

PANEL REPORT AND RECOMMENDATIONS 2018

The City of Tucson and then-Mayor Jonathan Rothschild were selected to participate in the 2018 class of Daniel Rose Land Use Fellows by the Rose Center for Public Leadership along with three other cities. Through an interdisciplinary problem-solving model focused on high levels of community engagement with public and private participants, the City received technical assistance from national leaders in land use and urban design. The result of this year-long project sought to answer the challenge: How can Tucson create a new, intentional approach to community and economic development in the Oracle Area?

The Panel's recommendations broadly focused on four categories:

1. Intentional Approach + Organizational Structure
2. Workforce + Neighborhood Economic Development
3. Housing + Land Use
4. Transportation + Infrastructure

# OARP Achievements



▲ Four annual Historic Miracle Mile Open Houses and Tours, each of which attracted over 500 people from the OARP area and beyond.



▲ Recycled, customized bus shelters with seating and solar lighting installed on east and west sides of Oracle Road.



▲ Historic rehabilitation/adaptive reuse of the Ghost Ranch Lodge for senior housing with Low-Income Housing Tax Credit, 2011. OARP CSC provided input.



▲ As a first step in providing more food in the area, a Community Garden was installed on Tucson House property. This fully accessible wheelchair garden includes water harvesting and a ramada.



▲ City's Historic Landmarks Sign Ordinance, 2011, for which OARP neon signs were the catalyst.



▲ OARP Citizens Steering Committee and City of Tucson staff.



▲ Installation of now iconic 30-ft. Gateway Saguaro public art on Oracle Road in 2009



▲ Designation of Old US 80, including segments of Oracle Road, as an Historic Roadway, Arizona Department of Transportation, 2019.

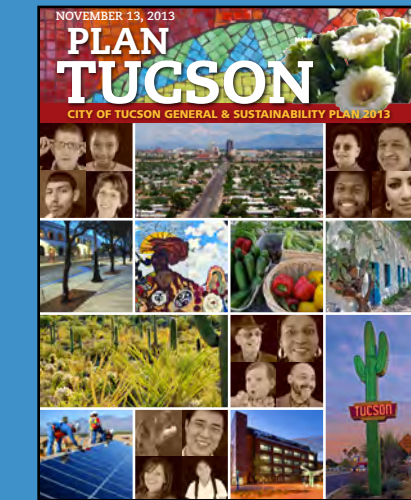
# City-Wide Plans and Initiatives

The Thrive in the 05 effort seeks to capitalize on citywide plans, which are important in identifying opportunities for investment and development in the neighborhood and bringing in additional resources to fulfill the goals of the Transformation Plan. Several of those plans are described here and are referred to throughout this document. Other city, regional, and partner initiatives that help define priorities and funding opportunities are introduced throughout the plan and listed in the References and Resources chapter.

## Plan Tucson

Adopted by Tucson voters in 2013

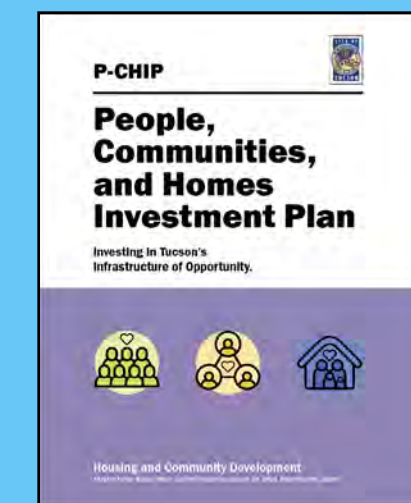
The City of Tucson General and Sustainability Plan, Plan Tucson, lays out Tucson’s vision for the future and a roadmap for how to get there. It guides development, infill, redevelopment, neighborhood preservation and revitalization efforts throughout the City within four focus areas: Social Environment, Economic Environment, Natural Environment, and Built Environment. The Future Growth Scenarios map included in Plan Tucson identifies portions of the Thrive in the 05 area as appropriate for mixed-use centers given the assets in these neighborhoods, including planned transportation and transit improvements. The northwest area of the Thrive in the 05 area near Miracle Mile and I-10 is also indicated as appropriate as an industrial area.



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

ADOPTED BY CITY OF TUCSON MAYOR AND COUNCIL 2021

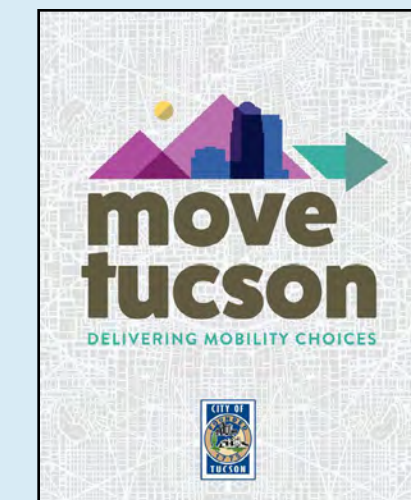
The People, Communities, and Homes Investment Plan (P-CHIP) creates a framework for investing in Tucson's most vulnerable populations. It will direct funding administered by the City of Tucson Housing and Community Development Department for homeless services, housing stability, and neighborhood enhancements, and more. The Thrive in the 05 area represents one of several vulnerable neighborhoods of Tucson identified as priorities for investment.



## Move Tucson

ADOPTED BY CITY OF TUCSON MAYOR AND COUNCIL 2021

Move Tucson is the City’s transportation master plan. It is a vision for Tucson’s mobility future and provides a shared blueprint for how we get there. There are 234 projects identified in Move Tucson, totaling approximately \$5.7 billion dollars, many of which are in the Thrive in the 05 area.



# Special Districts

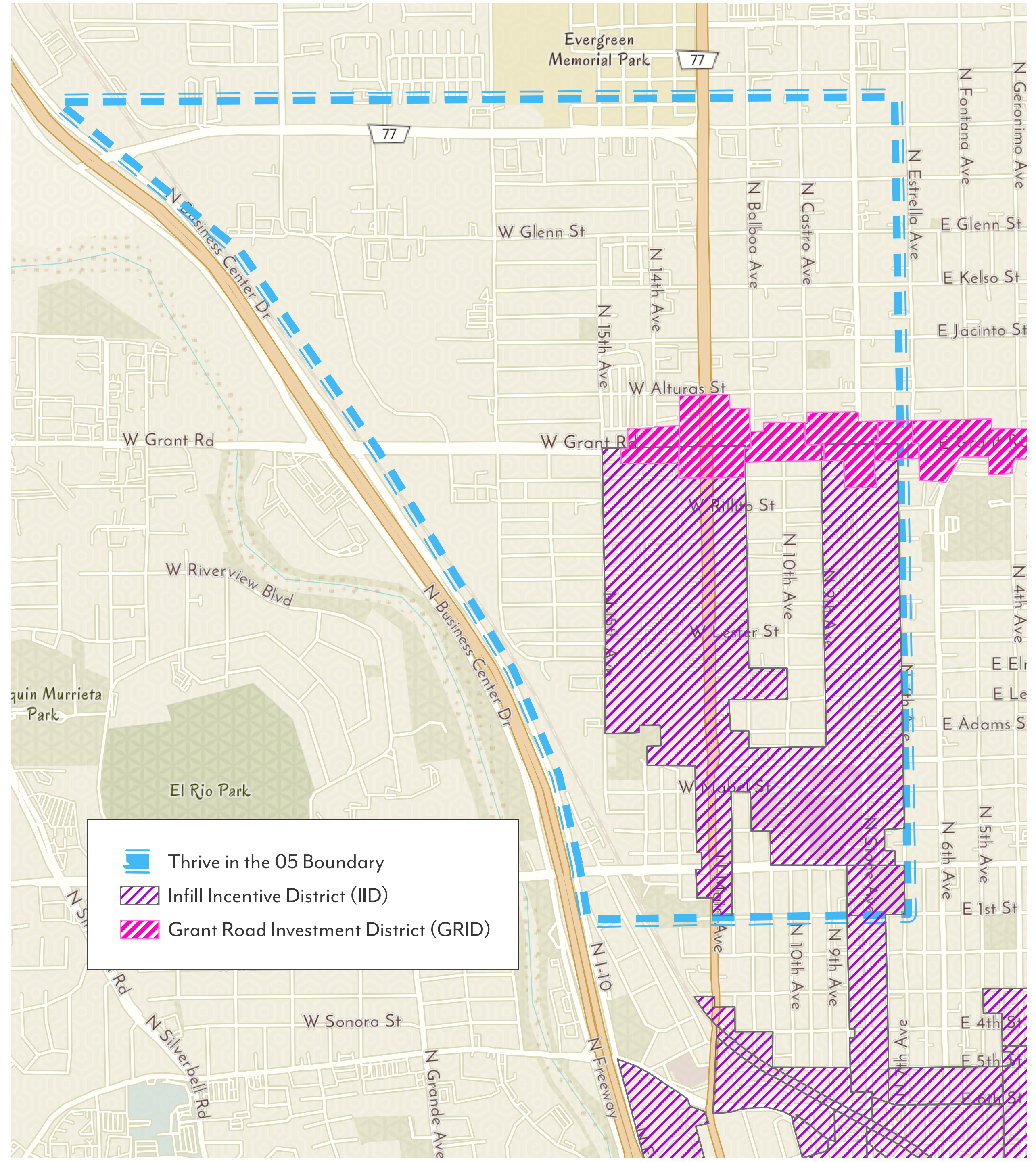
Several zoning and development incentive districts currently overlap the Thrive in the 05 area, offering opportunities for development and infill. Some of these tools can also be adapted and expanded to better meet the needs of the area.

## Infill Incentive District (IID)

Originally in 2009, the IID is an optional overlay zone that encourages sustainable infill development, pedestrian-friendly and transit-oriented neighborhoods, and protects historic and cultural amenities in the area around downtown through flexible development options.

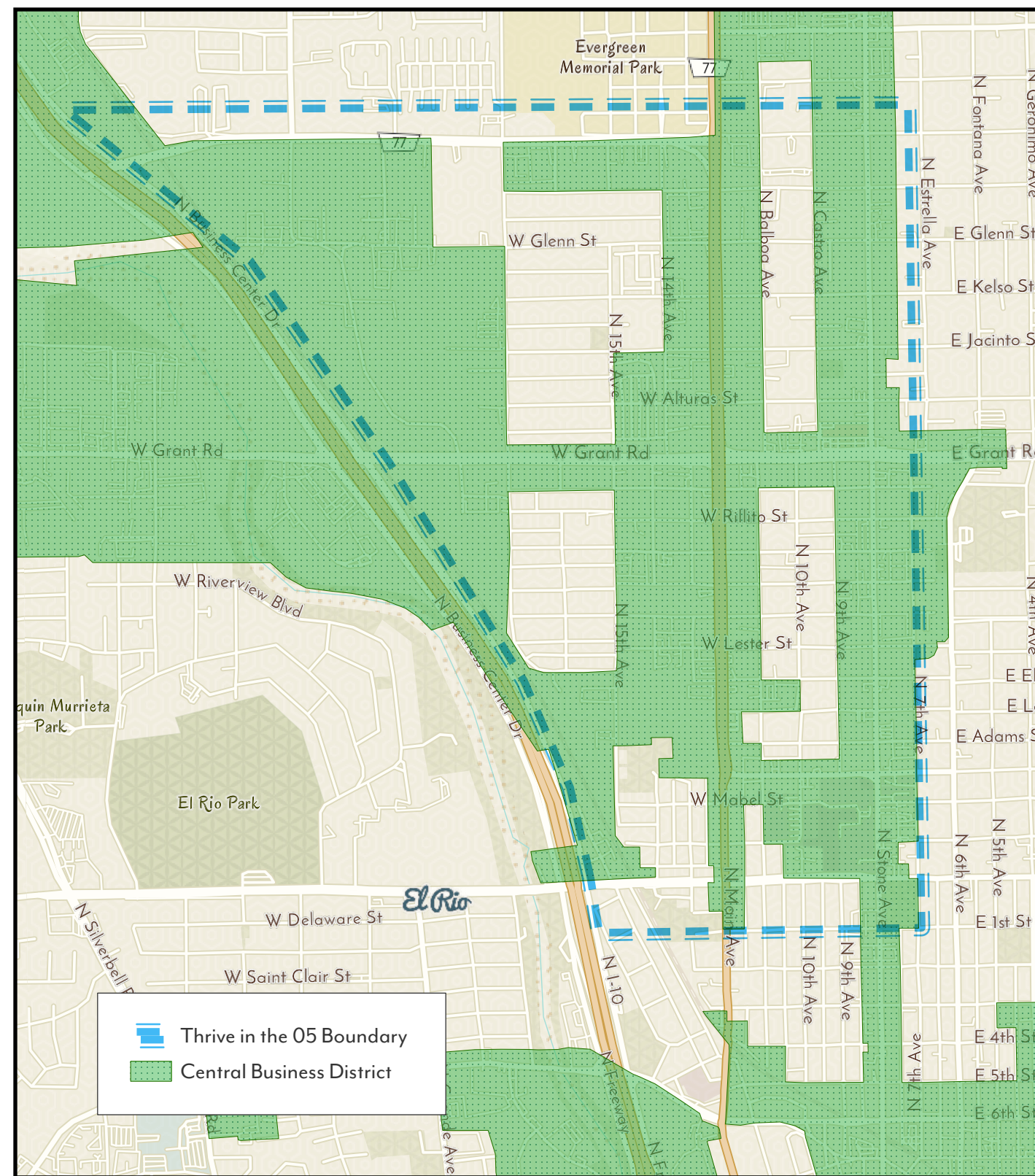
## Grant Road Improvement District (GRID)

Adopted in 2018, the GRID is an overlay zone from Oracle Road to 1st Avenue that allows for zoning flexibility to encourage redevelopment along Grant Road, in which significant public investment has already been made in transit, utilities, and other infrastructure.



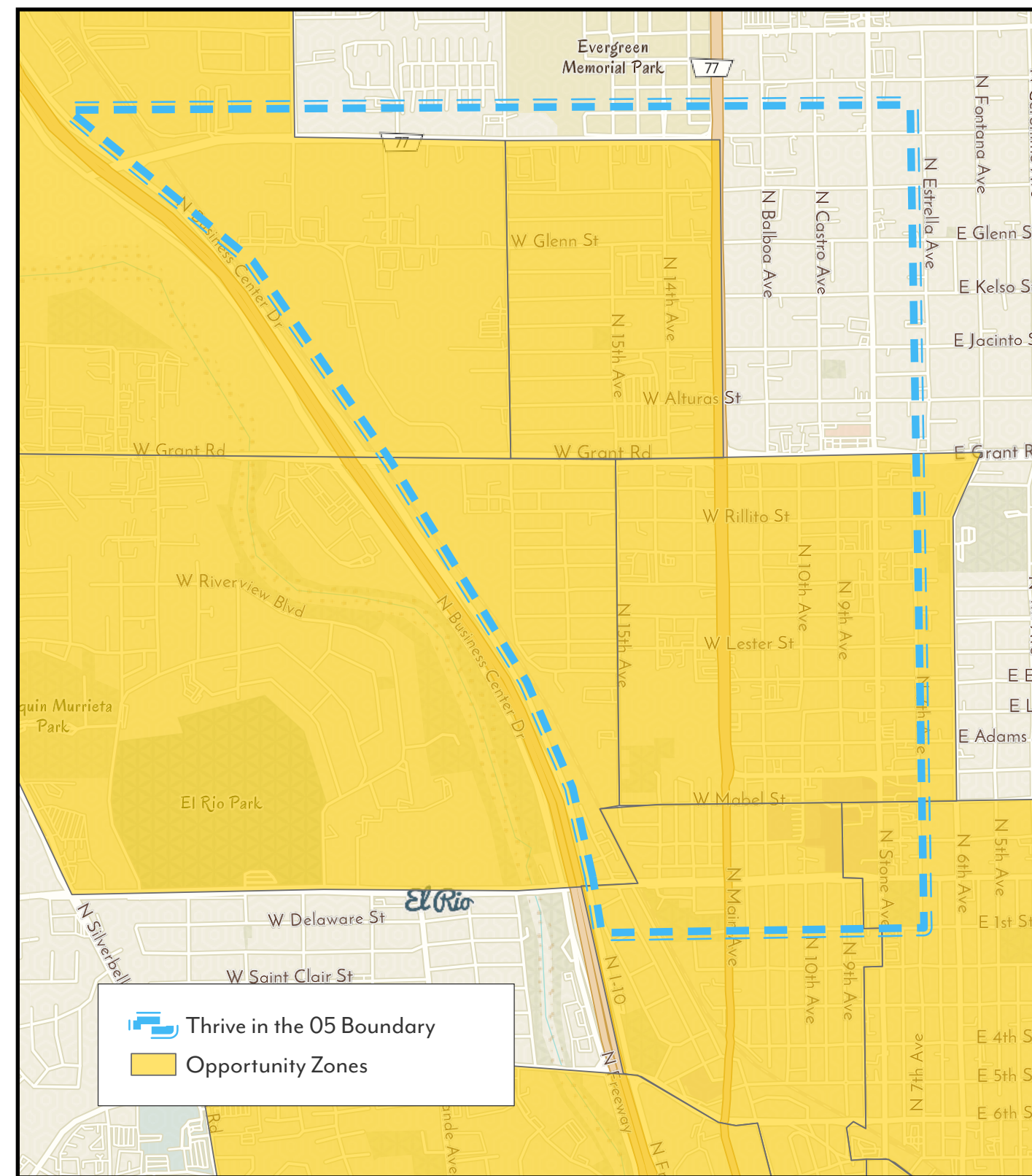
## Central Business District

The City of Tucson’s designated Central Business District (CBD) enables use of a tool called the Government Property Lease Excise Tax (GPLET) to abate property tax for up to eight years, facilitating development of projects that would not otherwise be economically feasible.



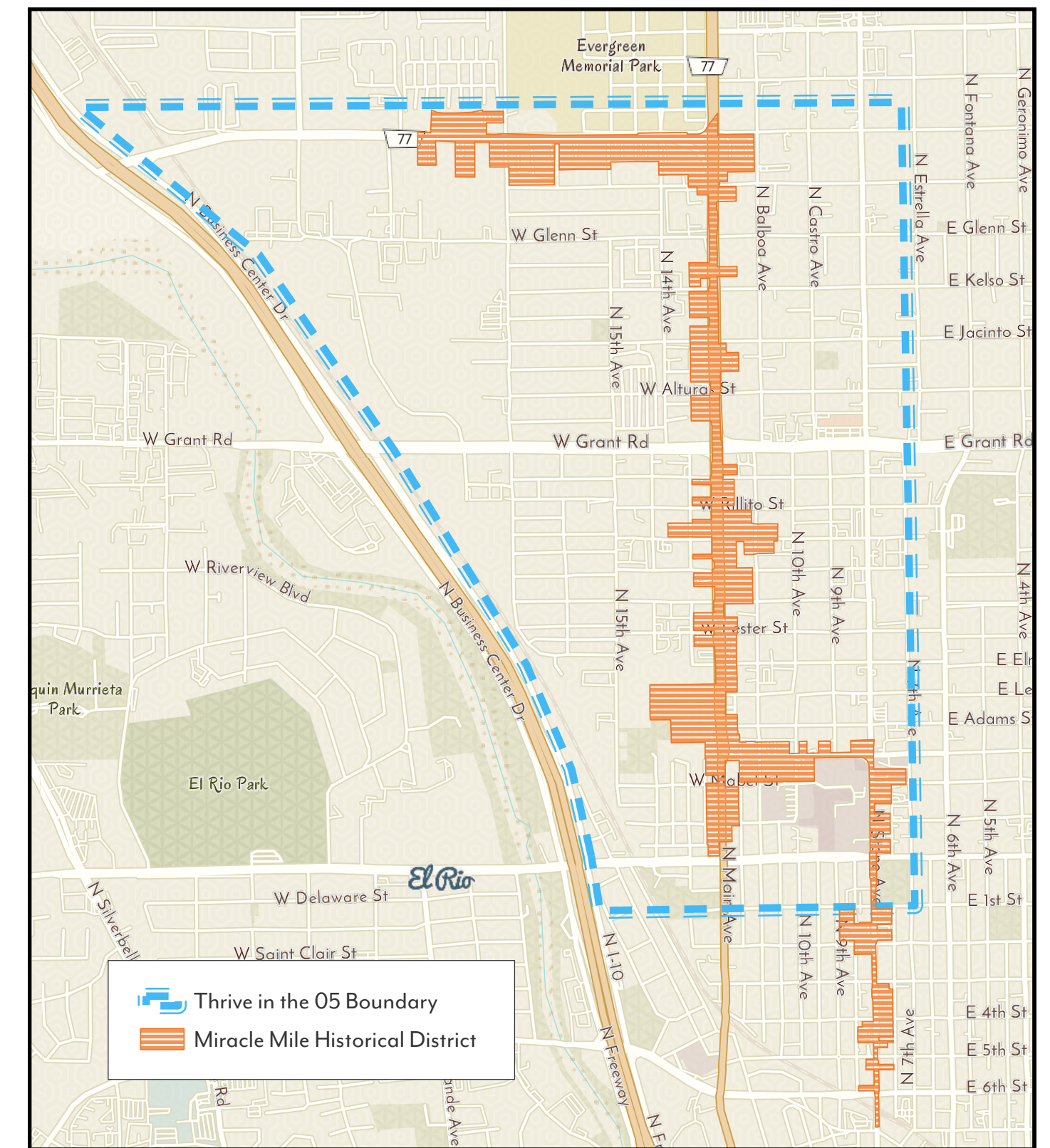
## Opportunity Zones

Most of the Thrive in the 05 area lies within one of several federally designated Qualified Opportunity Zones. Opportunity Zones are designed to spur economic development and job creation in distressed communities by providing tax benefits to investors.



## Miracle Mile Historic District

The Historic Miracle Mile corridor was listed as a district in the National Register of Historic Places on December 11, 2017. The designation makes available reinvestment incentives including federal Historic Tax Credits for rehabilitation of contributing historic buildings.



# Planned Investments

It was important for the Thrive in the 05 team to consider planned investments in the neighborhood throughout the planning process. Not only will the following projects contribute to the transformation of the area, but they also present opportunities to align and leverage existing commitments with additional resources to achieve the goals and strategies described in this plan.

## Pima Community College Center for Excellence

In November 2019, Pima Community College broke ground on their Downtown Campus for a new Center for Excellence in Applied Technology. The Center will offer cutting edge technical training in emerging automotive and manufacturing fields to area residents. It will also expand PCC's Downtown Campus footprint further west, creating a true campus environment at the Northern Gateway to Tucson's downtown.

## High-Capacity Transit Planning Grant

In 2020, the Department of Transportation & Mobility received a Federal Transit Authority (FTA) grant to undertake a three-year study of equitable transit-oriented development (eTOD) and land use along a proposed high-capacity transit corridor that runs from the Tucson Mall to the Tucson International Airport. The proposed route would run down Oracle Road or Stone Avenue through the Thrive in the 05 area. When implemented, the high-capacity transit corridor will spur new mixed-income development, greater access to goods and services, and increased economic opportunity.

## Regional Transportation Authority (RTA) Projects

Pima County voters approved the Regional Transit Authority (RTA) 20-year plan in 2006, budgeting \$2.1 billion for region-wide multimodal improvements. These improvements include roadway, transit, safety, environmental and economic projects, funded by a half-cent sales tax. Federal funds, impact fees, and local transportation allocations provide supplemental funds to the bond projects.

Major projects in the Thrive in the 05 area include the substantially completed Phase 1 and Phase 2 Grant Road Improvement Project, new bicycle boulevard improvements along 9th Avenue, and a planned Union Pacific Railroad Overpass project that will connect Thrive in the 05 neighborhoods with the westside by bike and foot.

## Tucson Delivers: Proposition 101 and Proposition 407

Two voter approved propositions – 101 and 407 – have committed sales tax and General Obligation bonds respectively to invest in better streets, a safer city, and parks and connections across Tucson. \$225 million in bond funds are dedicated for capital improvements to City parks amenities (including playgrounds, sports fields, pools, splash pads, and recreation centers) as well as connections (pedestrian pathways, bicycle pathways, pedestrian and bicycle safety).

The Thrive in the 05 area will see pavement improvements on Stone Avenue and the residential streets north of Grant Road. Additionally, most parks in the neighborhood will receive facility improvements like new lights or basketball court resurfacing. New bike and pedestrian improvements are planned along parts of Fairview Avenue, Blacklidge Drive, Glenn Street, and Ventura Street. A full list of the funded parks and connections improvements that affect the Thrive in the 05 area can be found in the Neighborhood Physical Assessment.

## Affordable Housing Development

In addition to the adaptive reuse of Ghost Ranch Lodge for affordable older adult housing in 2010 and the Miracle Point Apartments completed in 2018, affordable housing developers continue to work with the City to develop new housing in the Thrive in the 05 area. Recently funded projects through the State of Arizona's Low-Income Housing Tax Credit program include:

- Alborada Apartments: Four scattered sites totaling 127 units, three of which are within or directly adjacent to the Thrive in the 05 area.
- Gateway Apartments: 120 units to be developed on a vacant lot on the corner of Drachman and Oracle, directly east of Tucson House.



## CHAPTER 04

# The Process

Residents of Tucson House and the Thrive in the 05 neighborhoods were central to the planning and outreach for this plan. Community engagement focused on meeting people where they were and making it fun and safe to participate. The Thrive in the 05 effort has also sought to approach engagement from a capacity building and iterative perspective, welcoming new leaders and ideas to the table over time. The planning process worked to identify and amplify the leadership of residents, who will continue to steer the transformation of the area.

# Thrive in the 05

Thrive in the 05 is a place-based, community-centered collaboration between residents, businesses, community organizations, and institutions with roots in years of planning and engagement. This section explores how the initiative came about and how it works.

## Background and Core Initiatives

Thrive in the 05 integrates three concurrent initiatives to build community and invest resources in the Oracle Road / Miracle Mile of the 85705 zip code:

01. **Choice Neighborhoods Planning and Action Grant**
02. **Innovations in Community-Based Crime Reduction Grant**
03. **Daniel Rose Fellowship**

Recognizing the potential for meeting fatigue and community confusion, the leadership across all three planning efforts engaged in a collaborative approach which also supported the potential for a stronger collective impact.

### Choice Neighborhoods Planning and Action

**Description:** Leverages significant public and private dollars to support locally driven strategies that address struggling neighborhoods with distressed public housing through a comprehensive approach to neighborhood transformation. Focused on three core goals: Housing, Neighborhoods, People.

**Funded By:** U.S. Department of Housing and Urban Development (HUD)

**Led By:** City of Tucson Department of Housing and Community Development (HCD)

**Timing:** 2018-2022\*

- Two-year planning
- One year Action Activities

**Commitment:** Ongoing implementation, engagement, and resources



### Community-Based Crime Reduction

**Description:** Helps community organizations work with residents and partners to pinpoint and address drivers of crime in their localities through a data-driven, comprehensive, and community-led approach.

**Funded By:** U.S. Department of Justice (DOJ)

**Led By:** Arizona State University Office of Community Health, Engagement, and Resiliency (ASU OCHER)

**Timing:** 2018/19-2022\*

- One year planning
- Two-year implementation

**Commitment:** Ongoing implementation, engagement, and resources



### Workforce & Economic Development

**Description:** Targets area residents and businesses for workforce and economic development opportunities through a partnership of local institutions resulting from the Daniel Rose Fellowship in 2018.

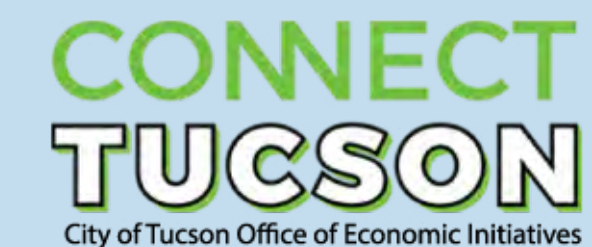
**Funded By:** City of Tucson and Pima Community College

**Led By:** Pima Community College (PCC) and City of Tucson Office of Economic Initiatives (EI)

**Timing:** 2018+

- One year planning (Daniel Rose)
- Ongoing collaboration

**Commitment:** Ongoing implementation, engagement, and resources



\*Planning and implementation periods expanded due to COVID-19 pandemic.

## A Joint Approach

The three initiatives solidified a collaborative approach to the Thrive in the 05 work by developing shared communication channels, creating an overarching brand, and planning joint events. A “no wrong door” approach invited community members and partners to engage in the activities and meetings that were of most interest to them.

Relationships built over months and years of planning form the foundation of the Thrive in the 05 effort. Meanwhile, the initiatives all share a common approach:

- **Place-Based:** Efforts are focused on the strengths, assets, and challenges of the Oracle Road / Miracle Mile area.
- **Collective Impact:** An intentional way of working together and sharing information for the purpose of solving a complex problem.
- **Community Centered:** The input and experiences of community residents and stakeholders are centered, and residents in particular are invited to participate in all levels of decision-making as the experts in their neighborhood.

“Collaboration works at the speed of trust.”

## Steering Committee

A Steering Committee comprised of executive leadership from key government offices, partner organizations, resident councils, and neighborhood associations met beginning in January 2019 to provide direction, oversight, and resources across all three projects. Meetings were open and various stakeholders and guests joined consistently. Subject matter experts were often included to provide insight on relevant topics.

The Thrive in the 05 Steering Committee met monthly through 2019 and much of 2020, focusing on rotating topics. The group continues to provide high-level direction and resources coordination across all three projects, incorporating the input from community members and working groups and ensuring coordination with citywide initiatives.

## Lead Project Staff

Lead managers for each project worked closely together to ensure a streamlined outreach and engagement approach. They serve as conduits, sharing information between initiatives, jointly coordinating working groups and community events, and communicating with the Steering Committee.



▲ Steering Committee Meeting.



## Branding and Communications

At the first meeting of the Steering Committee, the group agreed to adopt the “Thrive in the 05” name from the CBCR work to refer to the collaboration across the three ongoing efforts. Joint-marketing and communication efforts included the creation of a website, social media presence, and email newsletter in order to feature news and events from all projects. This joint branding has helped the Thrive in the 05 effort to garner citywide recognition and bring new partners and resources to the table.



▲ A local graphic design artist from the Pascua Yaqui Tribe designed a logo featuring the area’s iconic Gateway Saguaro neon art monument.

Stay connected with Thrive in the 05!    @thriveinthe05



*A beautiful, tree lined community where neighbors help one another. A safe place, where families have the resources they need to nurture future generations.*

▲ Joint Public Meeting Visioning Session.

## Joint Events and Topic-Based Working Groups

The Thrive in the 05 team developed a variety of opportunities for residents and cross-sector partners to engage in the planning process. Topic-based working groups were formed - Housing, Neighborhoods, People and Education, Crime and Safety, and area businesses - which allowed participants to dig deep into specific challenges and solutions for the community.

The team also hosted quarterly public meetings to provide opportunities for residents and stakeholders to learn about all the ongoing work at once. Interactive booths at fun, family-friendly events like festivals and resource fairs offered another way to obtain feedback. .

## Spotlight

### Tucson House Residents and Resident Council

Inclusion of neighborhood and Tucson House resident voices in all aspects of the planning and engagement process has been a core tenet of developing this Transformation Plan. The Tucson House Resident Council has not only taken an active role in engaging Tucson House residents but has also stepped into leadership and facilitation roles at Steering Committee and public meetings and in coordinating resources to support residents during the COVID-19 pandemic.



## Spotlight

### The Choice Neighborhoods Planning Team

The City of Tucson's Housing & Community Development Department (HCD) assembled a team of local experts to focus on each goal of the Choice Neighborhoods program. These Transformation Team Leads were responsible for convening residents and stakeholders to jointly discuss challenges and prioritize strategies for this plan.

**Housing Transformation Team Lead:** With leadership from Principal, Corky Poster, **Poster Mirto McDonald** (PMM) is a Tucson-based Architecture and Planning firm recognized for its particular expertise in blending historic preservation and affordable housing development.

**Neighborhoods Transformation Team Lead: The Planning Center** specializes in land planning, community visioning, and urban design. Maria Masque, Principal, leads TPC's community planning efforts that have included projects like the Tucson Modern Streetcar Land Use Plan and the Pascua Yaqui Tribe Land Study.

**People and Education Transformation Team Lead:** Led by Dr. Mary Ellen Brown, ASU's Office of Community Health, Engagement, and Resiliency's (**ASU OCHER**) mission is to co-create interventions with communities that focus on inherent strengths and assets that promote resiliency, especially with underserved communities of color, and to create or strengthen pathways of opportunity for all people to achieve their full potential.



▲ Corky Poster discussing resident priorities at a Tucson House design charrette.



▲ Maria Masque leading conversation at a Neighborhood Transformation Team meeting.



▲ Dr. Mary Ellen Brown and Thrive partners receiving the 2021 ASU President's Medal for Social Embeddedness Award.

# Thrive in the 05 Nuts and Bolts

The following diagram illustrates how the Thrive in the 05 effort is loosely organized, and how information and feedback flows between the different initiatives and working groups:



# Neighborhood and Community Engagement

Meaningful, sustainable change can occur only if residents of the community are authentically engaged in directing the vision for change. As such, resident and cross-sector partner engagement is the highest priority to the Thrive in the 05 initiative. Over the course of the planning effort, the project team adapted its collective engagement approach to ensure involvement in all aspects of decision-making. The various tools employed to gather data and feedback from area residents and partners are described below.

## Joint Events

### Quarterly Joint Public Meetings

Public meetings were held quarterly starting with the HUD Kickoff Meeting in November 2018. The goal was to provide a consistent opportunity (meetings were held at the same time of day and same location) for community members and stakeholders to hear the latest updates across all three Thrive in the 05 projects, provide feedback, and get information on how to get involved more deeply in the planning work.

Public Meeting topics included:

- November 2018 – HUD Kick-off – Introduction and Proud/Improve exercise
- March 2019 - Visioning
- June 2019 – Themes and Summary of Input and Research to Date
- September 2019 – Pima Community College Tour
- December 2019 - Draft Transformation Plan Strategies



▲ Residents, local businesses, and stakeholders received updates on all three Thrive in the 05 initiatives at quarterly public meetings.



▲ Food was provided at public meetings, including a specially catered meal from area business Brother John's BBQ.



▲ Public meeting attendees gave their input to Transformation Team leads as the plans progressed.



▲ Students from PCC's Translation & Interpretation Studies program provided live Spanish language interpretation.

## Resource Fairs and Festivals

In order to build community and engage residents who cannot dedicate time to long meetings, Thrive in the 05 hosted twice-annual community festivals and resource fairs at Richey Resource Center in the Old Pascua neighborhood and Nash Elementary School in Miracle Manor.

Each event garnered a larger crowd than the last and provided opportunities to do quick surveys with residents to gather data on neighborhood priorities.

## Clean Ups

As many as seven different neighborhood clean-ups were coordinated through the planning process with the help of the Ward 3 Council Office, Tucson Police Department, Tucson Clean and Beautiful, neighborhood associations, and Environmental Services.

## Neighborhood Events

Thrive in the 05 project team members also supported other neighborhood and community building functions to build relationships and listen to community members.



## Working Groups and Workshops

Topic-based working group and neighborhood-specific conversations allowed the planning partners to dive deep into areas of interest and jointly develop solutions based on community input.

### Transformation Team Meetings

Housing, Neighborhoods, and People & Education Transformation Team meetings formed the backbone of work on each goal area. Engaged residents and partners came together to discuss community assets, challenges, and opportunities, and to jointly develop ideas for strategies and Action Activities to address the themes identified. Teams met several times throughout the year and results from meetings were shared at Public and Steering Committee meetings.

### Neighborhood Community Conversations

Given the high degree of geographic isolation and lack of safe connectivity between the neighborhoods, the project team decided to meet neighbors where they already congregated within their neighborhoods (schools and community or recreation centers). The team held visioning sessions with each neighborhood in the Thrive area.

## Business Summit and Forums

The Thrive in the 05 effort launched a series of support and engagement meetings designed to engage local businesses within the area. An initial Business Summit in July 2019 invited area business owners to convene at Pima Community College Downtown Campus to meet each other and discuss the needs of the local business community. Results from that session informed the content and direction of future ongoing informational and capacity-building forums for local business owners.

### Crime and Safety

During the planning process, ASU OCHER convened specific crime and safety community meetings to discuss the implementation strategies for the Community-Based Crime Reduction grant. As one of the primary challenges community members sought to address, the topic of public safety was embedded in most other workshops and Transformation Team meetings across all focus areas as well.

### Design Charrettes

Throughout January 2020, the Housing and Neighborhood Transformation Team leads, held a series of targeted design charrettes with residents, stakeholders, and businesses. Through the charrette process, participants were invited to co-create design-oriented Transformation Plan strategies based on over a year of visioning, assessments, and input.



▲ Scenes from People & Education Transformation Team at Nash Elementary.



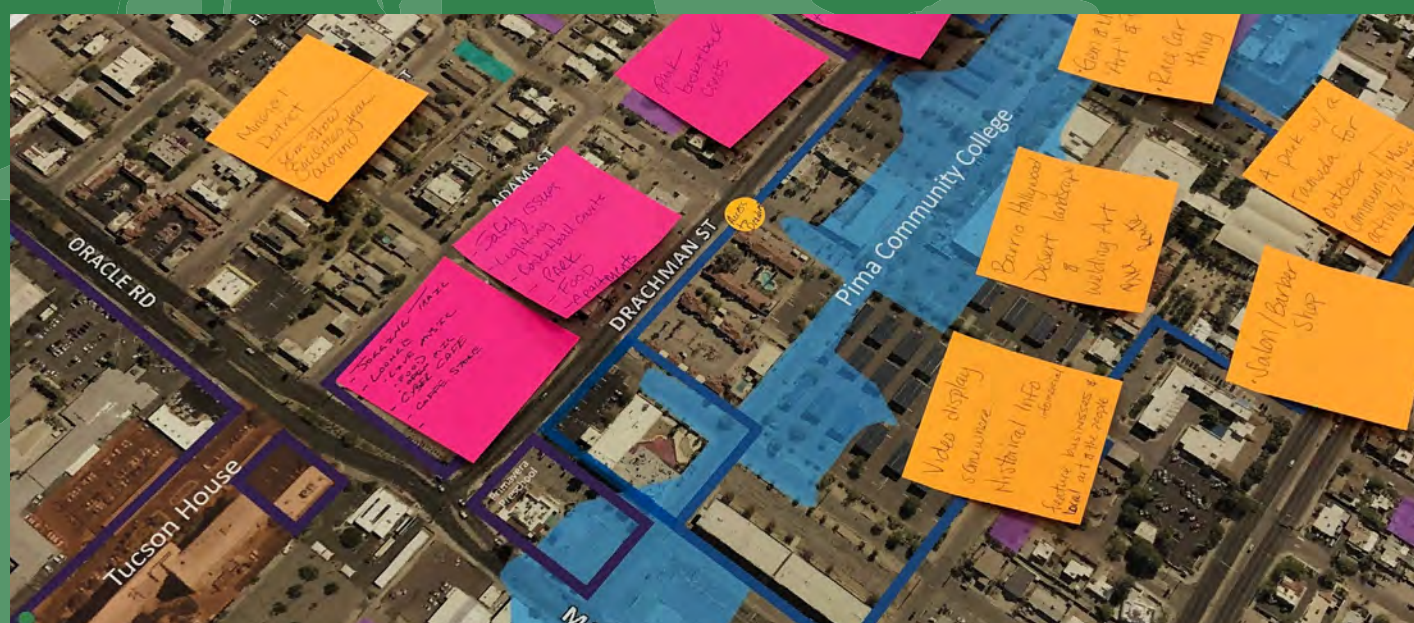
▲ Neighborhood Community Conversations with residents of Sugar Hill, Keeling, and Feldman's neighborhoods along Stone Avenue.

# Spotlight

## Activating Spaces Design Charrettes

### Neighborhood Design Charrettes

01. The **neighborhood-focused** charrette invited residents and community-based partners across the Thrive in the 05 area to develop strategies that would create safe and welcoming public spaces, enhance connectivity, and instill a greater sense of place.
02. An **economic development-focused** charrette invited business owners and residents to envision development strategies, including a focus specifically along Drachman Street.



▲ Maps were used to help attendees pinpoint locations for improvements.

### Housing Design Charrettes

01. **Tucson House Redevelopment:** A half-day design charrette with Tucson House residents identified priorities for on-site amenities and improvements.
02. **Old Pascua Housing:** The Thrive in the 05 planning team met with leadership of the San Ignacio Yaqui Council and Pascua Yaqui Tribal Council to sketch out infill housing opportunities in Old Pascua.
03. **Homeownership in Dunbar Spring and Barrio Anita:** Residents from the neighborhoods south of Speedway discussed opportunities for development of affordable homeownership on city-owned lots.

Residents of Barrio Anita and Dunbar Spring discuss neighborhood housing ▲ opportunities in their neighborhood. (Top)

Tucson House residents map out locations for on-site amenities. (Middle) ▶

Small group discussion at the Business Design Charrette. (Bottom) ▶



## Tucson House Engagement

Revitalization of Tucson House is foundational to the transformation of the Thrive in the 05 area. Current residents have been active partners in directing priorities for change throughout the planning process. While they were involved in all Public and Transformation Team meetings and other area-wide events, additional community building within Tucson House was critical to develop trust and leadership among residents. The skills and relationships built during Tucson House events helped residents build the confidence to engage and become leaders in community-wide sessions.

### It's Your Choice Meetings

The Thrive in the 05 team hosted monthly meetings with Tucson House residents at a consistent time and place. These meetings served as interactive forums to gather input on residents' pressing needs and to inform and educate residents about the planning process, action activities, and progress. A community participatory approach empowered community members to provide their perspective on issues that affect quality of life and the neighborhood in which they live.

During these gatherings, residents worked together in small groups to address challenges and improvements, along with strengths and assets, based on their unique perspective as a Tucson House resident. Topics and formats rotated each month between different goal areas and included a quarterly safety session.

## Fun Nights

An early takeaway from "It's Your Choice" Meetings was residents' desire to see immediate momentum from their efforts participating in Thrive in the 05. One piece of low-hanging fruit was resident interest in skill-building and community-building opportunities. A group of resident leaders and HCD staff developed monthly Tucson House Fun Nights that provided a low-stakes opportunity to work on a skill or learn something new alongside a neighbor.



▲ It's Your Choice meeting on options for redevelopment of Tucson House.



Herb growing and pot painting fun night. (Top) ▲

Rock painting fun night. (Middle) ▶

Miracle Mile history fun night. (Bottom) ▶



## Spotlight

### Capacity Building

The Thrive in the 05 effort prioritizes resident empowerment through capacity building. The ASU Office of Community Health, Engagement, and Resiliency (OCHER) worked directly with resident leaders at Tucson House to provide trainings individual ongoing support. Meanwhile, the Ward 3 Council Office provided technical support to neighborhood leaders across the area.

### LEAD Academy

One of the methods of grassroots leadership for community transformation identified during the planning process was the Lead, Empower, Advocate, Decide (L.E.A.D.) Academy. OCHER developed capacity building curriculum to prepare Tucson House residents to practice sustainable change leadership within the community.

As informed change agents, resident council officers and community members who participated in the program were equipped with tips and tools that build upon their leadership and communication skills, thus reinforcing their confidence as influencers and facilitators of community change.



▲ Graduates of the first Tucson House LEAD Academy.

### Neighborhood Leadership Series

The neighborhoods within the Thrive in the 05 area often struggle to maintain consistent leadership and adequate membership. The Ward 3 Council Office Staff partnered with the City’s Neighborhood Engagement Specialist to conduct a neighborhood leadership training.



▲ Tucson House LEAD Academy participants focused on team building to make positive change.

# COVID-19

The COVID-19 pandemic upended plans across the globe, and the Thrive in the 05 planning process was no exception. Cases began to spike in the US, followed by lockdowns in March 2020, just as the Thrive in the 05 team was planning another business forum, resource fair, and a final push to discuss the results of design charrettes and a draft plan with the community.

All planning stopped. Not only is the Thrive in the 05 area among the most vulnerable to economic and health shocks in the city, but the older and disabled adult population of Tucson House was especially at risk of severe illness from the coronavirus. The members of the Thrive in the 05 collaborative immediately focused their efforts on crisis response and developed new tools to support residents at Tucson House and across the area.

## Tucson House Support

As an independent-living apartment complex, Tucson House could not and did not close its doors during the pandemic. However, the building's popular gathering spaces were closed and in-person social events and meetings cancelled. Many residents self-isolated to keep themselves safe.

- **Food Deliveries:** To ensure residents had enough food while staying isolated, HCD, OCHER, and the Resident Council partnered with local nonprofits and

city departments to deliver food directly to residents' apartments.

- **Phone Calls and Supplies:** HCD worked closely with ASU OCHER and the Resident Council to coordinate the delivery of necessary supplies and protective equipment to residents throughout the pandemic.
- **Communication:** The pandemic left the planning team cut off from residents, and left residents isolated from their neighbors and unsure of updates within the building. In response, HCD established several new ways of communicating with residents.
- **Testing and Vaccines:** Over the course of 2020, the Pima County Health Department provided five free on-site, door-to-door COVID-19 testing events for residents at Tucson House. Additionally, new on-site security staff were added to help screen building visitors, provide masks, and manage elevator flow. In March 2021, the Health Department initiated mobile vaccination clinics in vulnerable communities and began with a door-to-door effort at Tucson House. These measures helped to prevent any major outbreaks of the virus within the building.

## Business and Community Support

### Resource Café

When the spring 2020 in-person Thrive in the 05 Resource Fair was cancelled, ASU OCHER with support from City staff and the Ward 3 Council Office, began to hold virtual Resource Cafés four times a week during the lunch hour through a Zoom webinar broadcast live to the Thrive in the 05 Facebook. Each Café featured a new interview with a local agency or service provider, first highlighting emergency resources during the pandemic, then expanding to introduce ongoing services and programs.

### Business Connection

The COVID-19 pandemic forced the Workforce and Economic Development Team to transition from in-person Business Forums to virtual support for area businesses. This included: weekly Connect Tucson "Navigating the Impacts of COVID-19" Webinars for Small Business; virtual Thrive in the 05 Business Forums in May 2020, March 2021, and June 2021; distribution of 50 Connect Tucson Business Connection Kits to local businesses; weekly Thrive in the 05 Business Connection email to over 300 business owners in the area.



▲ Hand-sewn masks were donated from local groups, followed by donations of cloth masks by the Mayor and City Council to be distributed to residents.



▲ ASU OCHER and HCD jointly secured funds to assemble care packages for Tucson House residents with bulk quantities of hand sanitizer and cleaning products, along with soap, toiletries, toilet paper, and books and games. These Helping Hands Care Packages were also distributed in a drive-thru event within the Old Pascua community.



▲ Pima Council on Aging used relief funds to establish a frozen meal delivery program for adults age 60 and over. Five healthy meals per week are delivered to residents' doors by city staff. Source: Josh Galemore / Arizona Daily Star



▲ The Tucson House Resident Council coordinated a weekly delivery of surplus groceries from nearby GAP Ministries and volunteered to delivery bags to residents' doors to supplement the monthly food box distribution from the Community Food Bank. Food boxes were delivered by HCD staff volunteers.



▲ A special delivery in December 2020 was provided by the Tucson Collaborative and Community Care (TC3) division of the Tucson Fire Department and El Charro Restaurant. Source: Mamta Popat / Arizona Daily Star



▲ During the first weeks of lockdown, HCD staff called every resident to survey them about their needs for toilet paper, food, cleaning supplies, and other concerns about the pandemic. Residents could sign up to receive weekly social or wellness check calls from volunteers through the new REACH-AZ warm line established by ASU OCHER.

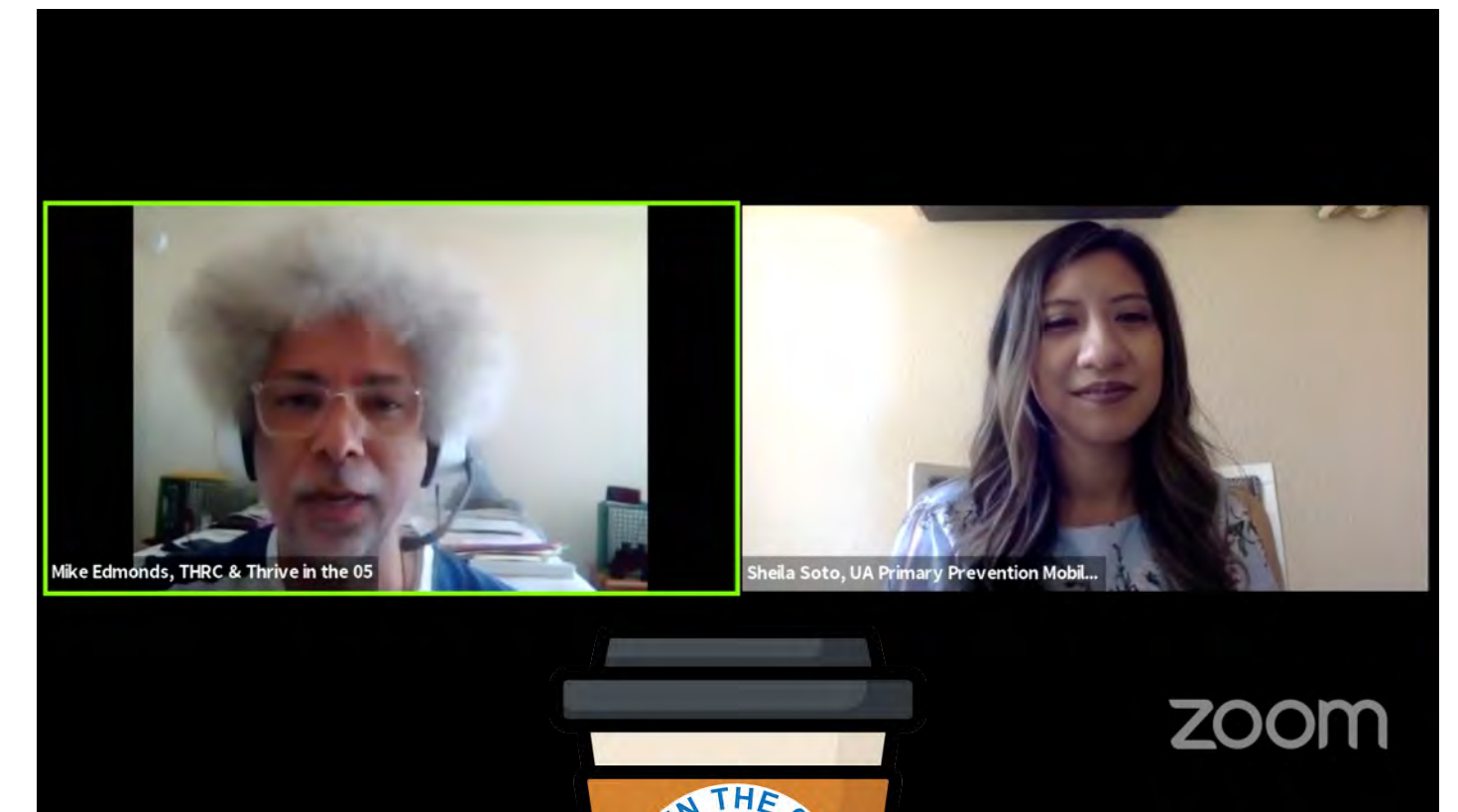
A new short weekly newsletter called the “1501 Express” is now delivered to residents’ doors with updates from management and the resident council in English and Spanish, along with information on resources and phone numbers to call. ►



▲ A “Tucson House Talk” show was held weekly and now monthly over Zoom and using a toll-free phone number to provide live updates.



▲ 500 vaccines were distributed to residents and surrounding community members at a mobile event at Tucson House in March 2021.



▲ The virtual Resource Cafés continue weekly and include Spanish language and bilingual interviews hosted by Thrive in the 05 team members and partners.

# Spotlight

## Homeless Preference Program Resident Support

Early in the pandemic, HCD identified the risk COVID-19 posed to many community members experiencing homelessness due to age, underlying health conditions, and close quarters at many shelters. Partnering with local agencies, HCD launched a program to house at-risk and COVID-positive individuals at hotels within the city. The City sheltered nearly a thousand people in 2020 and connected roughly a third to permanent housing, including at Tucson House through the City's Homeless Preference Program.

HCD appointed a Resident Support Specialist to support the new residents transitioning from homelessness to permanent housing at Tucson House. This has included coordinating donations of household items and furniture, food, information sharing with local health homes, strengthened partnerships with the Tucson Fire Department's TC3 program, and trainings for staff and resident leaders on mental health first aid and service navigation.





▲ Dozens of volunteers packed and distributed Helping Hands Care Bags to residents at Tucson House and across the Thrive in the 05 area.

# Assessments, Data Collection, and Surveys

In addition to in-person resident engagement, the Choice Neighborhoods Planning Team conducted quantitative and qualitative research to inform this Transformation Plan. Data, results, and takeaways were communicated at Steering Committee, Transformation Team, and Public Meetings. These tools are summarized below and full reports can be found in the appendices to this plan.

## Resident Needs Assessment

The ASU Office of Community Health, Engagement, and Resiliency (OCHER) coordinated collection of primary data from Tucson House and neighborhood residents, including a comprehensive Resident Needs Assessment planned through ACTION Team meetings.

The Tucson House Resident Needs Assessment Survey is a comprehensive tool designed to understand baseline conditions for residents related to health, income, and service needs, as well as opinions about the conditions of the neighborhood and preferences for housing and neighborhood amenities.

## Spotlight

### ACTION Team

Assess, Connect, Transform In Our Neighborhood (ACTION) Team meetings were held regularly beginning in spring 2019 with Tucson House residents, other neighborhood residents, community partners, and research team members from the People and Education Transformation Team. Using a participatory action framework, where community members and partners are recognized for their expertise and participate in decision-making on the community assessment research design, these open meetings have served as planning forums to answer questions such as:

- What information is already known about needs and opportunities for the neighborhood, and how can we access what is known?
- What else is left that we need to know?
- From whom do we need to know this information?
- How best can we learn this information?
- What will we do with the information once we learn it?



▲ ACTION Team members review possible Tucson House Needs Assessment questions.

## Neighborhood Physical Assessment

The Neighborhood Physical Assessment compiled by The Planning Center includes an inventory of the physical opportunities and constraints in the Thrive in the 05 area. The document details the area’s land use and zoning, planned and funded improvements, transportation and water infrastructure, green spaces and recreational areas, land ownership and infill development potential, community assets, and specific neighborhood characteristics.

## Market Study

BAE Urban Economics conducted a third-party market analysis of the Thrive in the 05 area, focusing not only on the housing market, but also the retail and labor market. The study analyzed the potential demand for a range of housing types over the next decade and focused on supportable demand for new housing that might accompany the Transformation Plan and redevelopment of Tucson House.

## Community Housing Assessment

### Part 1: Typology Study

Poster Mirto McDonald completed a detailed typology study identifying various housing forms and their relationship to the underlying zoning. The map below shows some of the characteristics of that housing stock and the neighborhoods in which they are located.

The area is marked by a substantial number of mobile home parks of varying quality, residential areas heavily and

inappropriately mixed with industrial use and zoning, as well as intact lower income areas with housing stock in fair conditions.

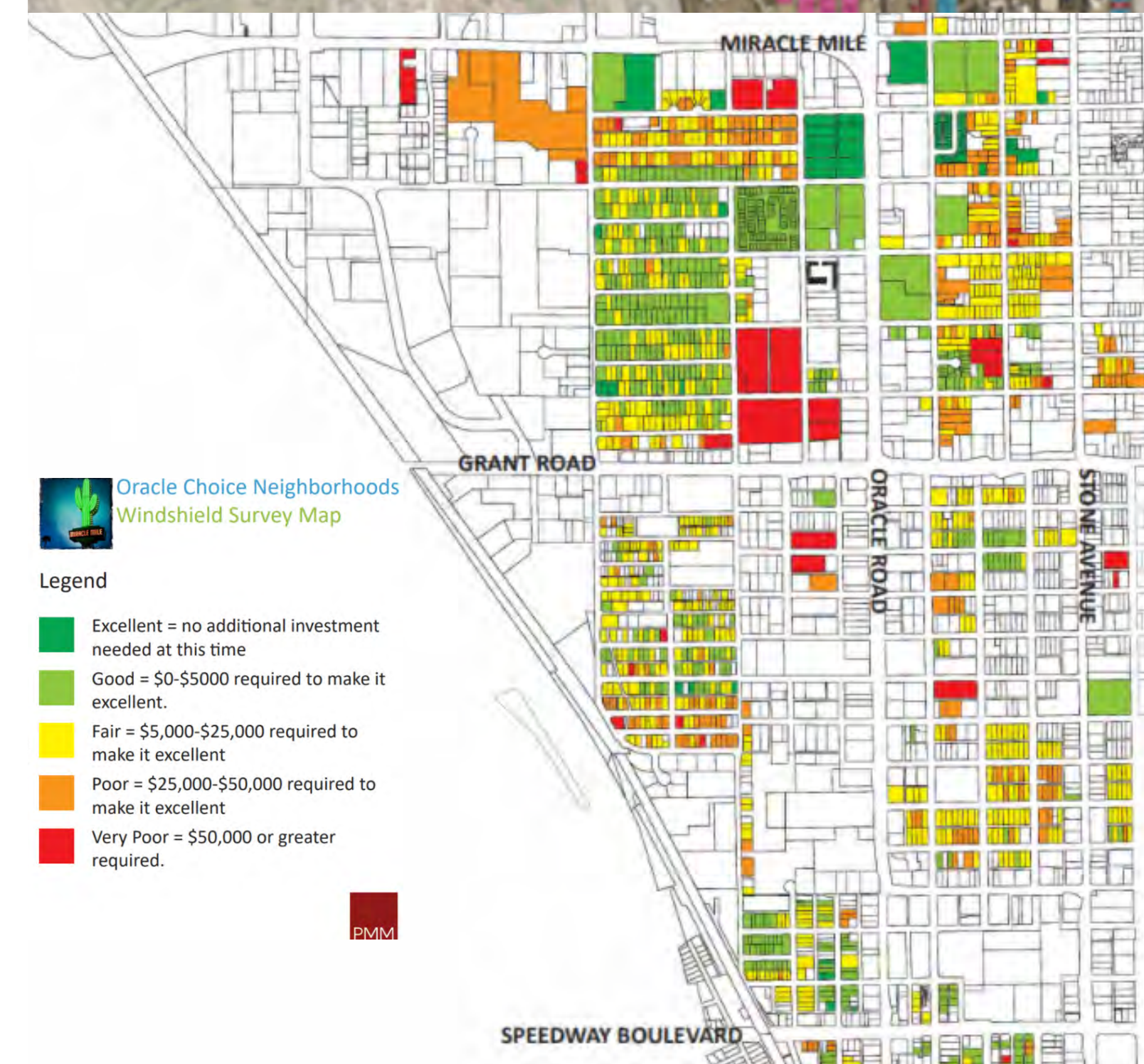
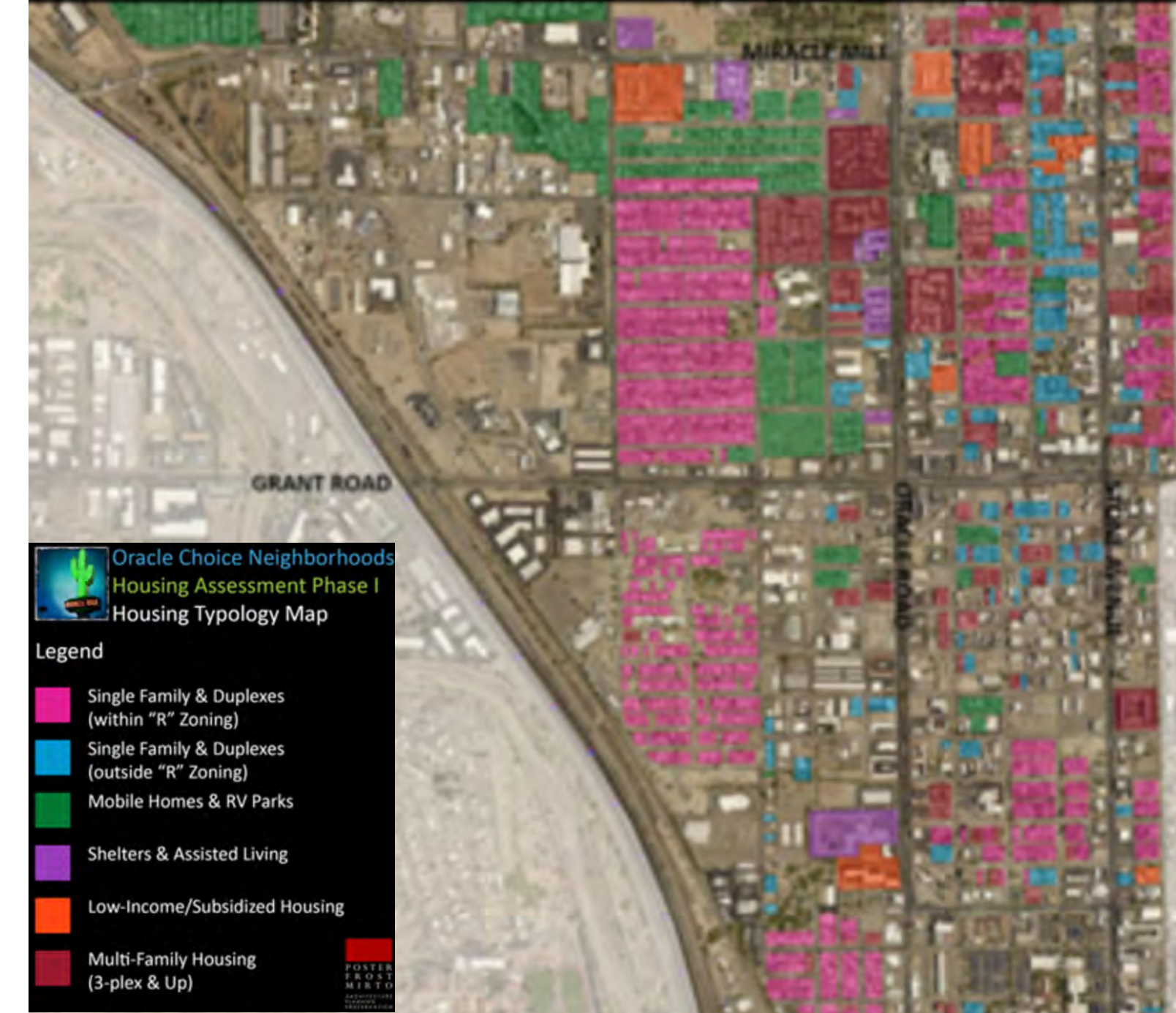
The presence of Old Pascua village, a Native American community dating back to 1905, is a unique opportunity. It should be noted that Old Pascua, although largely occupied by registered Pascua Yaqui tribal members, is fee simple ownership and not part of formal Tribal Trust land.

### Part 2: Windshield Survey

Poster Frost Mirto also conducted windshield surveys of the Thrive in the 05 area to determine the overall condition of the housing stock throughout the neighborhood.

## Tucson House Physical Needs Assessment

Poster Mirto McDonald completed an update to a 2016 Physical Needs Assessment for Tucson for this Plan. Along with a team of structural, electrical, and mechanical engineers, PMM verified the information in the earlier document and gave updated cost information based on the housing market today and the current state of the Tucson House.



## Community Crime and Safety Assessment

For the Community-Based Crime Reduction Implementation Plan, ASU OCHER conducted a Community Crime and Safety Assessment, compiling and reviewing a range of primary and secondary data. Secondary data collected included census data, police data, fire department data, and health department data. Primary data collection included surveys, interviews, focus groups, visioning sessions, and systematic street observations.

Thanks to this assessment, Thrive in the 05 planning team members gained a detailed understanding of the drivers of crime in the area, along with resident and stakeholder-driven solutions for addressing crime and safety concerns.

## Neighborhood and Stakeholder Feedback

In addition to crime and safety surveys conducted through the CBCR initiative, the Choice Neighborhoods planning team took every opportunity to gather qualitative and quantitative information from residents, businesses, and area stakeholders. This included an online feedback tool on the Thrive in the 05 website, comment cards available at all Transformation Team and Public Meetings, and several targeted survey efforts. At the summer 2019 Business Summit, attendees completed a survey detailing their needs for future training and support.

## Neighborhood Resident Survey

During the summer of 2020, all Thrive in the 05 neighborhood residents were invited to take a shortened version of the Resident Needs Assessment, focusing on neighborhood assets and challenges. A postcard mailing sent to all area residential addresses advertised the survey and raffle prizes to residents, who were given the option to complete the survey online or by phone. ASU OCHER conducted longer, in-depth phone interviews with a sample of these residents.

# Spotlight

## Additional Research

Tucson is home to the University of Arizona and several colleges and researchers that use the city and region as a learning laboratory, conducting applied studies that inform local policy makers. Below are just a few examples of the work the Thrive in the 05 planning team benefited from and consulted while to compile plan.

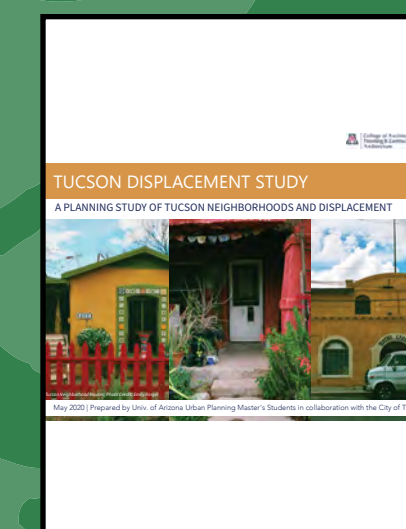
### Master Plan Proposal: Oracle Area Revitalization Project

Nine interdisciplinary graduate students in the UA College of Architecture, Planning, and Landscape Architecture (CAPLA) teamed up during a spring 2018 design studio to study the Thrive in the 05 target area. The team completed a detailed site analysis and a master plan for the neighborhood.



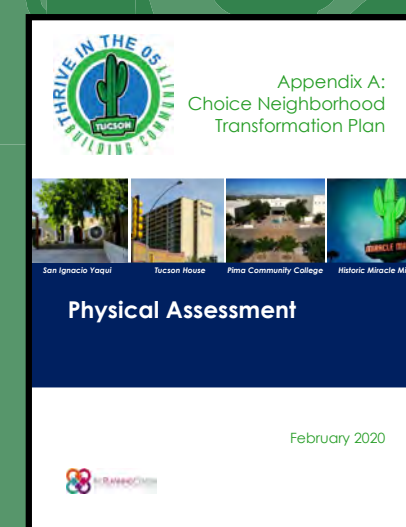
### Tucson Displacement Study

In 2020, a team of CAPLA graduate students completed a capstone study on gentrification and displacement, identifying four neighborhoods of interest and discussing specific place-based strategies for each. The Thrive in the 05 area was one of the four study areas.



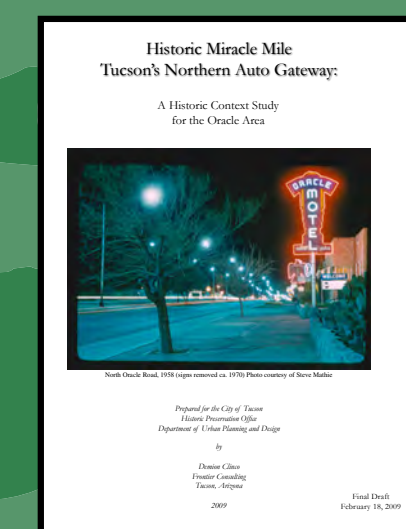
### Connectivity Audit

In 2019, three CAPLA students conducted a Connectivity Audit under the leadership of Professor Kristina Currans, PhD, as part of her graduate-level class. The Connectivity Audit evaluated walkability, pedestrian infrastructure and transit options in the Thrive in the 05 neighborhood. Findings were incorporated into the Neighborhood Physical Assessment.



### Historic Context Study

Completed in 2009 for the Oracle Area Revitalization Project, local historic consultant Demion Clinco prepared a historic study of the area. The report focused primarily on the rise of the area as Tucson's northern automotive gateway and its trademark motor courts and neon signs. The report was used at the basis for the Miracle Mile Historic District's nomination to the National Register of Historic Places.



## CHAPTER 05

# The Plan

The Vision For The Thrive In The 05 Transformation Plan Outlines Goals And Strategies Across Four Main Focus Areas:

### Neighborhood

**Goal:**

The Thrive in the 05 will feature active and safe public spaces and amenities that connect people with one another, and to jobs, services, the outdoors, and the community's cultural heritage.



### Housing

**Goal:**

A vibrant, mixed-use, mixed-income, multigenerational community in which existing and new residents have greater access to decent, safe, affordable housing through both rental and homeownership.



### People & Education

**Goal:**

Residents have access to resources and programs in safety, education, health, and human services that create pathways of opportunity to support them achieving their full potential.



### Workforce & Economic Development

**Goal:**

The Thrive in the 05 is a place of sustainable, inclusive, and equitable growth achieved through investments in local workers, entrepreneurs, and businesses.



# Plan Framework

## Vision

The Thrive in the 05 is a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors our unique history and cultural identity, where multiple generations share the means to THRIVE.

## Guiding Principles

Neighborhood challenges and solutions are inextricably interconnected. The vision for the neighborhood cannot be achieved working in silos. While this Transformation Plan lays out strategies in four distinct areas – Housing, Neighborhoods, People and Education, and Workforce and Economic Development – these areas overlap and will require cross-sector collaboration to be successful.

- **Resident Leadership**

The Thrive in the 05 residents are the experts of their community and must advise on and lead the implementation of this plan.

- **Ongoing and Iterative Engagement**

One of the most important action steps for transformative success is deep cultural and historical engagement within communities and neighborhoods. This should be ongoing and iterative to engage new residents over time.

- **Equitable and Inclusive Growth**

Change and growth is necessary to move the neighborhood forward, but that growth must also improve the quality of life of the residents who helped shape this vision.

- **A Multigenerational Community**

The Thrive in the 05 is home to fast growing populations of children and older adults, and the plan should address their specific needs and seek to ensure connections between them.

- **Sustainability and Community Resilience**

Strategies should build the resilience of the Thrive in the 05 community to weather future shocks like the COVID-19 pandemic or extreme heat due to climate change, positively impact environmental health, and build community-based ownership to create long-lasting change.

- **Build Upon Strengths and Invest in Communities**

This plan should build on and retain the identity and character of the neighborhoods that comprise the Thrive in the 05, while addressing the parts that are not working.

# Neighborhood Plan

The Thrive in the 05 will feature active and safe public spaces and amenities that connect people with one another, and to jobs, services, the outdoors, and the community's cultural heritage.

## STRATEGIES

01. Invest in multi-modal transportation to provide access to services, jobs, education, and community amenities
02. Build the health and environmental resilience of the neighborhood
03. Enhance neighborhood safety and beautification through community collaborations
04. Strengthen the identity of the area through place making and historic and cultural preservation



The Thrive in the 05 residents have maintained a deep-rooted sense of place over a century of development, decline, and reinvestment. The area is known for its historic identity and corridor with a distinctive design and streetscape.

The Neighborhood strategies will reclaim and enhance public spaces that belong to the community and will preserve and protect the area's identity. Designed with safety and crime prevention in mind, the strategies activate spaces and encourage multigenerational play, ecological preservation, and resilience to urban heat. These elements of neighborhood infrastructure are the building blocks that support improvements to housing, services, business opportunity, and residents' quality of life.



## Strategy 1:

# Invest in multi-modal transportation to provide access to services, jobs, education, and community amenities

Public transportation along with bicycle and pedestrian infrastructure are extremely important in the Thrive in the 05 due to low vehicle ownership. While public transportation routes run through the area, getting to bus stops along the edges of the neighborhood is difficult because of a lack of connected sidewalks, bike routes or adequate shade. Similarly, traveling within or between neighborhoods and the rest of the city by bike or foot is challenging and frequently listed as a concern by residents.

## Action A:

### Build out 15<sup>th</sup> Avenue as a Neighborhood Connector Corridor

As a neighborhood backbone that runs through the heart of the Miracle Manor and Old Pascua neighborhoods and zigzags south into Barrio Blue Moon, 15th Avenue will be transformed with a central “linear park” that includes features to enhance safety and environmental resilience including:

- Traffic circles and bump outs enhanced with art to slow vehicular traffic
- Trees to provide shade for pedestrians and cyclists and green infrastructure to manage stormwater flows,
- Sidewalks and ADA infrastructure
- Safe crossings at major arterials, including Miracle Mile, Grant Road, and Speedway
- Recreation nodes with play and exercise amenities and a skate park
- Striping and pavement markings for bicycle traffic
- Signs and markers for wayfinding and exercise



▲ Complete Streets can include shade trees and traffic calming features on quiet neighborhood streets.



◀ “Complete Streets” focuses on creating streets that are safe and welcoming experience for all people regardless of whether they are walking, biking, driving, or taking public transit. The Tucson Mayor & Council adopted a Complete Streets Policy in 2019.



▲ Concept 1: Underutilized Vehicular Overpass on Speedway (Current Condition)



▲ Concept 2: Underutilized Vehicular Overpass on Speedway at Entrance to Esteban Park Sports Fields (Current Condition)



▲ Concept 3: 15th Avenue Linear Park at Richey Center, San Ignacio (Current Condition)



▲ Concept 1: 15th Avenue Linear Park Connector Providing Safe Bicycle and Pedestrian Connectivity to Esquer Park, Estevan Park, University Avenue and two major Regional Trail Systems: El Paso and Southwestern Greenway and The Loop (After)



▲ Concept 2: 15th Avenue Linear Park Connector Providing Safe Bicycle and Pedestrian Connectivity to Esquer Park, Estevan Park, University Avenue and two major Regional Trail Systems: El Paso and Southwestern Greenway and The Loop (After)



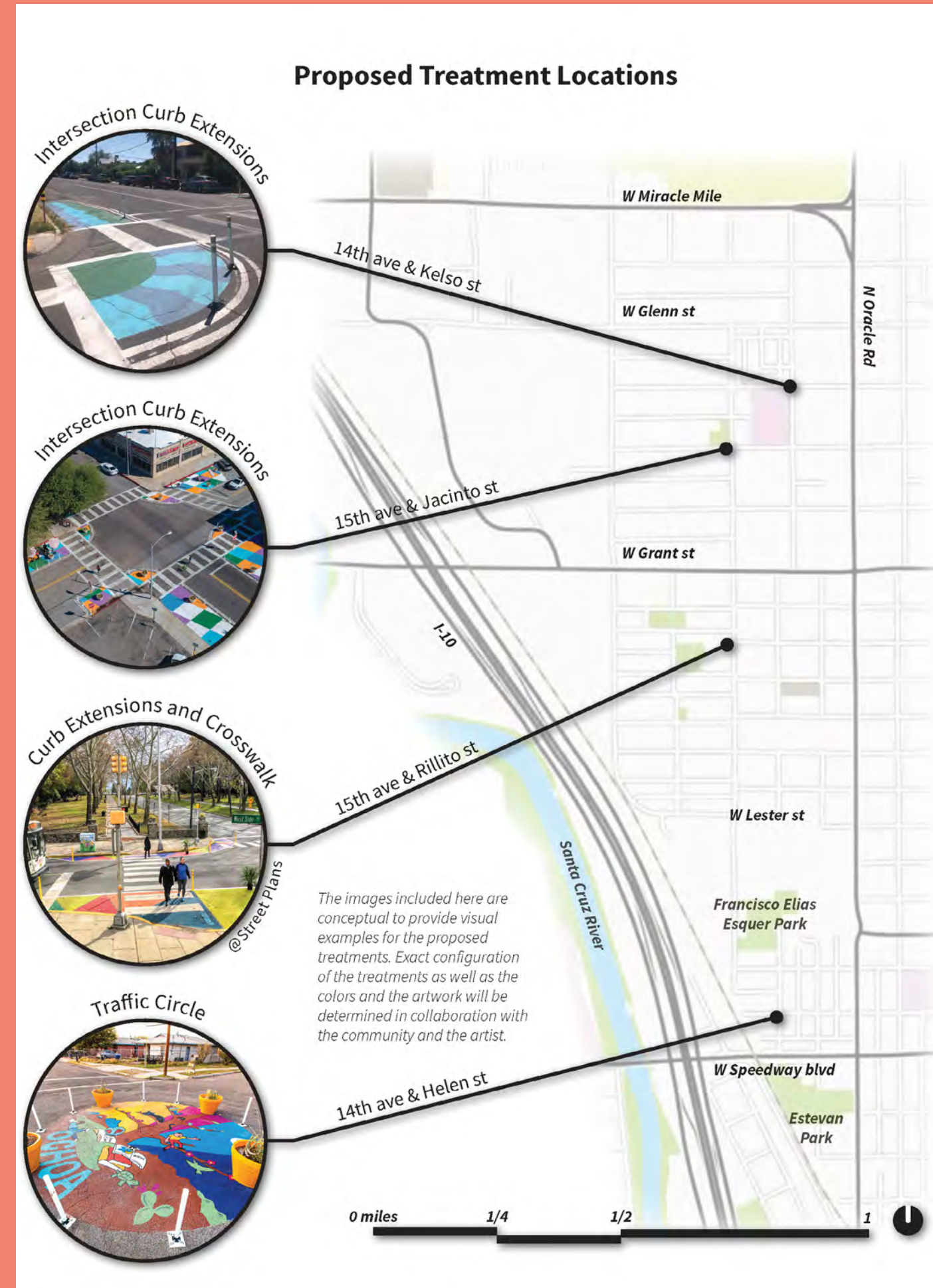
▲ Concept 3: 15th Avenue Linear Park at Richey Center, San Ignacio (Proposed)

# Action Activity

To kickstart the transformation of 15th Avenue as a Neighborhood Connector Corridor, Living Streets Alliance (LSA) will implement a series of neighborhood traffic calming, walkability, and beautification enhancements through a “tactical urbanism” approach, which refers to quick, low-cost, and scalable improvements to the built environment to catalyze long-term change.



▲ Traffic circle installed through a tactical urbanism approach by Living Streets Alliance and school/ community partners at Ochoa Community School.



## What Are Action Activities?

Neighborhood planning is an important first step in building community confidence and establishing a shared vision for the future. Over time, planning processes often lose momentum within communities, especially those that have seen plans come and go. For this reason, tangible, early actions help communities build momentum, improve neighborhood confidence, attract additional investment, and help to convince skeptical stakeholders that positive change is possible.

The Action Activities highlighted throughout this plan include ideas generated by the community during the planning phase. These projects represent just the first phase in implementing this Transformation Plan. You will see activities listed under three main categories:

### Commercial Corridor Catalysts

- Visual Improvement Program
- Miracle Mile Branding
- Tucson Inn Sign Restoration

### Placemaking & Neighborhood Identity

- Corridor Tree Planting
- Tactical Urbanism Placemaking
- Storytelling Public Art

### Green Space Renewal

- Community Garden Safety
- Richey Improvements
- Esquer Park Amenities

Look for ►  
this logo!



**Action B:****Establish a Neighborhood Connector and Recreation Network**

A network of safe, comfortable, accessible neighborhoods streets and greenways will provide safe routes to school, connect residents to services, commercial corridors, and each other, and support active and healthy lifestyles. With neighborhood loops featuring mile markers, continuous sidewalks, streetlights, and safe crossings over major arterials, this network will also encourage walkers, bikers, and runners and provide easy access to green spaces.

A proposed bike and pedestrian overpass in the current RTA would link the Thrive in the 05 neighborhood to those west of I-10, providing additional recreational connectivity to The Loop and Santa Cruz River.



▲ Bronx Wash Linear Park Concept. Source: The Planning Center



▲ Bronx Wash Linear Walk: A plan conceived by neighbors and University of Arizona students in 2002 calls for a linear park along Bronx Wash in the Bronx Park neighborhood, to include picnic tables, landscaping, and a pedestrian bridge.

## Spotlight

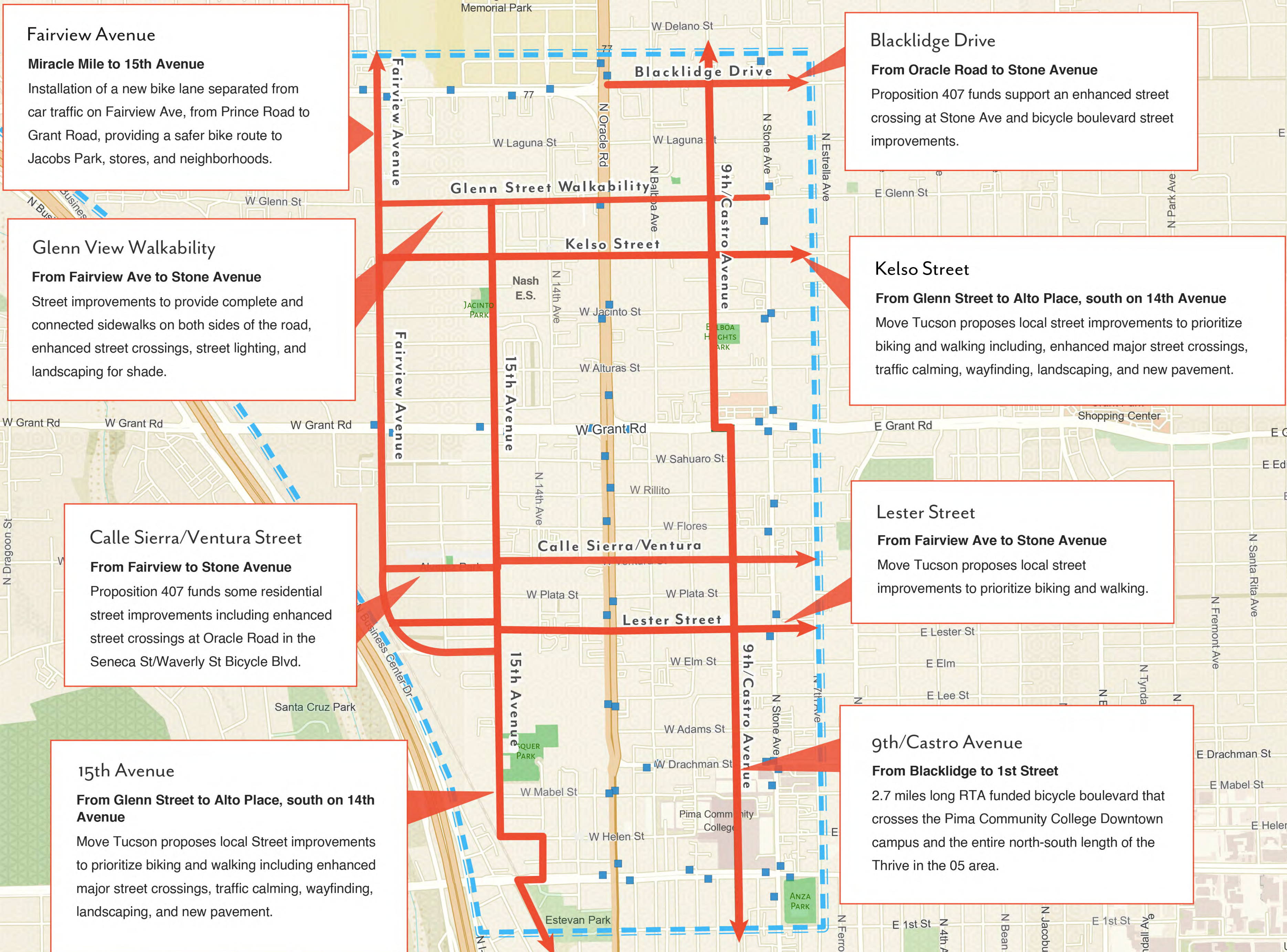
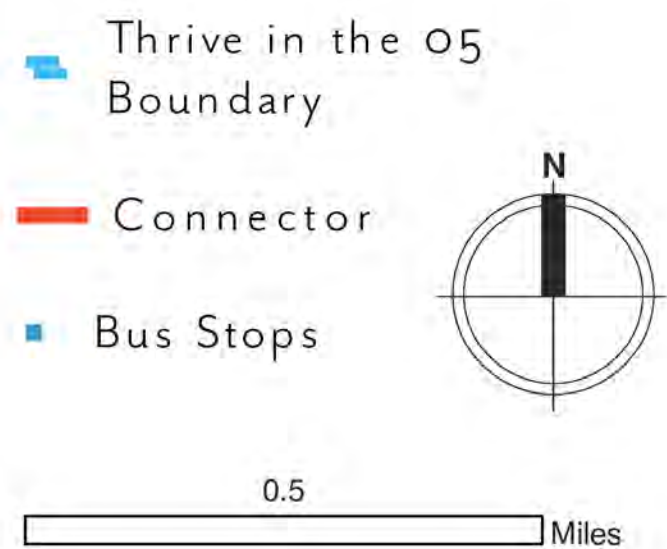
### Slow Streets

In response to the COVID-19 pandemic, The Department of Transportation and Mobility (DTM) piloted Tucson Slow Streets, an initiative to temporarily close certain streets to all but local traffic, to support social distancing and encourage physical activity, giving Tucsonans more space to safely walk, bike, and run.

Thrive in the 05 neighborhoods were among the first to pilot Slow Streets in 2020 along 15th Avenue in Miracle Manor and Old Pascua.



# Neighborhood Connectors



**Fairview Avenue**  
**Miracle Mile to 15th Avenue**  
 Installation of a new bike lane separated from car traffic on Fairview Ave, from Prince Road to Grant Road, providing a safer bike route to Jacobs Park, stores, and neighborhoods.

**Glenn View Walkability**  
**From Fairview Ave to Stone Avenue**  
 Street improvements to provide complete and connected sidewalks on both sides of the road, enhanced street crossings, street lighting, and landscaping for shade.

**Calle Sierra/Ventura Street**  
**From Fairview to Stone Avenue**  
 Proposition 407 funds some residential street improvements including enhanced street crossings at Oracle Road in the Seneca St/Waverly St Bicycle Blvd.

**15th Avenue**  
**From Glenn Street to Alto Place, south on 14th Avenue**  
 Move Tucson proposes local Street improvements to prioritize biking and walking including enhanced major street crossings, traffic calming, wayfinding, landscaping, and new pavement.

**Blacklidge Drive**  
**From Oracle Road to Stone Avenue**  
 Proposition 407 funds support an enhanced street crossing at Stone Ave and bicycle boulevard street improvements.

**Kelso Street**  
**From Glenn Street to Alto Place, south on 14th Avenue**  
 Move Tucson proposes local street improvements to prioritize biking and walking including, enhanced major street crossings, traffic calming, wayfinding, landscaping, and new pavement.

**Lester Street**  
**From Fairview Ave to Stone Avenue**  
 Move Tucson proposes local street improvements to prioritize biking and walking.

**9th/Castro Avenue**  
**From Blacklidge to 1st Street**  
 2.7 miles long RTA funded bicycle boulevard that crosses the Pima Community College Downtown campus and the entire north-south length of the Thrive in the 05 area.

**Blacklidge Drive**  
**From Oracle Road to Stone Avenue**  
 Proposition 407 funds support an enhanced street crossing at Stone Ave and bicycle boulevard street improvements.

**Kelso Street**  
**From Glenn Street to Alto Place, south on 14th Avenue**  
 Move Tucson proposes local street improvements to prioritize biking and walking including, enhanced major street crossings, traffic calming, wayfinding, landscaping, and new pavement.

**Lester Street**  
**From Fairview Ave to Stone Avenue**  
 Move Tucson proposes local street improvements to prioritize biking and walking.

**9th/Castro Avenue**  
**From Blacklidge to 1st Street**  
 2.7 miles long RTA funded bicycle boulevard that crosses the Pima Community College Downtown campus and the entire north-south length of the Thrive in the 05 area.

**Action C:**

**Implement High-Capacity Transit along major north-south roadways to reestablish the neighborhood as the modern northern gateway into Tucson**

Adding High-Capacity Transit options like Bus Rapid Transit or extending the downtown streetcar along Oracle Road and Stone Avenue would capitalize on the area’s location and provide fast and easy connectivity to the rest of the city. The new multimodal infrastructure would also encourage infill and transit-oriented development (TOD).

In 2021, the City’s Department of Transportation and Mobility began a comprehensive planning effort to study a new 14.5-mile north/south fixed guide-way bus rapid transit (BRT) regional corridor. The proposed route goes from the Tohono T’adai Regional Transit Center and travels south along Oracle Road to downtown Tucson and the existing streetcar line. The southern segment would extend to the Tucson International Airport.

Using an equitable TOD approach to identify opportunities in designated Opportunity Zones to strengthen multimodal connections and land use policies, this approach aims to provide affordable units, stimulate jobs, and create entrepreneurial opportunities within the redevelopment Study Area.



▲ Proposed high-capacity transit route and equitable Transit-Oriented Development study area.



▲ Examples of bus rapid transit in Albuquerque, New Mexico.

All transit fares have been suspended through June 2022 to support Tucsonans experiencing economic distress.

“For our transit system to truly be called 'public' transit, it must be accessible to all.” – Mayor Regina Romero

**Action D:**

**Advance inclusive mobility options for all residents**

New mobility options like on-demand transit, ride share, bike share, and e-scooters have made their way to Tucson, and offer innovative options for getting around town without a car and bridge the “first mile/last mile” gap with fixed-route transit. However, some of these options are inaccessible because they require smartphone and/or internet access.

Sun Tran launched a new Sun On Demand pilot program in 2020 that included Tucson House. This convenient, accessible option has become popular with residents despite its limited operating area.

Activities to grow the shared mobility options available in the Thrive in the 05 include:

- **Mobility Hub** at the Pima Community College Downtown Campus including a Tugo bike station, transfer area for multiple bus routes, and a car share
- **Expanded Sun On Demand** service in the Thrive in the 05 area with continued outreach to residents to inform and educate about the program
- **Conduct E-scooter outreach** to share information about low-income programs for youth and adults



▲ Sun On Demand vans are ADA-accessible and can be called using a convenient smartphone app.



▲ E-scooters emerged in 2017 as a new shared mobility service in the United States. Like bike share and car share, the service provides a shared vehicle – an electric-powered scooter – to rent for one-way trips.



▲ The Tugo Bikeshare station at the Pima Community College Downtown Campus connects riders with dozens of other spots around the downtown area. Source: Kelly Presnell, Arizona Daily Star.



▲ Multimodal transportation options. Source: UA CAPLA Master Plan Proposal.



**Strategy 2:**

**Build the health and environmental resilience of the neighborhood**

Trees are essential green infrastructure to help communities adapt to hotter temperatures and mitigate extreme heat by cooling the city. Trees are a low-cost investment that help communities survive in an increasingly warming climate. Thrive in the 05 residents are extremely vulnerable to extreme heat and live within priority green infrastructure locations as identified by Pima Association of Governments. The presence of trees and urban nature can improve people’s mental and physical health, children’s attention and test scores, the property values in a neighborhood, and beyond.



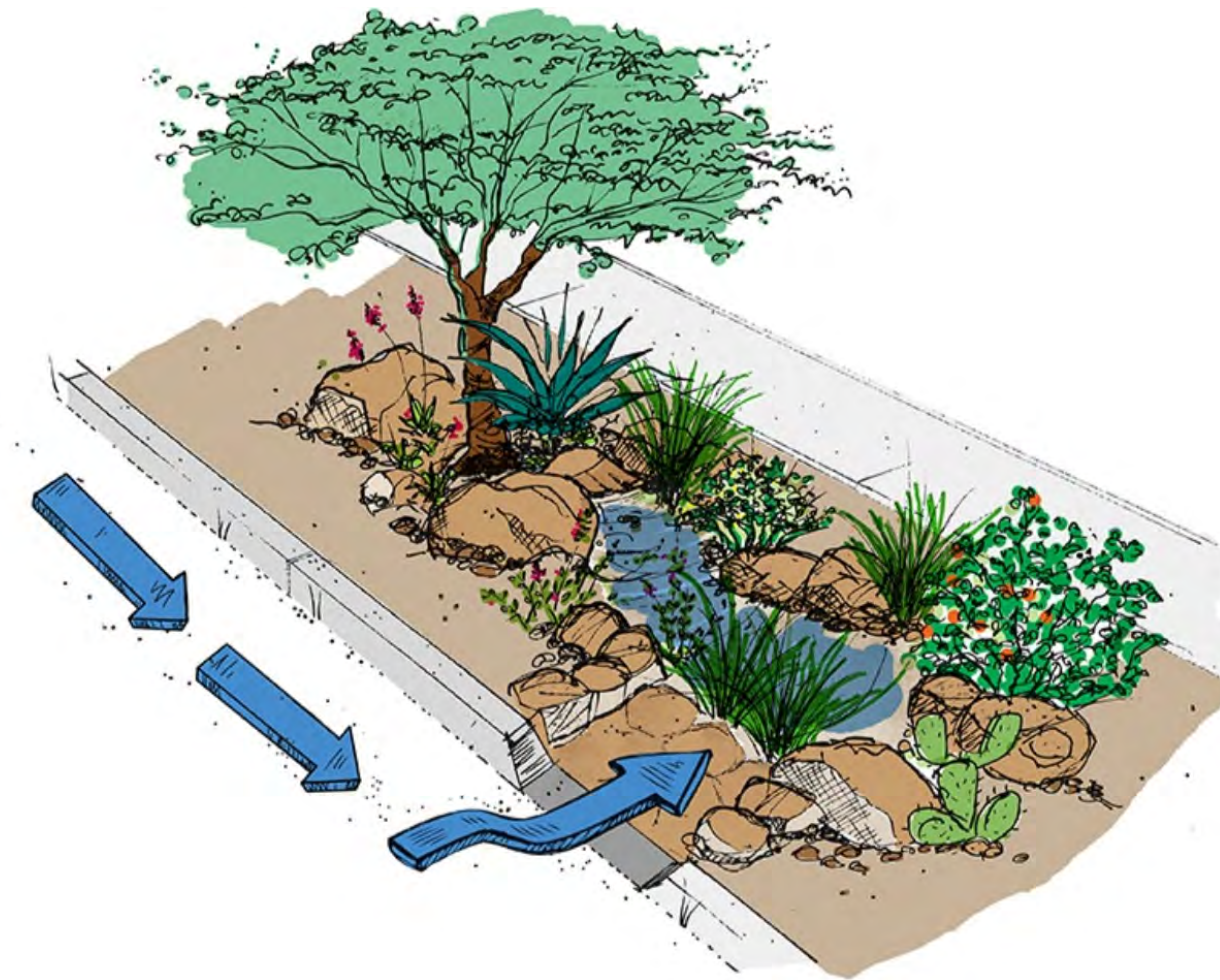
▲ A “Green District” near Tucson House incorporates neighborhood street trees, Esquer Park improvements, and the Blue Moon Garden.  
 Source: UA CAPLA Master Plan Proposal

**Action A:**

**Mitigate urban heat and create welcoming comfortable streets to connect with nature through tree planting and water harvesting**

Tucson is a national leader in green infrastructure and several new citywide initiatives are working to build on this local knowledge and invest in green infrastructure, especially in areas that are vulnerable to stress from urban heat.

Corridors targeted for transportation improvements are prime candidates for concurrent investments in green infrastructure along with existing green spaces and transit connections like bus stops. The Thrive in the 05 effort will work with partners to develop specialty landscaping on priority street corridors, at transit connections like bus stops, and in public spaces like parks.



▲ Example of curbside green infrastructure in Tucson. Water flow off the street is funneled through a curb cut to a basin that helps collect run-off and water native trees and plants.



▲ Streetscape Concept Oracle Road, Tucson House Bus Stop (The Planning Center)

**Check out the City's Climate Action Hub**  
[climateaction.tucsonaz.gov](http://climateaction.tucsonaz.gov)

**Spotlight**

**Greening Tucson**

The following initiatives are working together to make Tucson – especially the Thrive in the 05 area – a greener and more climate resilient place.

01. The **Tucson Million Trees initiative**, led and driven by Mayor Regina Romero, will plant one million trees by 2030 to increase the city's tree canopy and help mitigate the effects of climate change.



02. The City of Tucson's **Green Stormwater Infrastructure (GSI)** program tracks, installs, and maintains GSI assets within the city to help manage stormwater flow and promote environmental quality.



03. Through **Team Up to Clean Up**, the City of Tucson with community partners will lead a citywide clean-up effort.



04. Since 1999, **Solar Tucson** has been promoting solar through highly visible installations on city-owned buildings.



# Action Activity

## Placemaking & Neighborhood Identity Corridor Trees

This tree planting campaign will engage, green, and cool the Thrive in the 05. Through planting events led by youth and adult leaders from the area neighborhoods and Tucson House, volunteers and staff/contractors will plant hundreds of trees along major roadways and bike/pedestrian corridors. Low-water shade trees and greenery will be strategically placed to cool high-traffic areas like bus stops and important routes to schools, jobs, and services. Tucson Clean and Beautiful (TCB) will also work with residents and businesses to identify priority areas for plantings and coordinate rainwater harvesting basins and irrigation improvements to ensure the trees' long-term success.



▲ Volunteers plant two free trees offered to residents.



▲ TCB staff demonstrate proper pruning technique.



▲ A group of volunteers and residents kicks off a tree planting event in Barrio Anita.



# Doing While Planning

## Esquer Park and Nash Elementary Green Infrastructure

During the planning process, two projects received funding through Tucson Water's Neighborhood Scale Green Infrastructure program:

01. A pollinator garden along Jacinto Street at Nash Elementary School
02. Rainwater harvesting basins and a walking path at Esquer Park for Tucson House residents to enjoy

The Esquer Park project also received funds from an AARP Challenge Grant to build an accessible walking path and concrete benches for sitting and watching wildlife in the park.

Both projects were planned with the help of Tucson Clean & Beautiful staff, and residents and students participated in parties to install the new plants. Residents have reported a marked increase in using the space for walking their dogs and socializing, and the police, a decrease in unwanted and criminal activity.



▲ Tucson House residents helped select plants and seating options for Esquer Park.



▲ Residents volunteered to plant new understory plants.

### Action B:

## Recruit and empower residents as stewards of local green infrastructure through tree planting and water harvesting

As key partners in maintaining green infrastructure investments, residents must be engaged through all phases of planting and monitoring to ensure the longevity of these newly planted trees. Interior neighborhood streets, residential yards, and rights-of-way present opportunities to increase the neighborhood's tree canopy, and to shade and cool individual buildings and homes that will help to lower cooling bills and increase property values.

Local organizations, like Tucson Clean & Beautiful, Watershed Management Group, and SERI, will provide free and low-cost trees for residential properties and train and educate residents in caring for their own trees and those planted in public spaces. With education and stewardship opportunities like tree-pruning and water harvesting workshops, homeowners can qualify for discounts from Tucson Water.

**Action C:****Install flood control infrastructure**

Flooding during rain and monsoon events are a major concern. Large parking lots and impervious surfaces produce sheet flows that have very few opportunities to be absorbed into the ground. Instead, the water gets channelized into a few narrow outlets creating dangerous rivers of water like “Rio Mabel” that flow down neighborhood streets and into the Santa Cruz River. Pima County Flood Control, Tucson Water, residents and partners will develop upstream solutions to slow and capture water, including at Esquer Park where the Bronx Wash flows through the park.

**Strategy 3:****Enhance neighborhood safety and beautification through community collaborations**

The “built environment” in the Thrive in the 05 - including vacant lots, unkempt buildings, graffiti, litter, and wildcat dumping in streets and alleys – directly impacts how safe residents, businesses and visitors feel, their perception of the area, and their quality of life. This strategy focuses on cleaning and beautifying the neighborhood and investing in public spaces to encourage family-friendly, healthy activities while deterring illicit activity.

**Action A:****Establish regular neighborhood clean-ups facilitated by a core team**

Neighborhood clean-ups are a simple, yet effective tool not only to pick up litter but also to increase community cohesion, build resident leadership, and beautify an area. A core group of residents and partners from across the Thrive in the 05 area will meet regularly to plan and execute a rotating schedule of clean-ups throughout the neighborhoods annually. Clean-ups will be coordinated with Brush and Bulky, the City’s service to pick up bulk items and yard debris from homes at no extra cost. Volunteers will also be recruited to help older or disabled neighbors with yard clean-up in advance of Brush and Bulky.



▲ Part of the Balboa Heights clean-up crew.

# Doing While Planning

## Neighborhood Clean-Ups

Clean-ups throughout the Thrive in the 05 planning effort have included collaboration with a broad range of partners to truly make a difference in the look and feel of a neighborhood.

- **Neighborhood leaders and residents** identify areas in need of targeted clean ups, serve as volunteers day-of
- **Ward Council Office** coordinate city department resources, provide supplies and snacks, staff often volunteer day-of
- **Tucson Police Department** officers also identify problem areas, rookies help coordinate clean-ups and serve as volunteers day-of
- **Tucson Clean and Beautiful** provide supplies and volunteers, resource for tree-pruning and green infrastructure maintenance if needed
- **City of Tucson Environmental Services** provides free roll-off
- **Private graffiti abatement company** provides truck for hauling large dumped items, cleans up identified graffiti
- **Businesses** in the area as well as citywide companies like Tucson Electric Power may be able to provide volunteers and help sponsor refreshments and materials

## Spotlight

### VANS

In 2019, Ward 3 began working with the City Manager's office, Code Enforcement, Tucson Police Operations Division West, and the City Attorney's Office, to reimagine a Vacant and Neglected Properties (VANS) program to ensure that high call properties abated nuisance violations that negatively impacted neighbors. These cases often take a sustained effort to force owners to abate or demolish. In many cases, these properties have been abandoned for a decade or more. Below is a quick overview from a July 2021 report produced by Ward 3 staff.

By the Numbers:

- **VANS Pilot:** 26 properties are part of the initial pilot program
- **Total VANS:** At the beginning of the pilot in late 2019, City staff estimated at least 200 VANS in the City of Tucson
- **Citations and Complaints:** 374 Code Enforcement complaints opened against these properties
- **Public Safety - Police:** 548 TPD cases and 1226 TPD events were logged over 24-months
- **Public Safety – Fire:** 65% of these properties have experienced one or more fires
- **Ownership:** 50% are owned by individuals (CPRS, JTRS, REVOC TR, etc.)
- **Residency:** Primarily owners reside in the area and the property is a rental. Only 5 properties were the primary residence of the owner at the time that they experienced a catastrophic event and/or abandoned their property
- **Abatement:** 9 property owners have abated the VANS code violations
- **Abated and Rehabilitated:** 2 abated properties have already been redeveloped and are occupied, including one commercial property providing 12 units of affordable housing
- **Redevelopment:** 7 properties are in the process of being rehabilitated or redeveloped

The program was initially focused in Ward 3 and is in the process of being extended citywide.

#### Action B:

### Target chronic problem properties

Blighted and distressed buildings are a major challenge in the Thrive in the 05 area. Magnets for crime and health and safety hazards for those who live inside, the City of Tucson's Code Enforcement Division is working in coordination with multiple City departments, including Police, Fire, Planning and Development Services to identify these properties and bring them into compliance by revamping a lapsed Vacant and Neglected Properties (VANS) program.

#### Action C:

### Promote safety and community cohesion through environmental design and creative placemaking

This strategy aims to improve the built environment while building connections between residents, business owners, and partners.

Thrive in the 05 is hosting a series of Crime Prevention through Environmental Design (CPTED) trainings with Tucson Police officers and business owners in crime hot spot areas. These trainings will build the capacity of TPD personnel to assess and implement CPTED strategies throughout the area. As CPTED experts, TPD and ASU OCHER will evaluate new projects from parks to business façade improvements.

# Spotlight

## What is CPTED?

Crime Prevention through Environmental Design (CPTED) suggests that the built environment influences neighborhood crime, perceptions of safety, and quality of life. CPTED generally includes five main principles:

01. **Natural surveillance** - more “eyes on the street” increases a criminal’s perception of being caught
02. **Natural access control** - the means by which one enters and exits a space
03. **Territorial reinforcement** - quality public spaces create a sense of community ownership
04. **Maintenance and management** - well-maintained areas promote community pride and ownership
05. **Activity support** - encouraging the use of the area

Thrive in the 05 will also implement CHaRTED – “Community Health and Resiliency Through Environmental Design”, an innovative, research-informed intervention. CHaRTED incorporates all of the principles of CPTED, but expands beyond to promote:

- **Sense of community responsibility** (i.e., promoting mutual self-interest and a feeling of responsibility for the collective well-being of one’s community),
- **Creative placemaking** (i.e., promoting social cohesion and health through reflecting culture, arts, and creativity in the built environment),
- **Power campaigning** (i.e., the celebration of community through a promotional campaign), and
- **Resiliency activation** (i.e., activating community relationships, trust, and access to health promoting resources).

Through CHaRTED, a working group will review crime data from the prior six months and select one emerging crime hot spot as the focus area for the next six months. The CHaRTED principles will be tailored to the expressed needs and goals of the residents and stakeholders in the hot spot.

**Action D:**

**Improve neighborhood parks**

Neighborhood parks are vital green spaces and universally considered assets, however, Thrive in the 05 residents reported not using neighborhood parks as much as they would like due to safety concerns. Specific plans for three of the neighborhood’s biggest parks are detailed below. Additional goals for the parks in the area include:

- Wi-Fi hot spots to increase the public spaces in the neighborhood that have accessible internet access
- Tree planting and traffic calming in front of Jacinto Park.
- Wayfinding and pedestrian amenities for children to safely access Balboa Heights Park
- Development of a park space in the Bronx Park neighborhood

**Esquer Park**

Adjacent to Tucson House, Francisco Elias Esquer Park currently features a playground, basketball court, picnic tables and shelters, and a small walking loop and seating area. Improvements will transition this park into a multigenerational space that balances recreation with nature.

- An accessible, park-wide path to provide an exercise loop through nature
- A bridge across the wash to link the currently unused portion of the park to the rest
- Age-friendly equipment along the path to provide

- multigenerational opportunities to exercise and play
- Water harvesting basins with new plants and trees to help capture storm water and serve as educational nodes to teach visitors about water harvesting and native plants and animals
- A dog park to attract visitors from around the area and provide a better
- Maintenance of the riparian wash and wild growth areas to continue to attract wildlife and encourage birding enthusiasts

**Anza Park**

Located across from the Pima Community College Downtown Campus, Anza Park is a highly visible green space at the gateway to both downtown Tucson and the University area. To address illegal activity in the park, residents worked with TPD, Parks and Recreation, Housing and Community Development, Transportation and Mobility, and the council offices of Wards 1, 3 and 6 to develop and fund a plan for park improvements. The new amenities - a dog park, new restrooms, a walking path, ADA accessibility, and new lane striping to designate parking area - are designed to encourage park use by a variety of populations including residents and Pima Community College students and staff.

**Richey Ball Field**

The ball field and outdoor space of the former Richey Elementary School is a well-used community green space in the middle of the Old Pascua neighborhood. Existing amenities include basketball courts, an asphalt walking track, playground, baseball/softball field, and boxing gym. Residents use the area every day for exercise and regular community gatherings. Action Activity improvements to the park will further reinforce the space as an asset to the neighborhood.



▲ Esquer Park, Bronx Park bridge and walking path. Source: Watershed Management Group



# Action Activity

## Green Space Renewal Esquer Park Improvements

This project will install green stormwater infrastructure (GSI) in Esquer Park to mitigate flooding while creating a safe, accessible, and engaging green space. Stormwater harvesting will be integrated into new trails, a dog park, interpretative pathways and rain gardens and expand the park by developing new recreational opportunities through the restoration of a naturalized and abandoned segment of the park property. Watershed Management Group (WMG) will lead residents in building a series of community driven GSI projects that will directly address safety, accessibility and beautification needs expressed by residents. City of Tucson Parks and Recreation will manage the design and installation of the dog park and new walking path.



# Action Activity

## Green Space Renewal Richey Improvements

This project includes enhancements to the ball field and park area surrounding the Richey Resource Center, which has become a central hub for community, cultural, and recreational gatherings in the Old Pascua Neighborhood. Changes to the baseball field will expand the neighborhood's ability to use the field for adult games, increase safety for outfielders, and improve the track which also serves as a recreational walking path. New family recreational and gathering amenities will increase the ability of neighbors to repurpose the former elementary school as a park and picnic area and space for neighborhood events. New trees and rain gardens will cool the area, provide shade, and create a landscape buffer for neighboring houses.



▲ Proposed improvements to Richey Resource Center's outdoor spaces in Old Pascua.



**Strategy 4:****Strengthen the identity of the area through placemaking and historic and cultural preservation**

The historic and cultural resources of the Thrive in the 05 neighborhoods strengthen the community's unique identity and sense of place. From the tribal traditions in Old Pascua to the old motor court neon signs, the area is recognized for these resources. A folklife and cultural heritage component to the Thrive in the 05 initiative will ensure that resident voices and stories remain central to the revitalization of the area. This strategy seeks to strengthen and define that identity through cultural asset mapping, storytelling, events, and historic preservation, and ensure that community members directly benefit from new investments and resources in the area.

**Action A:****Use storytelling, cultural asset mapping, and events to preserve the cultural heritage of the neighborhood**

A folklife and cultural heritage initiative will work to ensure that resident voices and stories remain central to the revitalization of the area. In partnership with local experts like the Southwest Folklife Alliance and a Thrive in the 05 Arts and Culture committee, trained neighborhood ambassadors will engage residents to create a comprehensive Cultural Asset Map to document the area's history and uniqueness and develop shared leadership through community-designed "05 Meet Yourself" pop-up events.



▲ Mural by local artist Jessica Gonzalez at the No-Tel Motel on Oracle Road.

## Spotlight

### Neighborhood Ambassadors

Residents are the experts in their community. Robust public engagement that reaches residents who do not typically attend neighborhood meetings requires experts who can meet them where they are. Beginning in 2021, HCD began recruiting Neighborhood Ambassadors to conduct surveys, recruit attendees to events, gather feedback, and educate neighbors about the Thrive in the 05 initiative. Ambassadors are paid for their time and expertise and will be a cornerstone of projects like implementation of Action Activities and cultural asset mapping. Ambassadors will use creative and traditional engagement methods such as digital cafecitos, door-to-door canvassing, and social media.



Jennifer Granados, ►  
Neighborhood  
Ambassador from  
Coronado Heights,  
posing with Mayor  
Regina Romero.

**Action B:**

**Employ public art to express the history and identity of the neighborhood**

From small-scale placemaking like a new mural at Richey Resource Center and Nash Elementary, to high-profile public art like the Gateway Saguaro on Oracle Road, community-building efforts throughout the Thrive in the 05 have centered around art. Public art will be used as a tool to increase pride and community ownership of public spaces, decrease crime, share the identity and history of the neighborhood, and attract visitors and new residents to the area. Future public art projects could include:

- Murals and collaborative mosaics by local artists on warehouse buildings and businesses.
- Digital art or mural on the west-facing Tucson House façade.
- Sculptures and interactive artistic displays in parks and along pedestrian and bike paths.
- Asphalt art on priority connector streets to help slow traffic.
- Artistic metal work and asphalt art to delineate the ceremonial procession route in Old Pascua.
- New neon signs to celebrate the history of the commercial corridor.
- Work with local youth programs to paint barricades for a traffic diversion pilot at a local crime hot spot.



▲ Outdoor art space concept. Source: UA CAPLA Master Plan Proposal



▲ Art show pop-up spaces. Source: UA CAPLA Master Plan Proposal

**Doing While Planning**

**Butterfly Murals**

Art brings people together. At festivals during the planning process, the community installed two murals: one at the Richey Resource Center in Old Pascua and one at Nash Elementary School. Both were painted with the help of local artists and school-aged children using donated supplies. These “Butterfly Effect” installations raised money for each organization as attendees posted pictures of themselves on social media with the wings.



▲ Yaqui artists Mario Valencia and Brandon Varela talk to the crowd at a Thrive in the 05 Festival and Resource Fair about their butterfly mural design.

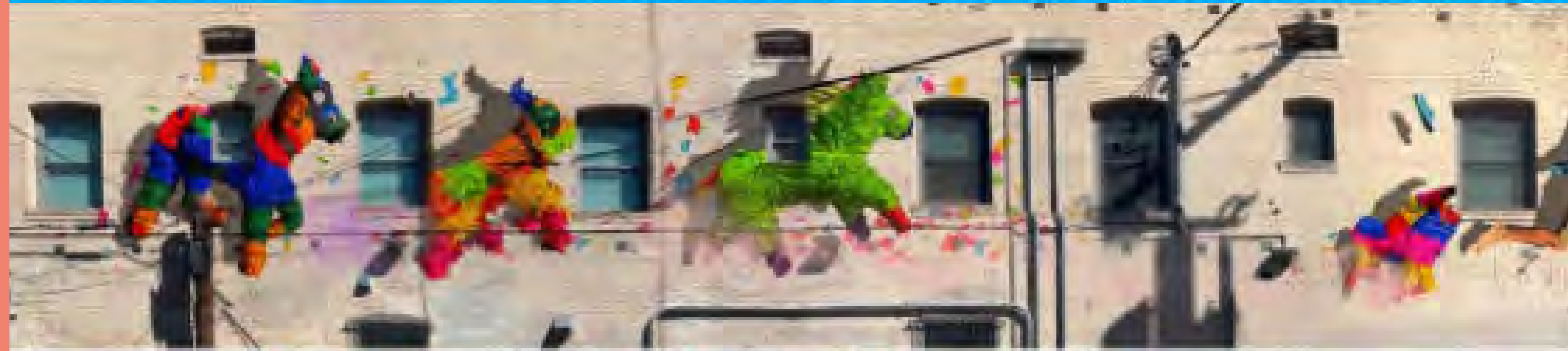
# Action Activity

## Neighborhood Identity & Placemaking Storytelling Public Art

This project proposes a series of public art installations selected by a panel of neighborhood residents and stakeholders designed to communicate the culture and identity of the Thrive in the 05 residents. This includes installations along Stone Avenue already identified by the Sugar Hill Neighborhood and a focus on the Old Pascua neighborhood. With coordination by the Arts Foundation of Southern Arizona, a representative panel of neighborhood stakeholders will advise on a public call for and selection of artists.



Sample of recent murals painted in nearby downtown Tucson. ▶



**Action C:**

**Expand preservation and adaptive reuse of historic buildings and signs**

Losses of important landmarks like the Beau Brummel Club building, a former Black social club, erode the historic character of the corridor. New tools like the Miracle Mile National Register Historic District provide incentives to the owners of contributing structures to maintain their historic integrity. Continued and targeted historic preservation work is needed, including:

- Identify buildings of significance and target them for proactive preservation and adaptive reuse.
- Identify funds for the adaptive reuse of the historic motor courts for housing and educational purposes.
- Rehabilitate the Tucson House to preserve its historic character.
- Restore and preserve important neon signs through the City’s Historic Landmark Signs program.

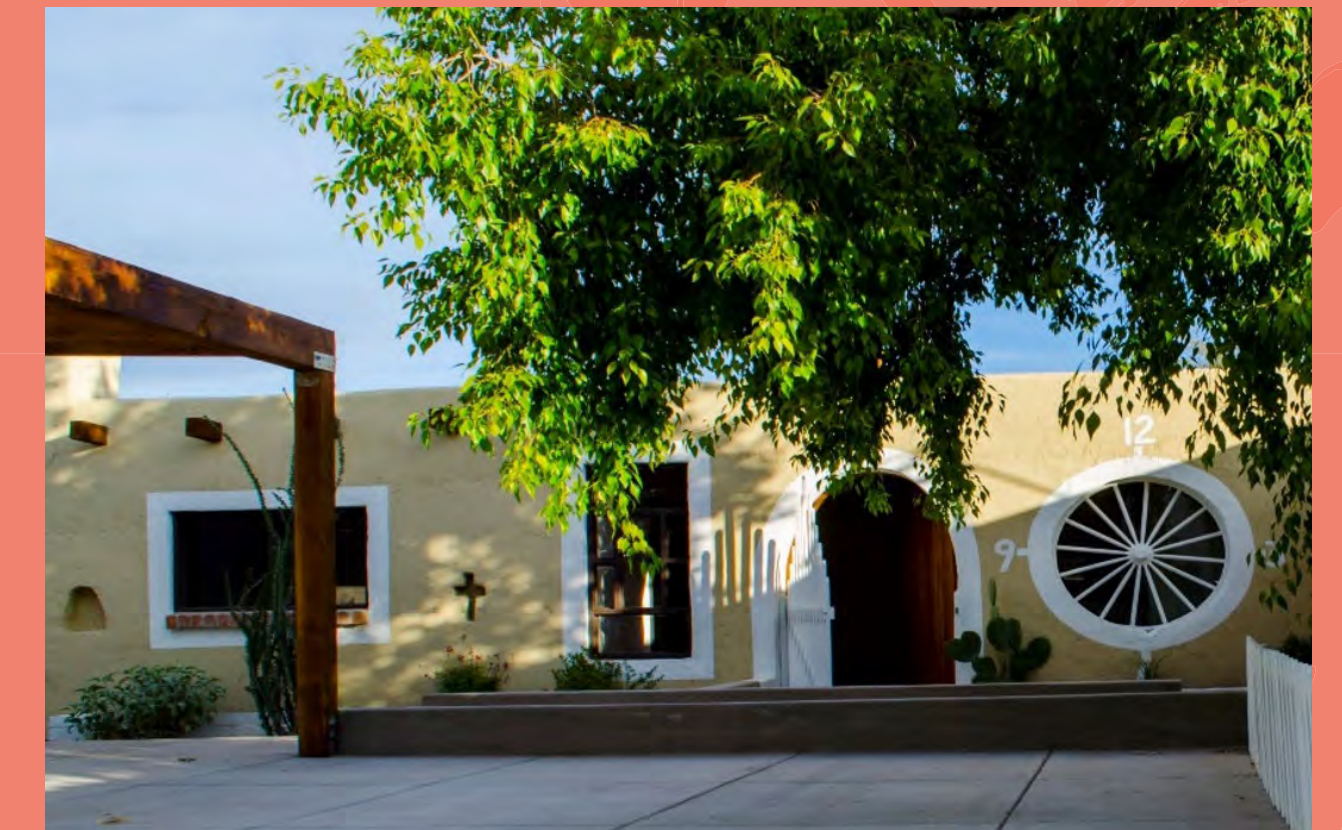


▲ Preserved historic neon signs on PCC's Downtown Campus.

**Spotlight**

**Old Pascua Museum and Yaqui Cultural Center**

The Matus | Meza house is one of only a few remaining buildings in the Old Pascua neighborhood from the early 20th Century. The building was restored and listed on the National Register of Historic Places, and now serves as a museum that highlights the history and culture of the Pascua Yaqui Tribe and the Old Pascua neighborhood.



▲ The Old Pascua Museum and Yaqui Culture Center opened in 2013.

# Action Activity

## Commercial Corridor Catalysts Tucson Inn Sign Restoration

Pima Community College acquired several motor court properties on Drachman Street, expanding the Downtown Campus footprint. An early sign of progress will be the restoration of the Tucson Inn neon sign.



▲ Intended to attract tourists and overnight motorists crossing the country on U.S. Route 80 and U.S. Route 89, the building was one of Tucson's largest motor hotels when it was constructed. The luxury inn was designed by Anne Jackson Rysdale, the only registered female architect in Arizona at the time.

### Action D:

## Draw visitors and new residents to the area by hosting events that highlight the area's unique character and history

Events, like the Gem Show, classic car shows, and historic tours, bring people from other parts of the city or across the globe and provide opportunities to showcase the neighborhood, activate underutilized properties, and generate revenue for local businesses. The community wants to continue and expand these events such as classic car shows to highlight the area's automotive past, a Historic Gateway interpretive tour of historic sites and neon signs, pop-up events at vacant properties, and complementary neighborhood activities during the annual Gem Show to raise money for neighborhood improvement projects.



▲ PCC's Downtown Campus has hosted the annual Rodders Days Car Show for the past few years.

# Housing Plan

A vibrant, mixed-use, mixed-income, multigenerational community in which existing and new residents have greater access to decent, safe, affordable housing through both rental and homeownership.

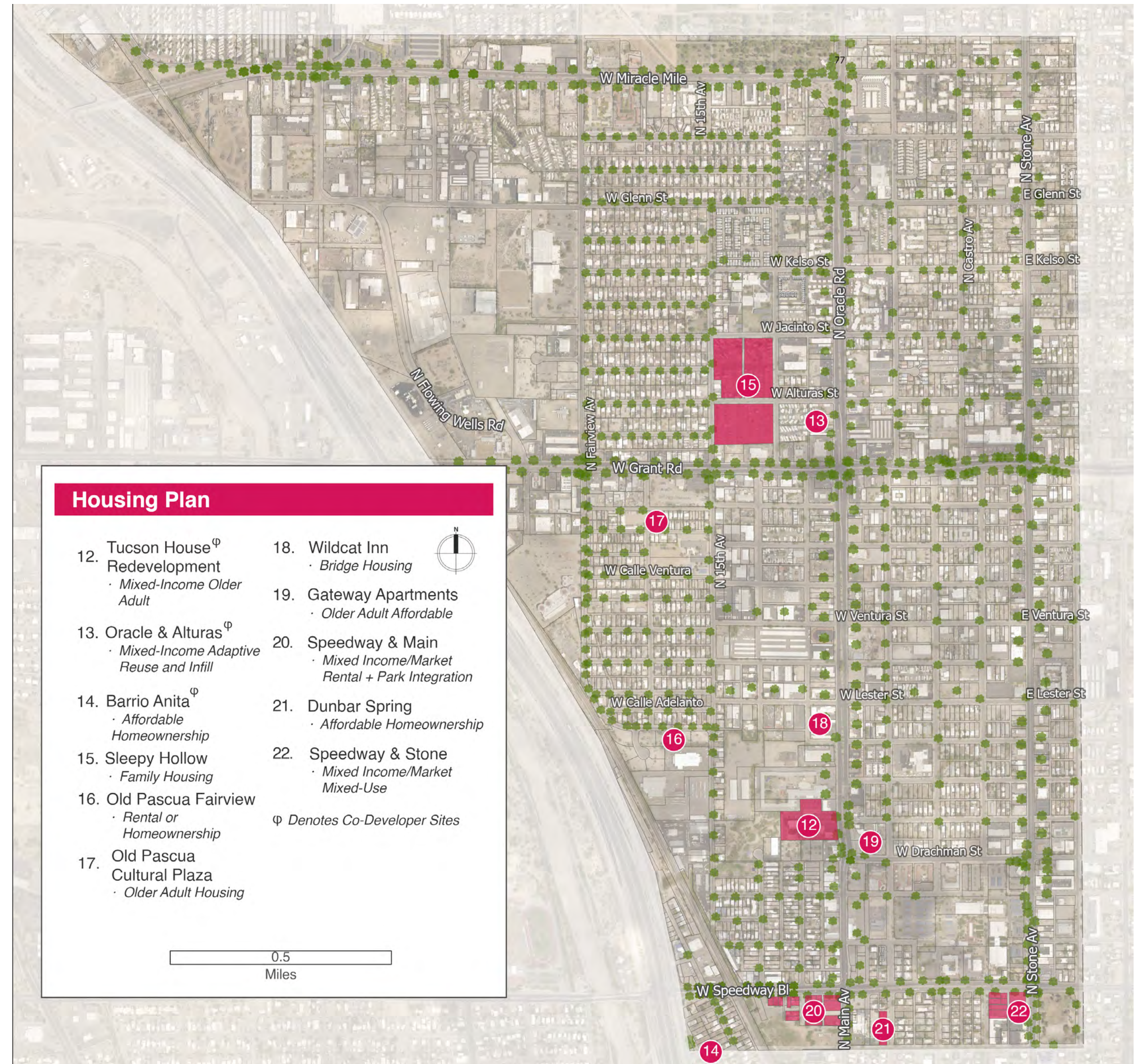
## STRATEGIES

01. Provide a variety of housing types suitable to diverse households
02. Support existing homeowners and create new homeowners
03. Increase and retain affordable and mixed-income housing options
04. Establish Tucson House as a national model for affordable aging in place



For over a century, newcomers to Tucson and multiple generations of families have called the Thrive in the 05 home. That trend continues today. With affordable and flexible housing options, the area is often a temporary way station for new visitors. The established, single-family cores like Barrio Blue Moon, Old Pascua, and Miracle Manor offer examples of early 20th century adobe homes and often house families who have lived in the neighborhood for generations. Many old motor courts have been converted to apartments and provide naturally affordable housing along with a number of mobile home parks.

The strategies in this section expand the housing choices in the Thrive in the 05 area, including the redevelopment of the historic Tucson House for older residents. New, high-quality affordable and mixed-income housing is also proposed to meet the needs of families. Strategies to support homeownership, reduce homelessness, repurpose historic motor courts, and infill vacant lots will further support a neighborhood that provides equitable access to jobs, education, services, and neighborhood amenities.



# Spotlight

## Housing Affordability Strategy for Tucson (HAST)

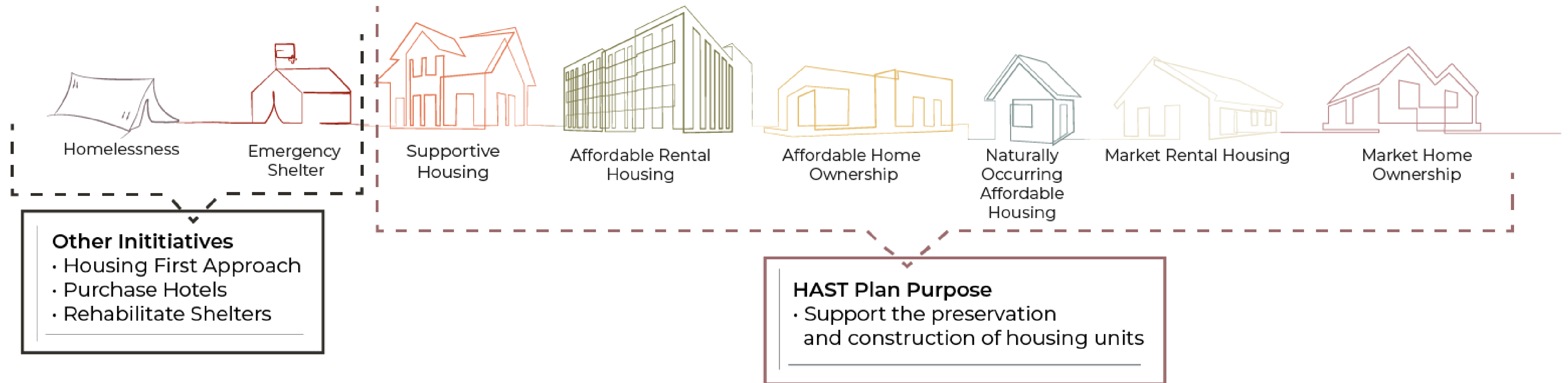
Over the past several years, the cost of housing has risen dramatically in Tucson and throughout the Pima County region, without a corresponding increase in household incomes. Since 2017, median rent in Tucson rose 40%. Typical home values have increased at an even greater pace, from \$176,199 in 2017 to over \$287,000.

On the ground in Tucson, this can look like rising eviction rates, landlords refusing to accept Housing Choice Vouchers (Section 8), and a lack of resources communitywide to meet the demand for affordable housing units. Over 75,000 Tucson households pay too much of their income on housing.

The Housing Affordability Strategy for Tucson (HAST) was adopted by Mayor and Council in 2021 to focus on specific actions the City can take to support the preservation and construction of housing units, including in the Thrive in the 05 area. View the HAST, interactive data, and implementation updates at: [housingaffordability.tucsonaz.gov](https://housingaffordability.tucsonaz.gov).



▼ Housing Continuum. Source: Housing Affordability Strategy for Tucson (HAST)



**Strategy 1:**

**Provide a variety of housing types suitable to diverse households**

A multigenerational neighborhood requires a wide variety of housing types and price points that meet people and families where they are. From bridge housing for people experiencing homelessness to single-family homes that can expand to welcome home a young adult or an aging family member, this strategy expands the housing types available in the Thrive in the 05.



**Action A:**

**Create a Casita Incentive Program**

Tucson recently adopted a code amendment to allow Accessory Dwelling Units (ADUs) or “casitas” on most residential lots, which allows homeowners to build an additional unit on their property to house an aging parent or recent college graduate. An ADU/casita can also be a rental unit that generates additional income, builds wealth, and can help existing homeowners remain in a neighborhood even if housing prices and/or home values and property taxes increase by adding an additional revenue stream and affordable rental option to attract more residents.

A local design firm, CUADRO, will partner with the Pima County Community Land Trust and City of Tucson to develop financing and design options for casitas and ensure the code change benefits low- and moderate-income homeowners.

**55% of area renter households pay over 30% of their incomes on housing.**

**Spotlight**

**Resident Spotlight  
Meet Sharayah Jimenez**

Sharayah Jimenez (“Shay”) is deeply connected to the Thrive in the 05 area. Her family has lived in Barrio Blue Moon for five generations. Shay remembers visiting her Nanita (great grandmother) who lived close to the train tracks and then her Nana (grandmother) who owned one of the only adobe homes left in the neighborhood. Her grandfather and father were builders.

Shay graduated from the University of Arizona’s College of Architecture, Planning and Landscape Architecture and started her own business, Cuadro, LLC, to work with owner-builders to help develop housing that meets the needs of their businesses and families. Shay is committed to building from the ethics of sustainability, equity, and authenticity. She is excited to advance affordable housing in the neighborhood through ADU development and sees the potential for residents to maximize what each lot has to offer, thus continuing to pass on the rich cultural history of the area.



**Action B:****Repurpose motor hotels as housing for populations like older adults, formerly homeless, persons with disabilities, and artists**

With small rooms and a central office and shared spaces, the motor courts are well-suited for providing housing to special populations as demonstrated by the successful conversions of Ghost Ranch Lodge and Miracle Square. The City of Tucson has purchased historic motor courts to use as bridge housing for people experiencing homelessness, providing on-site services, food, and security. Studio apartments paired with supportive services can provide people with disabilities an independent living option, and the motor courts can provide artists with eclectic and flexible live-work space. Thrive in the 05 will work with developers and local organizations to identify opportunities to redevelop small obsolete motels into new housing for special populations.



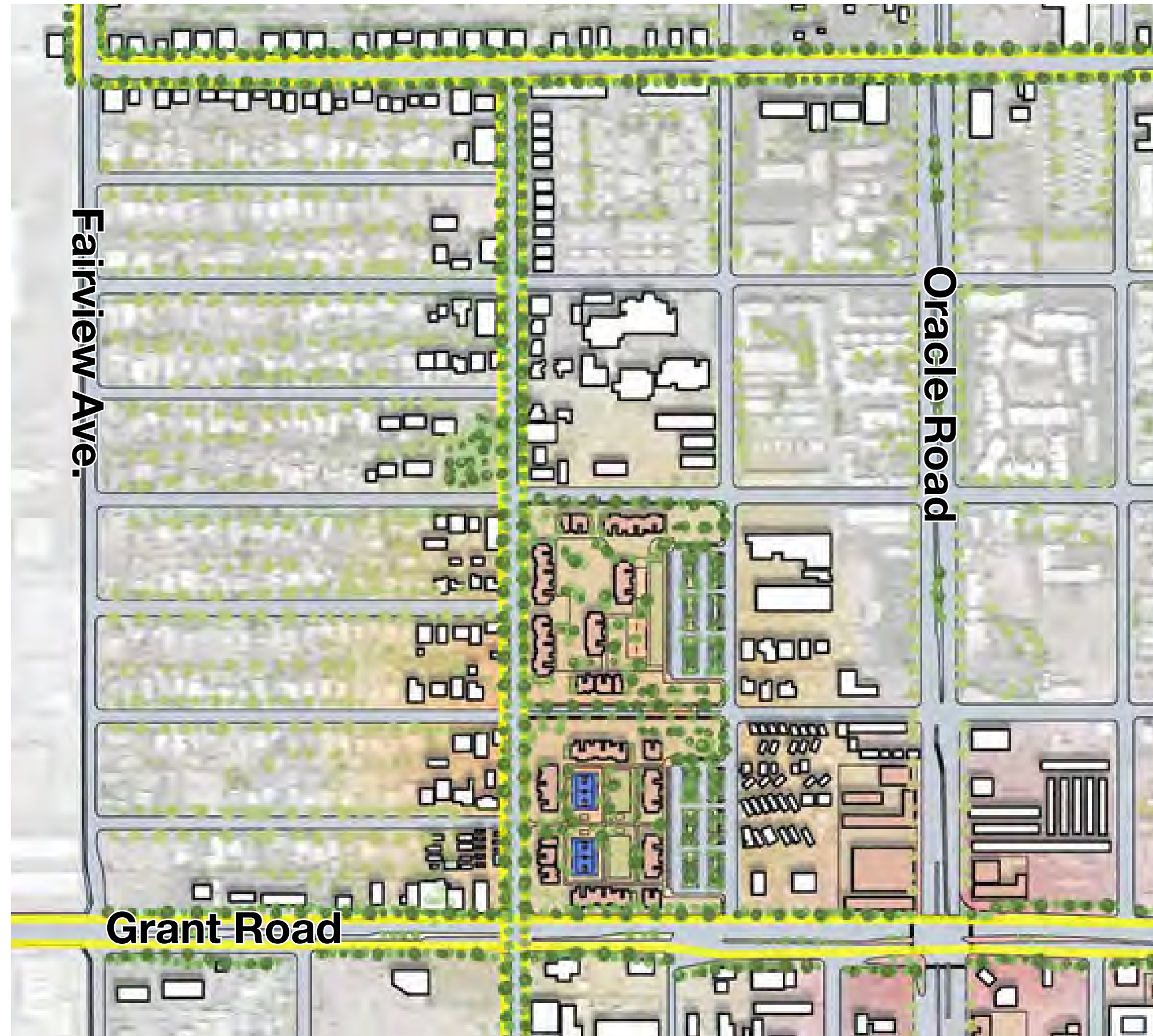
▲ The historic Ghost Ranch Lodge motor court was beautifully renovated and converted to affordable housing for low-income older adults in 2010. The property contains the largest Boojum tree in the state of Arizona and sports an iconic skull sign designed by famed American artist Georgia O'Keeffe.

**Action C:**

**Increase the number of larger housing units suitable for families**

To address the growing need for larger, family-friendly units, vacant lots located adjacent to parks, transit, and schools provide opportunities for development of new, mixed-income, family-focused units. A prime example is the former Sleepy Hollow Mobile Home Park, which takes up nearly two city blocks and is largely abandoned, but is also located adjacent to Nash Elementary School, Jacinto Park and Head Start, and walking distance to transit along Oracle Road.

HCD will also evaluate options for repositioning its 18 scattered site public housing unit in the Thrive in the 05 area, along with 8 additional city-owned units. These units, which feature mostly three- and four-bedrooms, could be sold as affordable home ownership opportunities or put in a land trust to ensure permanent affordability. Current residents would be provided with housing choices such as a new, mixed-income family development or options in areas of higher opportunity outside the Thrive in the 05 area.



▲ The UA CAPLA Master Plan Proposal envisioned a “Community District” at the former Sleepy Hollow site near 15th Avenue and Grant Road that incorporates multi-family housing, public spaces, and community amenities.

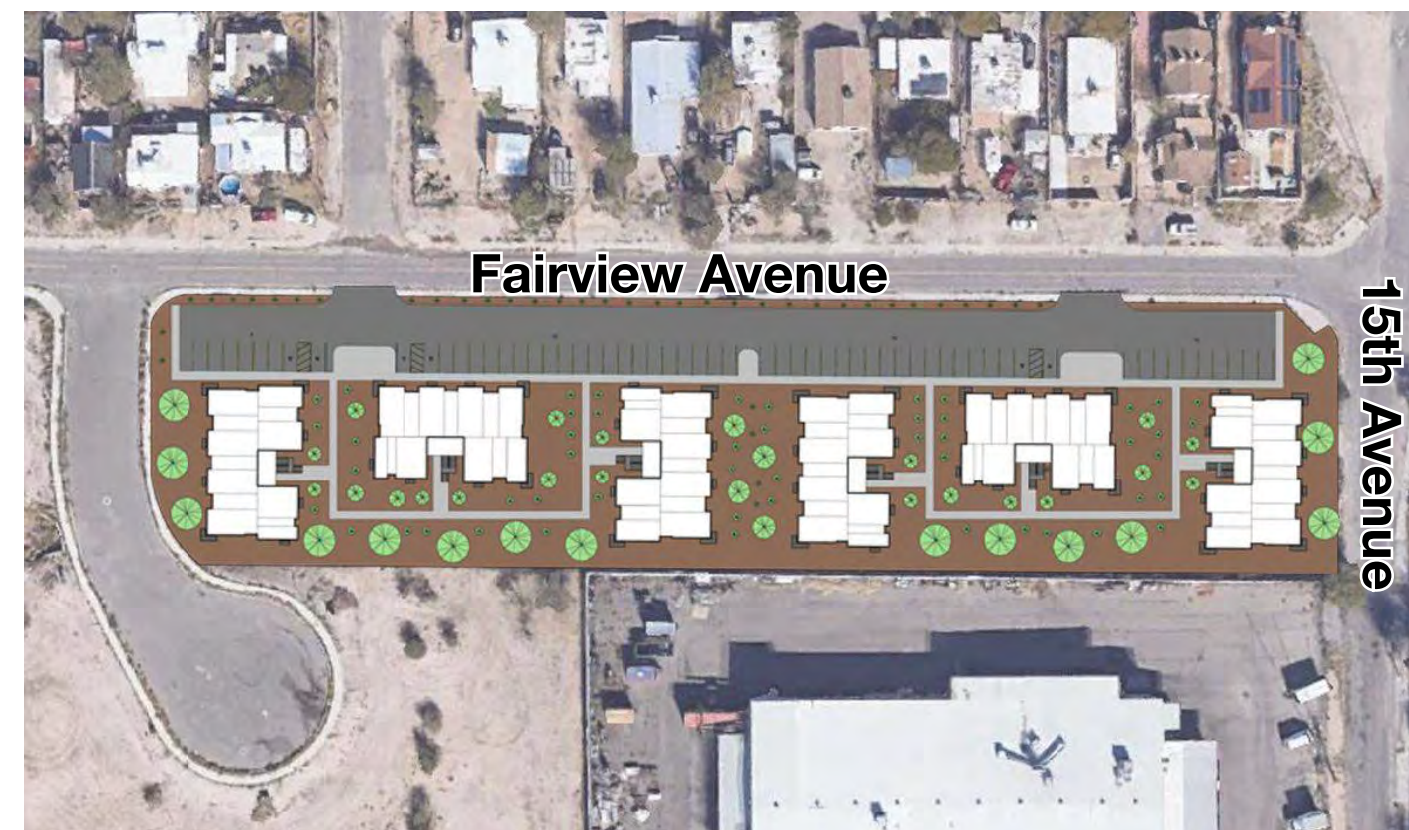
**Action D:**

**Build affordable housing for Pascua Yaqui Tribe members in Old Pascua Village**

The Old Pascua village is a community of fee-simple land ownership with widespread Pascua Yaqui tribal membership and a collaborative relationship with the Pascua Yaqui Tribe. Affordable housing within Old Pascua is a priority for both the Pascua Yaqui Tribe and the San Ignacio Yaqui Council. Two main areas of development are proposed.

- 01. A 72-unit community of rental or entry level homeownership on a two-acre parcel of land on the southern edge of Old Pascua owned by the City.
- 02. 16 units of senior housing on land surrounding the Old Pascua Cultural Plaza.

The City also owns several small lots and remnant parcels in Old Pascua and is committed to working with the Tribe to develop them as infill homes. HCD intends to sell these and the Fairview parcels to the Tribe to be dedicated to affordable housing.



▲ Old Pascua Fairview housing concept. Source: PMM



▲ Old Pascua Cultural Plaza housing concept. Source: PMM

## Strategy 2:

# Support existing homeowners and create new homeowners

Many homeowners in the Thrive in the 05 area are low-income and struggle to maintain or improve their property. This strategy targets investment in pathways to homeownership and supports for current homeowners to build housing security and neighborhood stability over time.

### Action A:

## Target existing homeowners for streamlined home repair and clean-up programs

The City of Tucson offers a range of home repair programs for low-income homeowners in partnership with other agencies like the DIRECT Advocacy and Resource Center, Community Home Repairs Projects of Arizona (CHRPCA), Tucson Metropolitan Ministry (TMM), and FSL Home Improvements. Habitat for Humanity Tucson also offers home repair and clean-up programs. The Thrive in the 05 team will work with home repair partners to identify homeowners in need and link them to the right resource. These outreach efforts will be timed with neighborhood clean ups.



▲ Habitat for Humanity's A Brush with Kindness partners with residents to improve the appearance of the neighborhood, strengthen connections within the community and help preserve affordable housing stock so they can continue to live in safe, decent homes for years to come.



▲ Community Home Repair Projects of Arizona (CHRPCA) provides emergency home repairs as well as adaptive and safety modifications for people with disabilities.

### Action B:

## Help homeowners improve to their homes through a low-/no- cost technical and design assistance program

To help homeowners add value to their properties by updating features, adding rooms, or building additional units, a storefront community design (technical assistance) center will be established through a collaboration with students at the University of Arizona College of Architecture, Planning, and Landscape Architecture (CAPLA). The center will provide homeowners with support to develop design ideas, review site capacity, and seek permits. A low-cost revolving loan fund will help homeowners fund these improvements.

**Action C:**

**Partner with developers to build affordable homeownership on city-owned properties**

The City of Tucson will make suitable vacant parcels, vetted with the community, available for affordable homeownership development. These include parcels in:

Barrio Anita, an old Hispanic community that is under gentrification pressure from downtown to the south. The City will work with the Pima County Community Land Trust to design and build options for new affordable homeownership units. These units can demonstrate the inter-generational opportunities afforded by the dense underlying zoning.

Dunbar-Spring, an older, diverse neighborhood that was the location of the former African-American Paul Lawrence Dunbar School. Because of its proximity to The University of Arizona and to downtown, housing prices have risen and the demographics have changed in recent years. The City of Tucson will partner with a developer to build affordable and workforce homes that are in line with the neighborhood-generated design standards.



▲ Barrio Anita housing concept. Source: PMM



▲ Dunbar-Spring housing concept. Source: PMM



### Strategy 3:

## Increase and retain affordable and mixed-income housing options

This strategy responds to the pressing need for housing in the Thrive in the 05 area that is affordable to low- and moderate-income residents. It addresses concerns that growing development pressure from downtown and the University Area will affect housing prices and lead to displacement. Furthermore, the neighborhood has not seen non-subsidized housing development in recent years. This strategy focuses on ensuring long-term affordability in key locations as well as inclusion of mixed-income and market-rate units as the neighborhood grows, which are needed for the community to be sustainable in the long-term.

### Action A:

## Support housing partners to develop new, affordable and mixed-income rental housing

Through the allocation of HOME funds, impact fee waivers, and Project-Based Vouchers, HCD will work with developer partners to locate new affordable and mixed-income rental units on prime vacant parcels in the Thrive in the 05 area. Target areas include those along the proposed high-capacity transit route and near Pima County College's Downtown Campus.



▲ The Thrive in the 05 area is home to several new affordable housing developments that have utilized Low-Income Housing Tax Credits (LIHTC). The new 120-unit Gateway Apartments sits across the street from Tucson House at Oracle and Drachman. The project began construction in 2021. Source: La Frontera

### Action B:

## Modify local zoning codes and development incentives to prioritize affordable and mixed-income housing development

Additional tools at the City's disposal to spur affordable and mixed-income housing development include zoning regulations like density bonuses and relief on parking and set-backs. During the three-year land-use study for a high-capacity transit route through the area, the City will develop options to catalyze affordable housing using these tools, which may include a new overlay zoning district or an adjustment to the Infill Incentive District that has seen success in downtown but has not been utilized in the Thrive in the 05 area.

**Action C:****Facilitate the development of mixed-income and modest market rate rental housing**

Locations in the Thrive in the 05 area close to education opportunities or downtown are prime for mixed-income or market-rate development. The City of Tucson owns the southwest corner of Stone Avenue and Speedway Boulevard. Immediately across the street from the Pima County College downtown campus, adjoining the Dunbar-Spring neighborhood to the southwest. The site is also less than one mile north of downtown Tucson and one mile east of the University of Arizona. It is an excellent site for mixed-use and mixed-income development.



▲ Mixed-use, transit oriented development in downtown Tucson.

**Action D:****Educate landlords about eviction prevention tools and Housing Choice Vouchers**

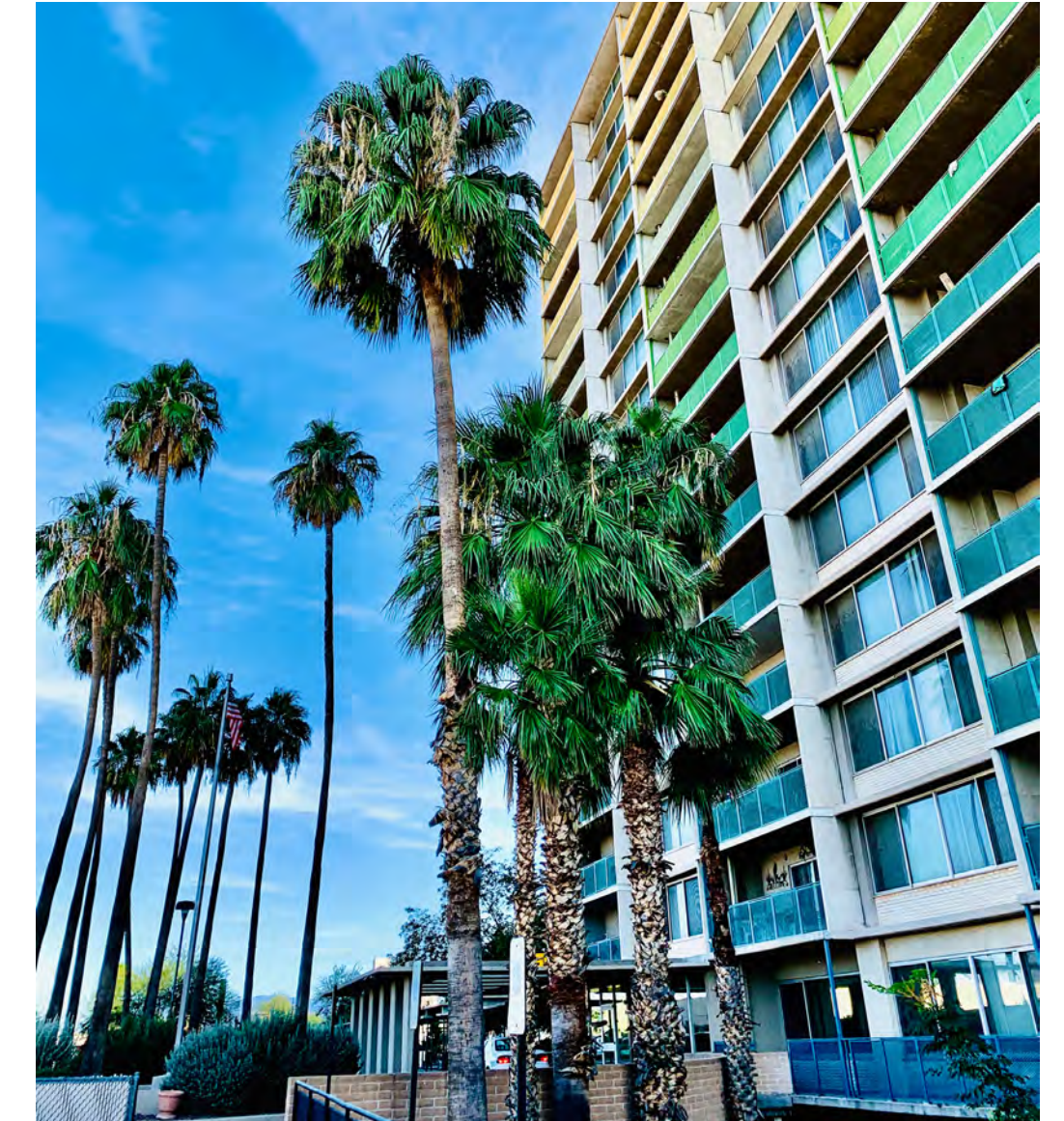
Small-scale landlords tend to rent at lower-than-market rates and do not raise rents as quickly as larger landlords. Furthermore, rent paid to these landlords tends to stay in the local community. Educating local landlords about the benefits of accepting Housing Choice Vouchers, including the City's Landlord Incentive Program, will open up new rental options for voucher holders. For these smaller landlords, periods of non-payment can have devastating impacts on financial stability, and housing stability for tenant. Preventing eviction is a win-win for both the landlord and tenants. During the COVID-19 pandemic, the City of Tucson partnered with Pima County and the Community Investment Corporation to develop a national model for distributing eviction prevention rent and utility assistance, and information about this program will be shared with landlords and tenants.

**Strategy 4:**

**Establish Tucson House as a national model for affordable aging in place**

The Tucson House will be reimagined as a mixed income continuing care facility providing amenities that support residents and allow them to stay in their homes longer. It will feature amenities that make it competitive with modern, older adult communities across Tucson and the rest of the country: sweeping desert views, midcentury modern design,

and proximity to downtown, recreation, and transportation. Services and public-facing facilities at Tucson House will also support other older adults throughout the neighborhood. Details about the redevelopment of Tucson House are provided in Chapter 6.

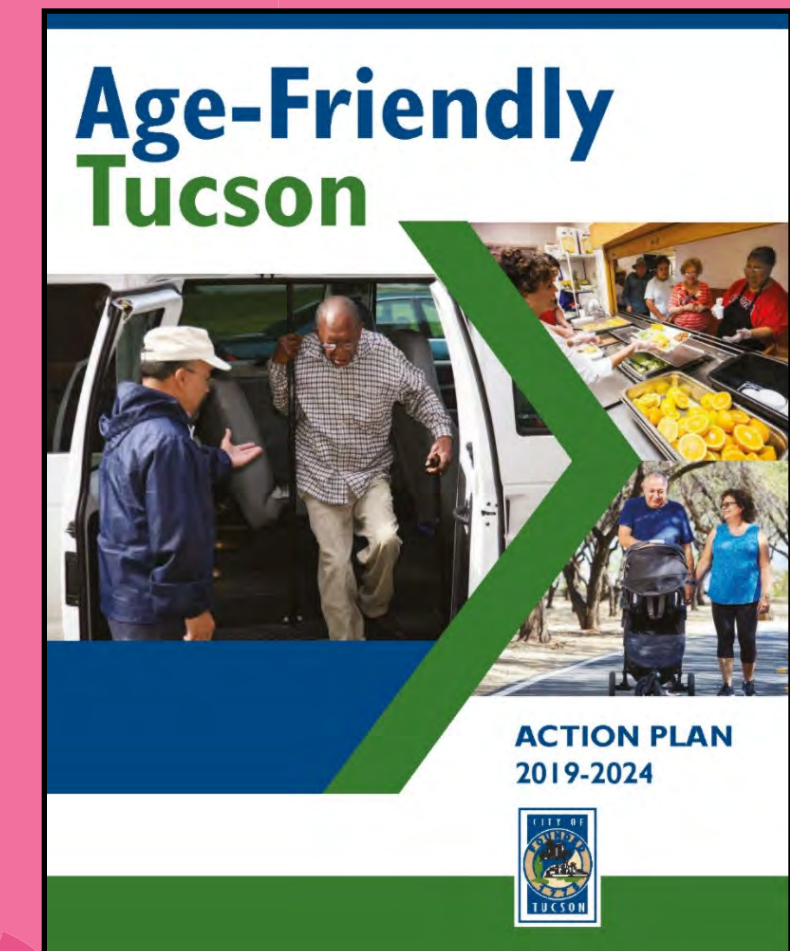


▲ Tucson House.

**Spotlight**

**Age-Friendly Tucson**

The Tucson Mayor & City Council adopted the Age-Friendly Tucson in 2019 as part of AARP’s and the World Health Organization’s Network of Age-Friendly Cities and Communities initiative. The City formed a working group with Pima Council on Aging, the ELDER Alliance, and AARP Arizona to research and compile this report, incorporating feedback from agencies and older adults across the city. The plan calls for a range of housing options for older adults that provide opportunities to age in place and to incorporate age-friendly best practices into the Choice Neighborhoods project.



# People & Education Plan

Residents have access to resources and programs in safety, education, health, and human services that create pathways of opportunity to support them achieving their full potential.

## STRATEGIES

01. Improve safety and well-being in the Thrive in the 05 community
02. Improve health equity and connect underserved residents with health service providers
03. Provide high quality education options from early childhood through high school
04. Offer onsite services and programming at Tucson House

A neighborhood is more than its buildings and roads. A neighborhood is made up of people and families. It exists in the connections between neighbors, their access to opportunities and education, and their resilience in the face of challenges. The Thrive in the 05 collaboration goes beyond typical neighborhood planning that looks at the physical spaces in an area and additionally focuses on investments in PEOPLE. The goals and strategies in this focus area identify programming that will increase resident health and safety, improve educational opportunities for children, and expand access to services for Tucson House residents.



**People & Education Plan**

23. Grocery Store · @ Tucson House	26. New Childcare Center
24. Health Clinic	27. Pima County Northwest Service Center
25. Blue Moon Garden Improvements	

0.5  
Miles

## Strategy 1:

# Improve safety and well-being in the Thrive in the 05 community

A key theme of the People and Education Safety Workgroup was the personal connection between law enforcement and neighbors as well as among neighbors themselves in order for community safety to improve. This strategy focuses on relationship-building and programming to combat crime and increase a sense of safety.

## Action A:

### Use community-centered, innovative practices to address drug-related crime

For Thrive in the 05 to meet its long-term goal of equitable community development to promote safety, dismantling the existing significant drug market is a necessary prerequisite. In 2020, the Drug Market Intervention (DMI) strategy was launched in the community with a goal of reducing community crime and violence, connecting people dealing drugs with pathways to productive lives and positive citizenship, establishing restorative justice practices for non-violent offenders, and building, repairing, and fostering community-police trust.



▲ Six people found to be responsible for high-volume drug sales were invited to this Drug Market Intervention session at a Tucson Police Department substation.

## Spotlight

### What is DMI?

Drug Market Intervention is an evidence-based strategy to dismantle drug markets. DMIs operate on three basic assumptions:

01. Compared to discreet drug dealing, places where drug transactions are overt have greater problems
02. A few drug dealers are responsible for most overt drug markets
03. Shutting down drug markets makes broader community development possible

DMIs are implemented in 5 phases:

- 01. Bring together a DMI Working Group** of law enforcement, social service agencies, community members, and researchers.
- 02. Police-Community Reconciliation** involves creating opportunities for conversations between police officers and a small group of community leaders.
- 03. Identification and Preparation:** Law enforcement identifies and prepares cases for all of the dealers currently in the drug market through records review, interviews or undercover investigations.
- 04. Call-in Meetings:** A group of law enforcement, social service providers, community figures, ex-offenders, and influencers tells the dealers that they are valuable to the community, but the dealing must stop. They are offered the opportunity to stop selling immediately and walk away from the trade (with assistance in finding a job, housing and treatment) or face immediate charges the next time they are caught.
- 05. Follow-through and Maintenance:** Law enforcement and social service providers to follow-up with the dealer, and outcomes are assessed.

# Spotlight

## Community Safety Program

On June 30, 2020, Mayor and Council passed the Community Safety Pilot Program to provide a new framework and holistic approach to enhancing community safety, health and wellness. A new Community Safety, Health, and Wellness Program Director will be responsible for coordinating existing services, resources, and programs such as:

- 01. Tucson Collaborative Community Care (TC-3)
- 02. Mental Health Support Team (MHST)
- 03. Housing First Program

Additional program development will be informed by community surveys, focus groups, and town halls to determine service gaps. The service coordination will include working with non-profits and other agencies to analyze data, identify areas of critical need, and resolve gaps in services to under-served members of the community.



▲ Community Safety survey flyer.

## What does safety mean to you?



Complete this survey to share what creates community safety and identify where you want to see city investments.



Open your phone camera & hover the camera over the QR code. A link will appear - click on it to go to the survey.



TUCSON REIMAGINING  
COMMUNITY SAFETY  
RESEARCH PROJECT



# Spotlight

## You Can, Too!

YCT seeks to improve trust and relationships between police officers and community members, particularly minority youth who are at risk for engaging in unhealthy behaviors and/or have been exposed to negative interactions with law enforcement in the past. The 8-week YCT curriculum includes police-community relations, active shooter training, 911 fluency, goal setting, character-building activities, fitness, nutrition, mental health awareness, and other prosocial topics. Police officers deliver the YCT curriculum which is organized around four focus areas:

- 01. Be Prepared:** Training community members to be assets during times of emergency or need
- 02. Be Strong:** Increasing knowledge and skills associated with exercise, self-defense, and resiliency
- 03. Be Accountable:** Facilitating opportunities for volunteer and advocacy opportunities
- 04. Be Extraordinary:** Creating opportunity for discourse in small groups, classrooms, and one-on-one mentorship

### Action B:

## Increase trust through positive interactions between residents and law enforcement

Public trust in police can enhance police effectiveness and the legitimacy of police actions. Essential to building this trust is the perception of law enforcement as advocates for community safety versus solely as a punitive force that is present only when there is a crime. Furthermore, police working with youth can have a two-fold benefit of building positive community-police relationships while creating a safer environment through increased communication and connections with individual law enforcement members.

You Can, Too! (YCT), developed by a Tucson Police Department officer, is an innovative model for building police-community relations and “replacing fear with facts”. Tailored to reaching elementary, middle, and high school aged youth, trained police officers will implement YCT across the Thrive in the 05 at the Richey Community Center, the E.C. Nash Elementary School, the ACE Charter School, Pima Prevention Partnership schools, and through the Chicanos Por La Causa (CPLC) Envision Charter High School and CPLC Leadership Program. The YCT program will also be adapted for an adult audience and delivered to Tucson House residents, senior living communities, affordable housing apartment complexes, and neighborhood associations.



▲ Officer Ashely Covarrubias You Can Too program at Nash Elementary  
Source: Mike Christy Arizona Daily Star 2019



**Action C:****Use problem-oriented policing to address the root causes of crime**

The Tucson Police Department will employ data driven strategies like Problem Oriented Policing, community engagements/events, preventative programs like neighborhood watch, CPTED inspections, and Crime Free Multi-housing approaches to reduce and prevent crime. Near real time data will be provided by the TPD's Strategic Decision Support Center (SDSC).

The Tucson Police Department is also committed to the Community Policing model to engage the public in strategic areas using crime hotspot data. Using uniformed patrol squads, a Bicycle Squad, and a Community Response Team, Community Policing activities will be important in building safety and community-police relationships.

## Spotlight

### Strategic Decision Support Center (SDSC)

The SDSC has a mission to support divisional staff with robust data collection and analysis so ODW leadership can execute. In policing, it is critical to have near real time data analysis so divisional resources can be adjusted to address crime and disorder issues. Before the creation of the ODW SDSC in late Spring of 2018 as part of the Thrive in the 05 partnership, the ODW Criminal Information Officer (CIO) would review crime data and brief command personnel once a week. The ODW SDSC has enhanced the process by combining data and human intelligence, identifying priority crime problems, developing missions to focus police attention (and regularly evaluate the missions and modify strategies accordingly), and use technology to enhance the ability of police to respond as rapidly as possible when and where crime occurs. Additionally, the ODW SDSC is a divisional resource to track and coordinate crime prevention and community policing strategies.

**Action D:**

**Improve safety and reduce crime in Tucson House**

For residents, crime and safety are repeatedly cited as the most pressing issues when residents are asked what they would like to see change most at Tucson House. Perceived lack of safety has created a cause for concern and a sense of uneasiness amongst residents. Factors that have led to the current safety concerns include: the current housing mix (low-income seniors, disabled residents, and formerly homeless population) of the 17-story building, along with a lack of tools and resources to provide safety and security measures for the aging complex.

In response to these concerns, beginning in 2018, representatives from Tucson’s Ward 3 Council Office, Tucson Police Department, Housing and Community Development, and leadership from ASU’s Community-Based Crime Reduction initiative within Thrive in the 05 convened with Tucson House residents monthly to discuss concerns and ways to improve safety. Over the course of these meetings a variety of challenges and concerns were raised by residents, including: 1) residents’ perception that since Tucson House no longer had a 24/7 security guard that screened the guest entrance, concerns about crime inside the

Tucson House have increased, and 2) residents reported feeling unsafe due to unwelcome, often disruptive people gaining unauthorized access into Tucson House. First

responders are a source of security for residents. While Tucson Police Department’s presence is valued, residents would like to see consistency in the day-to-day patrolling and community policing efforts.

The Tucson House Crime and Safety Workgroup, established in 2018, offers a space for residents to voice crime and safety concerns, and provide a feedback loop between residents, Tucson House management and TPD. Through this group, several strategies are in development to improve safety at Tucson House including:

- 01. The findings from the **Threat and Vulnerability Assessment** of Tucson House completed in the fall of 2019 will be incorporated into the Tucson House redevelopment plan.
- 02. **Floor Delegate Program:** TPD will work with the Tucson House Resident Council to develop the Floor Delegate program where trained residents walk around Tucson House and provide “eyes and ears” for reporting crime and safety concerns to appropriate parties (e.g. TPD, Tucson House management).
- 03. **Enhanced On-Site Security:** When Tucson House is redeveloped, residents will provide input on proposals to safely and securely manage visitor access to residential areas.
- 04. The **Crime and Safety Working Group** will continue to meet regularly to discuss ways to reinforce and strengthen safety in the Tucson House.

- 05. **Staff and Resident Leadership Training:** Tucson House management and resident leaders will continue to receive trainings to build their collective leadership capacity to handle challenging situations as they arise. Trainings include mental health first aid, de-escalation techniques, behavioral health crisis response, and Community Resiliency Model taught through the CBCR project.

## Strategy 2:

# Improve health equity and connect underserved residents with health service providers

In order to thrive, communities must holistically support the physical, mental, and behavioral health needs of their residents. Older adults experience specific health care challenges including lack of access to preventative and behavioral health care. This strategy targets unaddressed health and quality of life issues including food insecurity among Tucson House residents and community members.



▲ University of Arizona Public Health providing health screenings at Tucson House.

## Action A:

# Increase residents' health literacy, screening, access, and utilization of services

Through Tucson CARES for Health (Community Access, Referral, Education and Services), a comprehensive health and wellness program that uses teams of community advocates, health professionals and social work students, staff and faculty, culturally competent health and psychosocial assessments and social work services will be brought directly into the homes of the people to be served. These services will assist participants with enrolling in programs they are entitled to and empowering them to take an active role in their own health and well-being no matter their age or abilities.



▲ Tucson CARES coordinated a winter blanket and clothing drive for residents.

# Spotlight

## Tucson CARES

A pilot program of ASU OCHER and its partner, the University of Arizona's Department of Family and Community Medicine, Tucson CARES addresses the unmet mental, behavioral, and physical health needs of Tucson House residents. Key components of the Tucson CARES program include:

- **Transdisciplinary teams** of medical, public health, and social work students to provide in-home, phone, and virtual visits to Tucson House residents and the surrounding community, including biopsychosocial screenings, assessments, referrals, and follow-up services.
- **Community advocates**, recruited from the Tucson House and nearby neighborhoods, will receive training on how to serve as on-site health navigators and advocates, similar to the roles of Promotoras de Salud, and Peer Support Specialists who have lived experience and gained problem solving skills that can be shared.
- **“Linkages”** will be provided to support residents in identifying health barriers that may require additional advocacy or support to accessing, follow-through, and maintenance of health care and supportive services.

This approach builds capacity and provides individualized support that is more intensive and meaningful than referral for services.

**Action B:****Address food insecurity and access to high quality, health food options**

Food Prescription (Food Rx) Programs let doctors “prescribe” a certain dollar amount of fruits and vegetables to their patients, which makes it easier for low-income patients and their families to access the fresh fruits and vegetables they need for balanced, healthy diets.

The Thrive in the 05 Food Rx program will offer community residents a “prescription”, similar to a voucher for discounted or free food, that can be used to purchase fresh produce on a monthly basis from produce provider/retailer partners like Produce on Wheels, the Community Food Bank Farmer’s Markets, and Tucson Community Supported Agriculture. The AZ Health Zone and UA’s College of Medicine will coordinate with partners to develop and deliver the Food Rx program based on the current program at El Rio Center. Additional local and nearby stores (e.g., Fry’s Grocery, Walmart) will be engaged to offer discounts on produce to resident customers using the vouchers at their stores.

**Action C:****Develop community-based solutions to increase food security**

Community-based strategies to increase access to fresh food as well as local food production include increasing the use and activation of Blue Moon Community Garden and locating a food market at Tucson House when it is redeveloped.

The Blue Moon Community Garden, built in 2012 and directly adjacent to Tucson House, will be revitalized to provide a space for residents to enjoy, grow food, gather and learn about gardening, cooking and nutrition. HCD with the Community Gardens of Tucson will recruit new gardeners, provide full or partial scholarships to low-income residents, invest in new lighting, fencing and signage, and host events like food distribution, small-scale farmer’s markets, tree-pruning and water harvesting workshops, outdoor cooking demonstrations, and other social events.

Incorporating a small grocery store or “tienda” into Tucson House when the building is redeveloped would provide on-site options for residents and nearby neighbors, and a place to fill Food Rx prescriptions. A food pantry or a new market-pantry hybrid model that allows low-income residents an independent shopping experience in a grocery store environment would provide options for those who struggle to afford groceries.

## Action Activity

### Blue Moon Garden Safety

Enhancements to the safety and infrastructure of the Blue Moon Community Garden will increase access to healthy food, social events, and nutrition resources for Tucson House and neighborhood residents. Infrastructure improvements to the garden include fencing, lighting, and repairs. The project includes funding for programming, garden scholarships, and a grand reopening of the garden thanks to an AARP Community Challenge Grant.



**Strategy 3:**

**Provide high quality education options from early childhood through high school**

High quality education options from early childhood through high school are essential to ensuring all children have the opportunity to achieve their full potential.

**Action A:**

**Build capacity for high-quality early childhood education**

Early childhood providers in the Thrive in the 05 area will be provided training and technical assistance through the Quality First program to increase their capacity to ensure they are delivering high-quality care that promotes health and well-being and encourages age-appropriate learning towards emotional, social, language and cognitive development.

**Thrive in the 05 Childcare Providers**

Name of Provider	Center-Based or Family Child Care	Quality First Star Rating*	Capacity	Licensure
Rosa D Terran Family Child Care	Family	3 Stars	10	DHS
Future Leaders School/Primavera Preschool	Center-Based	Not Yet Rated	60	DHS
Kidzco Early Learning Center	Center-Based	3 Stars	59	DHS

\*Note: A 1-star or 2-star rating is below quality standards, a 3-star rating is considered “quality,” 4-star rating is considered “quality plus,” and a 5-star rating is considered “highest quality.”

**Spotlight**

**First Things First**

First Things First (FTF) is Arizona’s Quality Rating and Improvement System (QRIS), which is tasked with ensuring Arizona’s youngest children are provided with the highest quality early education. Agencies implementing the Quality First (QF) model, which is funded by FTF, provide enrolled participants with goal planning and mentoring of developmentally appropriate practices for infants, toddlers, preschoolers, and their families. The Quality First program also offers training and technical assistance inclusive of coaching, collaboration, and consultation for every enrolled Quality First site.



**Action B:****Increase opportunities for children to participate in high quality early childhood education**

An Early Learning Task Force will be developed with partners, including the United Way, First Things First, and Amphitheater Unified School District to develop and open a preschool program in E.C. Nash Elementary to serve Thrive in the 05 families. The Task Force will also increase awareness of high-quality centers and programming available to families to support early learning and school readiness. Other activities include, one-stop shop resource fairs of existing providers hosted by First Things First to connect parents directly with high quality centers. A Journey Mapping workshop for parents will lay out the process of seeking and applying for childcare, include the time commitment needed to find appropriate childcare, awareness of existing programs in the area, and necessary documents for the application. Simple messaging such as “if you are eligible for SNAP and are currently working, you likely qualify for a DES childcare subsidy” will also be used to increase awareness of eligibility among families in the Thrive in the 05 area.

**Action C:****Increase opportunities for safe, prosocial after-school opportunities for youth**

Out-of-school time programming protects kids against risks for engaging in unhealthy behaviors and dropping out of school. Youth Empowerment Solutions (YES) is an evidence-based, curriculum-guided youth violence prevention program that focuses on developing leadership skills, community pride, program planning, and resource mobilization.



▲ Students at Nash Elementary School, the only public school located directly in the Thrive in the 05 area.

## Spotlight

### Youth Empowerment Solutions (YES)

Through the YES program, youth develop and implement their own community change projects working with older generations in the community. This serves to address violence as well as prevent violence among the youth who participate.

YES is currently being piloted with two cohorts of 4th and 5th youth at E.C. Nash Elementary through the CBCR initiative. In addition, a cultural adaptation is being developed to ensure cultural relevance for Pascua Yaqui tribal youth. Through this strategy, YES will continue to be offered to new cohorts at E.C. Nash Elementary and expanded to serve additional 4th-10th graders at the San Ignacio Pascua Yaqui Community, ACE Charter School, Pima Prevention Partnership, and Chicanos Por La Causa.

**Action D:****Provide youth leadership development opportunities**

Interventions aimed at increasing resiliency in high stress communities should serve to foster community-level mechanisms that lead to reductions in crime and violence and increases in safety and positive health outcomes. Programs such as Y-LEAD (Youth Lead, Empower, Advocate, and Decide) will be developed and continuously adapted to fit the needs area youth to prepare young people to act as leaders in their communities and avoid risky or violent behavior

## Spotlight

### Youth Lead, Empower, Advocate, and Decide (Y-LEAD)

Y-LEAD (Youth Lead, Empower, Advocate and Decide) is a peer-exchange and leadership training program for older youth and young adults to equip them with the leadership skills needed to organize, engage, and advocate for community interests to stop youth violence, curb risky behaviors including substance use, and promote safety, health and well-being. ASU OCHER will facilitate peer-to-peer exchanges and provide training to participants. Topics for training will include:

- Thinking strategically
- Approaches to advocacy
- Sense of community responsibility
- Skill building for positive peer mentorship
- Leadership for safe and resilient communities.

Additional topics will be co-developed with the youth based on their expressed needs and interests. One component of the Y-LEAD program will be based on the evidence-based anti-violence “Resolve It, Solve it” curriculum, a community-based, peer-led, anti-violence media intervention. The program involves youth receiving training and creating media products (e.g., print, radio, and television public service announcements) targeting violence-related themes and organizing community events.

**Action E:****Create a school and services hub to support collaborative, innovative learning**

With less than a handful of schools and no public libraries in the Thrive in the 05 area, there are few places for youth or adult community members to gather. Supportive educational programming is also lacking. The Thrive in the 05 collaborative will explore opportunities to create an academic and social center modeled after national and local best practices in which educators, families, youth, leaders, and neighbors come together.



▲ Source: RestartSMART Initiative

## Spotlight

### RestartSMART Initiative

In Tucson, Higher Grounds has developed the RestartSMART initiative, which focuses on restarting schools to be **S**trategic, **M**indful, **A**gile and **A**ware, **R**esilient, and **T**rauma-Responsive by combining the Community Schools model with Higher Ground's mapping system that focuses on approaching youth in a trauma-responsive manner while integrating Social and Emotional Learning skill development.

The Restart SMART initiative is focused on four pillars:

01. Integrated holistic student support to improve current and future success
02. Expanded learning opportunities for students, families, and the neighboring community
03. Active family and community engagement with holistic support
04. Collaboration among community leadership with a commitment to systemic improvement

The Restart SMART director will work with families and community partners to create and then implement a shared vision of a school-based resource hub. RestartSMART has already garnered support from a number of citywide organizations, including Tucson Metro Chamber of Commerce, Southern Arizona Leadership Council, Tucson Educators Association, Pima Community College, University of Arizona's Assistant Vice Provost for Hispanic Serving Institution Initiatives, and Pima County Ending Poverty Now.



**Strategy 4:****Offer on-site services and programming at Tucson House**

At Tucson House community meetings, residents and other stakeholders repeatedly highlighted the need to address the isolation and daily living needs for Tucson House residents through activities and programming. In particular, services must be targeted to meet the specific needs of older and disabled adults.



▲ Residents pick out puzzles and games for the Tucson House Lizard Lounge, donated by the Victoria Teresa Arias Memorial Foundation.

**Action A:****Provide on-site case management, home health, and supportive services**

To address the individual needs of Tucson House residents, intensive coordinated services will be provided to those in need of assistance. These case management services will provide residents with one-on-one support and consultation, coordinated with Tucson CARES, to ensure residents have their daily living and mental, physical, and behavioral needs met. The goal of case management will be to ensure housing and health stability, and to connect residents with the supports they need to enjoy a high quality of life.

In addition to on-site case managers, the Thrive in the 05 team will partner with a local nonprofit to use trained volunteers to help seniors stay comfortably and safely in their homes as they age in place, modeled after the Lend A Hand program in other neighborhoods of Tucson. Pima Community College, ASU, and UA student interns will be recruited and trained to complement the activities of the program by supporting residents at the Tucson House with their day-to-day needs like grocery shopping, running errands, and spending time with residents.

## Resident Spotlight

### Meet Mike Edmonds

Michael “Slick” Edmonds is known around Tucson House as the “jack of all trades” and the go-to-guy for tech support, information for local resources and programs, and answering the call to help residents meet their daily needs. He says helping others is his way of giving back to the community for the assistance he has received. Mike has been a resident at Tucson House since 2019, and upon moving in realized the need to network and become involved. He began attending Thrive in the 05 and THRC meetings, which snowballed into being appointed as the THRC’s secretary, MCing Thrive in the 05 events, working as a Move Tucson Ambassador, and being hired as an outreach specialist for the Ward 3 Council office.



**Action B:****Increase on-site community programming opportunities**

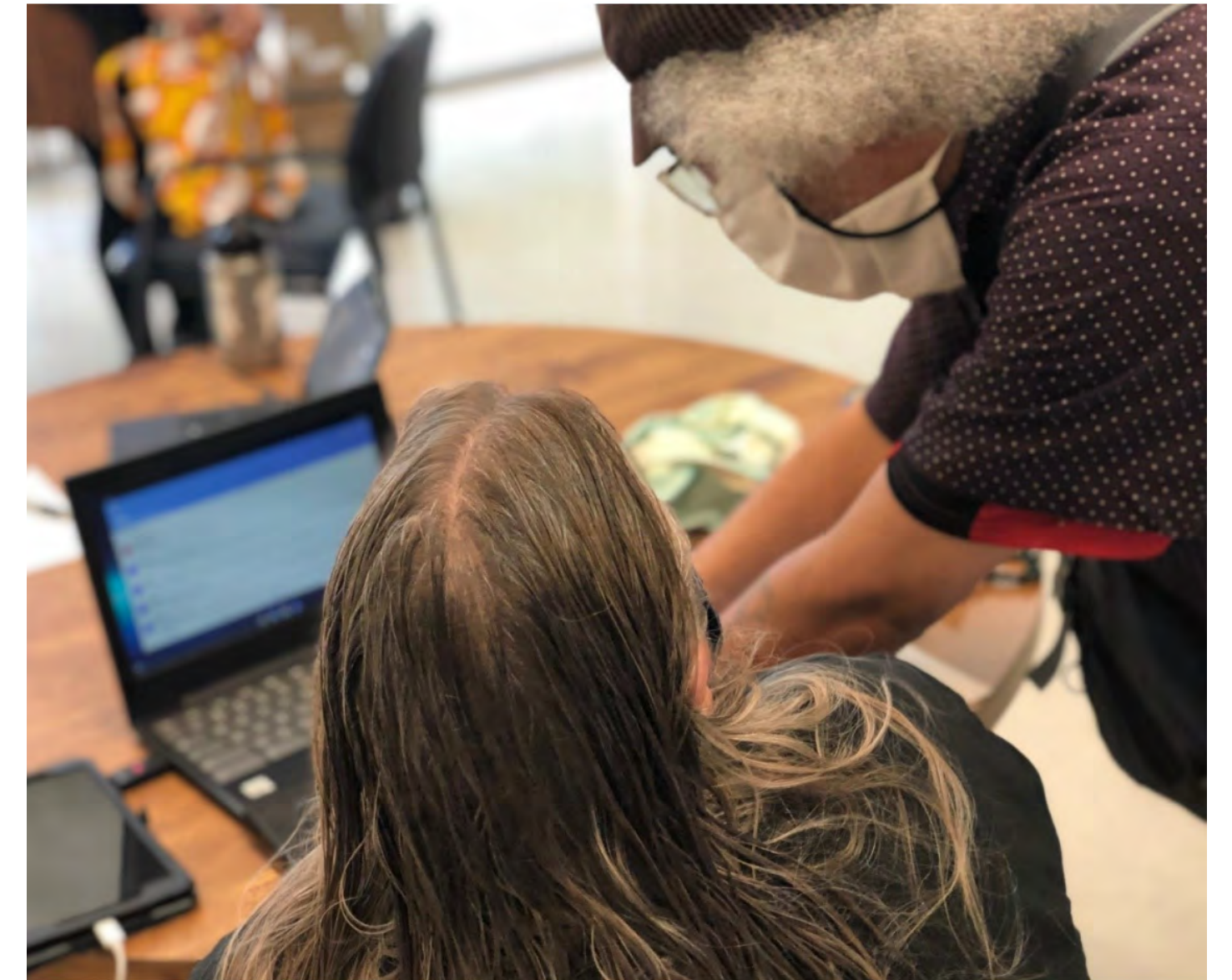
Through a collaboration between Tucson House Case Managers, Management Staff, and Resident Council, programming through a variety of community partners will be coordinated, including:

- **Exercise and physical wellness classes and nutritional education** with partners like Banner Health, Southern Arizona Adaptive Sports, or City of Tucson Parks and Recreation
- **Gardening classes and cooking demonstrations** with the Community Gardens of Tucson, the Community Food Bank, and the University of Arizona Cooperative Extension's Garden Kitchen
- **Social programming** like arts and craft clubs, coffee and donuts events, and BINGO nights coordinated through the leadership of residents and the Resident Council
- **Pet health resources** through the Pima Animal Care Center, mobile vet clinics, and the University of Arizona's College of Veterinary Medicine.

**Action C:****Advance digital inclusion through technology skills training**

Digital inclusion has become a primary goal for the Thrive in the 05 effort to ensure residents vulnerable to COVID-19 virus are able to access health services and remain connected to loved ones. The Thrive in the 05 effort will continue to target Tucson House residents for digital inclusion efforts:

- Direct outreach to connect residents to low-cost and free internet services available in the community, including on-site distribution of free wireless routers distributed through the City's Community Wireless Program, as well as sign-up assistance for the Emergency Broadband Benefit in 2021
- Weekly Tech Support Office Hours provide a consistent time and place to receive one-on-one assistance with devices and troubleshooting connectivity issues
- Peer support from tech savvy resident ambassadors who are provided stipends for their time and expertise
- 250 T-Mobile tablets with two years of unlimited data for a short-term connectivity solution
- Inclusion of building-wide Wi-Fi in the redevelopment of Tucson House



▲ Residents receive one-on-one support from staff, volunteers, and peer ambassadors during weekly Tech Support Office Hours

## Spotlight

### LEAD Academy at Tucson House

Twelve residents participated in the initial LEAD Academy that took place in November 2019, several of which were resident council representatives from the Tucson House. The curriculum, co-created by the People and Education team leads and residents, included the following modules:

- Exploring Leadership
- Emotional Intelligence
- Community Planning & Development
- Community History & Preservation
- Health & Wellness Tips
- Community Building exercises

The 12-hour program took place over a three-week period, each concluding with a meal and informal discussion to recap the topics covered. During the last meeting of the first cohort, LEAD participants enjoyed a home cooked meal prepared by the Housing and Community Development Director.

Interested in continuing the dialogue that took place during the LEAD Academy, participants agreed to begin informal meetings on a monthly basis. LEAD Community Champions have taken an active role in the transformation efforts afforded by the Thrive in the 05 initiative and beyond. Some of which include co-leading and facilitating Thrive in the 05 community meetings and Tucson House resident round table discussions. Other examples include increased dialogue and engagement at resident council meetings, advocating for tools and resources such as access to technology, and securing a donation of 500 puzzles and games made to Nash Elementary School and the Lizard Lounge, the popular gathering space located in the Tucson House.

#### Action D:

### Continue life skills and leadership training

The LEAD (Lead, Empower, Advocate Decide) Academy established during the Choice Neighborhoods effort is a capacity building curriculum that prepares Tucson House residents to engage in sustainable change leadership within the community. As informed change agents, participating resident council and community members are equipped with tools that build their leadership and communication skills, thus reinforcing their confidence as influencers and facilitators of community change.

Additional topics for training will include treating others with respect, stress management and self-care, anger management and conflict resolution, team building, personal communication, mental health first aid, and CPR.

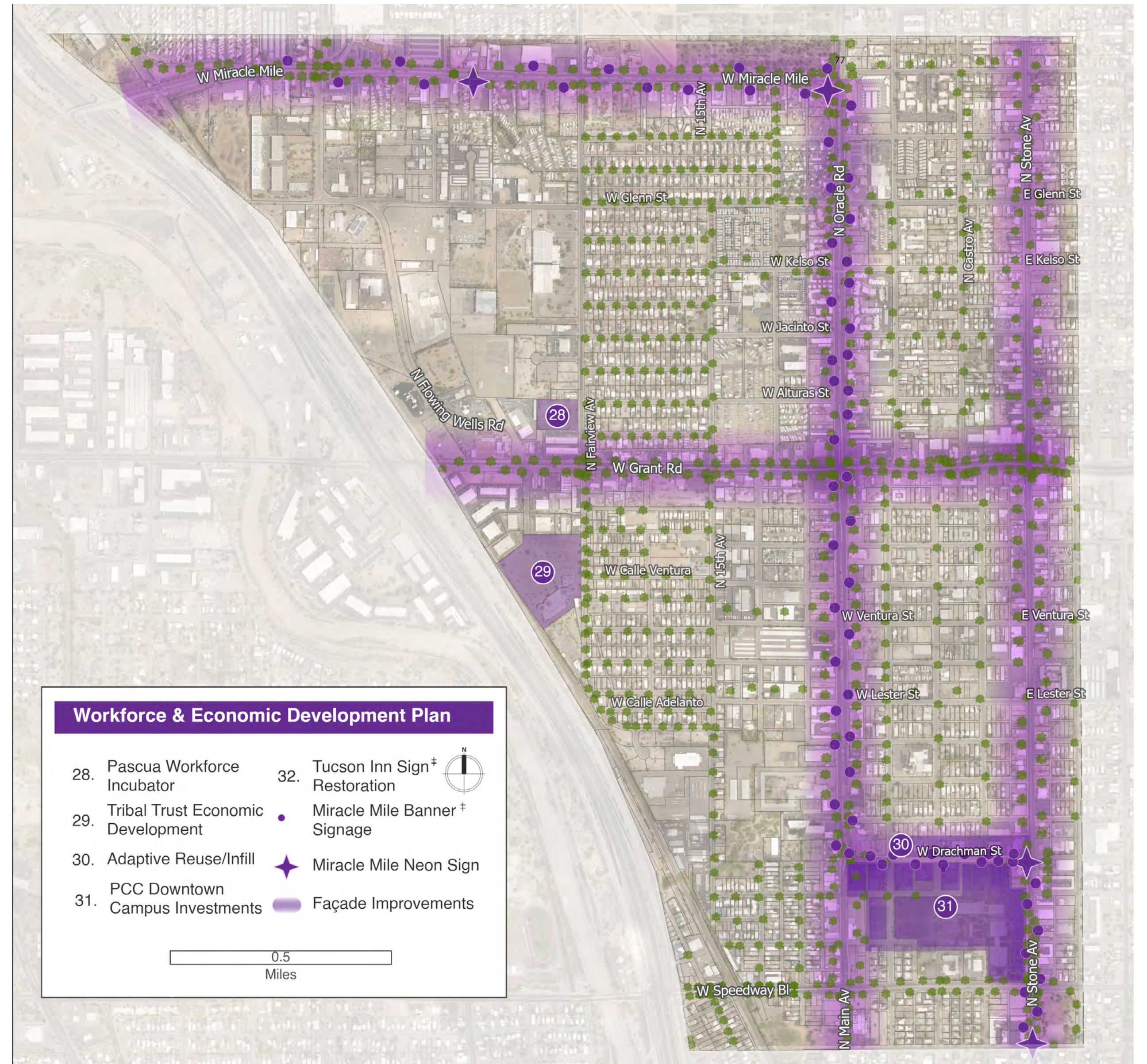
# Workforce & Economic Development Plan

The Thrive in the 05 is a place of sustainable, inclusive, and equitable growth achieved through investments in local workers, entrepreneurs, and businesses

## STRATEGIES

01. Promote equitable economic mobility and inclusive growth for local businesses and current residents
02. Pursue economic development through investments in workforce development
03. Establish mixed-use nodes with neighborhood-serving retail
04. Promote the unique economic character of the area

The Thrive in the 05 area is home to over 600 businesses, 12,000 residents, the bustling Pima Community College Downtown Campus, and vital transportation gateways into the heart of Tucson. It is ripe for economic success but has struggled after being bypassed by investment over the past several decades. Thrive in the 05 efforts are focused on uplifting current residents and existing businesses, while attracting the businesses and private investments needed in the community.



## Strategy 1:

### Promote equitable economic mobility and inclusive growth for local businesses and current residents

As new investment begins to pour into the Thrive in the 05 area, it is crucial that existing residents and businesses benefit from these improvements. Programs that promote equitable economic mobility and inclusive growth are designed with existing residents and local businesses in mind to help retain local talent and attract future investment and development in the area that benefits all community members.

#### Action A:

### Develop an economic mobility pipeline that pairs residents with opportunities for financial security and wealth building

Programs that pair residents with opportunities within the neighborhood for high-wage, family-supporting wages and financial wellness will both support the economic mobility of residents as well as the stability of local businesses.

Programs include:

- **National League of Cities Equitable Economic Mobility Initiative:** As a current grant recipient, the City is developing a pilot program to create personalized economic mobility plans for Tucson House residents.
- **PimaFastTrack:** PCC launched PimaFastTrack, a micro pathways initiative, in Fall 2021 in collaboration with Education Design Lab's Community College Growth Engine Fund (CCGEF) to offer short-term, non-credit coursework that provides participants the skills to succeed in a variety of in-demand Career and Technical Education occupations, leading to industry-recognized credentials.
- **PCC Adult Basic Education for College & Career:** PCC offers classes in High School Equivalency preparation, English Language Acquisition, Math Bridge Classes, Refugee Education Program with English skills learning, Citizenship classes, and the signature Integrated Basic Education and Skills Training (IBEST).

# Spotlight

## Plans for Recovery

The City of Tucson and Pima Community College will rely on adopted plans and frameworks to invest in communities like Thrive in the 05 to ensure that recovery dollars are targeted in an equitable and transformative way.

**The Reskilling and Recovery Framework:** Arizona was selected as one of 20 states to join the National Governors Association (NGA) and the American Association of Community Colleges (AACCC) Reskilling and Recovery Network. Pima Community College is working to address equity issues and promote upward mobility for Thrive in the 05 residents through a variety of rapid response and inclusive programs of study. The outcomes of the Framework are focused on:

- Job placement in target industries
- Closing the skills gap, particularly among people of color and female single earners/heads of households
- Movement of low-wage workers to jobs with family-sustaining wages
- Helping workers with lower than high-school equivalency education levels earn a postsecondary credential with labor-market value
- Increasing public-private partnerships where employers sponsor employees in partnership with community colleges, including apprenticeships, tuition reimbursement, and training

**The 2021 Pivot Playbook** was developed by Sun Corridor to inform and guide local corridor business retention and attraction. The five key areas identified in the Pivot Playbook include:

- Company Recruitment
- Talent Recruitment & Retention
- Workforce Development & Training
- Shovel Ready Real Estate Offerings
- Tourism Recovery

**The Tucson Mayor and Council's ARPA Funding Framework** is a 4-year strategic plan to infuse \$136 million into the hands of all Tucsonans, starting with those hardest hit by poverty, crime, and COVID-19. Funding is to be allocated by the city as well as through community partner grants into seven categories:

- Relief for Families, Essential and Frontline Workers, and Small Businesses - \$9.9M
- Community Reinvestment and Recovery including support for Parks, Arts & Culture - \$61.1M
- Workforce Development - \$1.2M
- Youth Development - \$8.2M
- Investment in Digital Literacy & Access including Cyber Security - \$12.0M
- Promoting Affordable and Stable Housing - \$31.5M
- Investment in City of Tucson Organization (revenue recovery) - \$12.3M

**The City of Tucson's Comprehensive Economic Development Strategy (CEDS)** will provide direction by identifying key opportunities for future growth and partnerships. The new CEDS will be completed in 2022 with a focus on equity and economic mobility for all Tucsonans.



### Arizona Reskilling & Recovery Network:

A Workforce Development and Education/Training Framework

#### National Reskilling & Recovery Network

Arizona Network Team  
(Facilitated by the National Governor's Association & the American Association of Community Colleges)



**Action B:****Strengthen local and legacy businesses through outreach and education, coalition-building, and resource coordination**

Dedicated support for Thrive in the 05 businesses will be key to ensuring their recovery from the pandemic and continued resilience in the community. This support includes:

- Continued engagement through a dedicated Thrive in the 05 **Workforce & Economic Development Community Outreach Manager** position, co-funded by the City and PCC.
- Ongoing Thrive in the 05 **Business Forums** provide training and technical resources for area businesses. Moving forward, the group is discussing the formation of a Thrive in the 05 **Business Coalition** led by local business owners.



▲ Thrive in the 05 Business Forum moderated by Workforce & Economic Development Community Outreach Manager Teresa Noon.

## Spotlight

### Workforce and Economic Development “Inclusion Champion”

This collaborative partnership between the City of Tucson Economic Initiatives and Pima Community College (PCC) began in 2018 as a strategic outcome of the Daniel Rose Fellowship. It aligned the PCC Center of Excellence in Applied Technology expansion and workforce and economic development efforts in the Thrive in the 05 with the City of Tucson’s economic development goals for revitalizing and enhancing the prominent historic commercial corridor. The goal of the partnership is to increase economic vitality by attracting investment, attracting and retaining businesses, and enhancing workforce development by connecting local residents and employers to affordable credential, certification and degree programs. City of Tucson Economic Initiatives received the 2021 International Economic Development Council (IEDC) Gold Award for Partnerships with Educational Institutions for the co-funded CoT/PCC position.



# Spotlight

## Monterey Court

Monterey Court is a vintage motor court located on the historic Miracle Mile. Its dozen small buildings served as individual casitas surrounding a shared courtyard, and the main building at the entrance served as the motor court's office and owners' living quarters.

In 2011, the property was purchased by local residents after decades of neglect. The residents transformed the casitas into artisan studio galleries, the office into a commercial kitchen/bar/café, and the outdoor courtyard into a music/performing arts centerpiece with a stage, dance floor and guest seating. The iconic neon cactus sign at the entrance also sprang to life after major repairs.

After closing its doors for five months in 2020 due to the pandemic, the business reopened with CARES Act funding and continues to provide COVID-safe homes for dozens of small artisans along with performances in its outdoor venue.



▲ Monterey Court, a historic motor court on Miracle Mile is now a café, entertainment venue, and artist incubator space.

### Action C:

## Create incubator and small business spaces for emerging entrepreneurs

Low-cost, rentable spaces are important to support home-based businesses and local entrepreneurs. Following the success of Monterey Court, historic motor courts or underutilized warehouses can be adaptively reused to house small businesses and artists in the area. Pima Community College plans to launch a Business Incubator, born of the need to support startups and small businesses that require manufacturing and technical support during the early stages of their development. The incubator will serve as a hub of engagement for PCC's Center of Excellence in Applied Technology, providing an ideal environment and the support services needed for businesses to grow, lower startup risk and position them to add new well-paying jobs to the local economy.

## Action Activity

### Commercial Corridor Catalyst Visual Improvement Program

The City of Tucson Office of Economic Initiatives will implement a façade improvement program called the Visual Improvement Program (VIP) as an Action Activity.

Through the VIP, the City will provide technical and financial assistance to property owners or business tenants seeking to renovate or restore exterior facades, signage, and lighting for commercial buildings. The Program will provide up to \$50,000 with a 15% cash match by the business for well-designed property investments. The program is designed to impact properties in need of revitalization and increase sales and/or revenue for the property owner or tenant. VIP investments are intended to be catalytic, with each successful project lowering actual and perceived barriers to entry for new businesses wishing to enter the market.



#### Action D:

### Invest in local and legacy businesses through city incentives like adaptive reuse and façade improvement programs

New and existing programs available citywide to support small and long-standing businesses will be specifically targeted to Thrive in the 05 businesses. Additionally, Action Activity funding will be used for a “Visual Improvement Program” (VIP) to update selected commercial façades.



▲ In 2016, the Tucson City Council granted approval for Brother Johns, owned by a third general Tucsonan, to receive a Government Property Lease Excise Tax incentive (GPLET). Brother Johns has weathered the pandemic with the help of the CARES Act and by adjusting operations like expanded outdoor dining and takeout.

# Spotlight

## Support for Thrive in the 05 Businesses

Support for small and local businesses is a priority citywide, but these programs are made accessible to Thrive in the 05 businesses thanks to targeted outreach.

- **Legacy Business Program:** The City of Tucson Economic Initiatives Legacy Business Program recognizes locally owned businesses for their role in shaping Tucson’s unique identity, and aims to support their longevity and continued success. Businesses are eligible for the Legacy Business designation if they have been in operation within the City of Tucson for at least 25 years.
- **City Incentives:** Programs like the Government Property Lease Excise Tax (GPLET), Primary Jobs Incentive, and Site-Specific Sales Tax Incentive allow the City of Tucson to reimburse or abate taxes for properties that meet specific criteria, and facilitate projects that would not be economically feasible but for the value realized through the incentive.
- **Small Business Development Center (SBDC):** The SBDC at Pima Community College is available to help local businesses launch, grow, and sustain their business with the assistance of professional counselors who offer no-cost one-on-one counseling. The SBDC also offers training and workshops specific to small business owners such as profitability, government procurement, and access to capital.
- **COVID-19 Support and Grants:** The City of Tucson used allocations of CARES Act funding to support struggling small businesses throughout the pandemic and will continue to do so through the use of ARPA funds.
- **Technical Assistance:** The City’s Adaptive Reuse Pilot Program and Historic Preservation staff provide dedicated assistance to businesses as they navigate updates to and new uses of historic buildings.

### Strategy 2:

## Strategy 2: Pursue economic development through investments in workforce development

A key takeaway from the Daniel Rose Fellowship work was a recommendation to elevate Workforce Development as a catalyst for community revitalization and economic development. This approach emphasizes supporting resident entrepreneurship and workforce innovation through education and training, and connecting residents with local businesses and other major employers.

### Economic Development Framework

Workforce Development & Innovation at center of Economic Development



▲ Economic Development Framework: Workforce Development & Innovation at center of Economic Development. Source: Daniel Rose Fellowship Presentation.

## Spotlight

### Center of Excellence in Applied Technology

The Center of Excellence in Applied Technology is a \$53.4M investment aligned with PCC's Educational Master Plan and PCC's Facilities Master Plan that will feature cutting-edge spaces where student-learners and incumbent workers will learn workforce skills to excel in the family sustaining wage jobs of today and tomorrow. The Automotive Technology and Innovation Center, opened in spring 2021 and includes hybrid, light- and medium-diesel, electric, and eventually autonomous vehicles. The Advanced Manufacturing building, scheduled to open in late fall 2022, will feature the Automated Industrial Technology, Computer-Aided Design, Machining, and Welding programs.



#### Action A:

### Invest in new facilities and programming for the jobs of the future at Pima Community College

Pima Community College's commitment to economic revitalization is underway at PCC Downtown Campus located in the Thrive in the 05 area where the College is building out its Center of Excellence in Applied Technology. The training programs at Pima align well with the manufacturing and industrial jobs available in the neighborhood.



▲ The much anticipated Automotive Technology and Innovation Center on PCC's Downtown Campus officially opened in May 2021. The Automotive center is the first completed structure of the Center of Excellence for Applied Technology. Source: Pima Community College

**Action B:****Recruit, train, and hire area residents into jobs that pay family sustaining wages within the neighborhood**

Through creative new partnerships and existing programs, Thrive in the 05 partners like Pima Community College and City of Tucson Economic Initiatives will work with local businesses to determine their hiring needs and work with local community-based organizations to place residents into these local job opportunities. For instance, PCC offers a variety of work-based learning and apprenticeship opportunities with employers throughout the City of Tucson. These work-based learning experiences serve as critical on-ramps for residents to access workforce ready coursework and paid placement with a local employer that lead to family sustaining wage earning potential. New training programs like an industrial sewing pilot at Thrive in the 05 business Sonoran Stitch Factory set to launch in 2022 will similarly meet the hiring needs of businesses and employment needs of residents.



Source: Sonoran Stitch Factory

## Spotlight

### Industrial Sewing Workforce Accelerator Program at Sonoran Stitch Factory

Arizona non-profit organization Moonshot at NACET has developed a workforce training program in industrial sewn goods manufacturing, material innovation, and apparel circularity to benefit residents seeking reskilling and upskilling. The program is designed to support local sewn goods manufacturers and will be housed within the Sonoran Stitch Factory, a local business located in the heart of the Thrive in the 05 district.

This program, a strategic business retention effort, places key emphasis on certification and career path development for machine technicians and industrial sewers, building a much-needed regional manufacturing focused workforce, specifically to support Tucson industrial sewing businesses, enhancing their ability to grow and hire locally. The project offers a unique opportunity to partner with the Pascua Yaqui Tribe for targeted recruitment of cohort candidates for the program and addresses a current need for local employers who are experiencing recruitment challenges in this industry sector. Trainees would be able to seek immediate employment opportunities within local companies. This program has been funded by the City of Tucson for two years.

**Action C:****Increase access to adult basic education programs**

The PCC Downtown Campus features Adult Basic Education for College and Careers programs, which include basic education in reading, writing, and math, English language acquisition for adults, and high school equivalency testing. These programs can provide a crucial first step on the education-to-career pathway for area residents.

Partnerships with Pima County, ARIZONA@WORK, and JobPath provide opportunities to co-locate services at PCC's Downtown Campus and support job seekers as they move through basic education and high school equivalency to job training and higher education.

**Action D:****Develop training and job placement pipelines appropriate for special populations**

Programming to help place older adults, persons with disabilities, and those who were formerly homeless in appropriate employment opportunities will help ensure financial stability for residents.

- **Pima Community College** plans to explore future workforce development programs for mature workers after its Back to Work 50+ Program ended in 2020. Currently, students 55 and older can receive a 50% discount on tuition for credit classes.
- Pursue replication of **Café 54**, a local café and job training for formerly homeless residents and those with mental illness, in the Thrive in the 05 area.
- **Beacon Group** the state's largest employer and job placement agency for people with disabilities, will establish stronger partnerships with area businesses, and the Tucson House to connect disabled residents with employment.



▲ Café 54 Bistro and Catering.



▲ Beacon Group is located on Glenn Street in the Thrive in the 05 area.

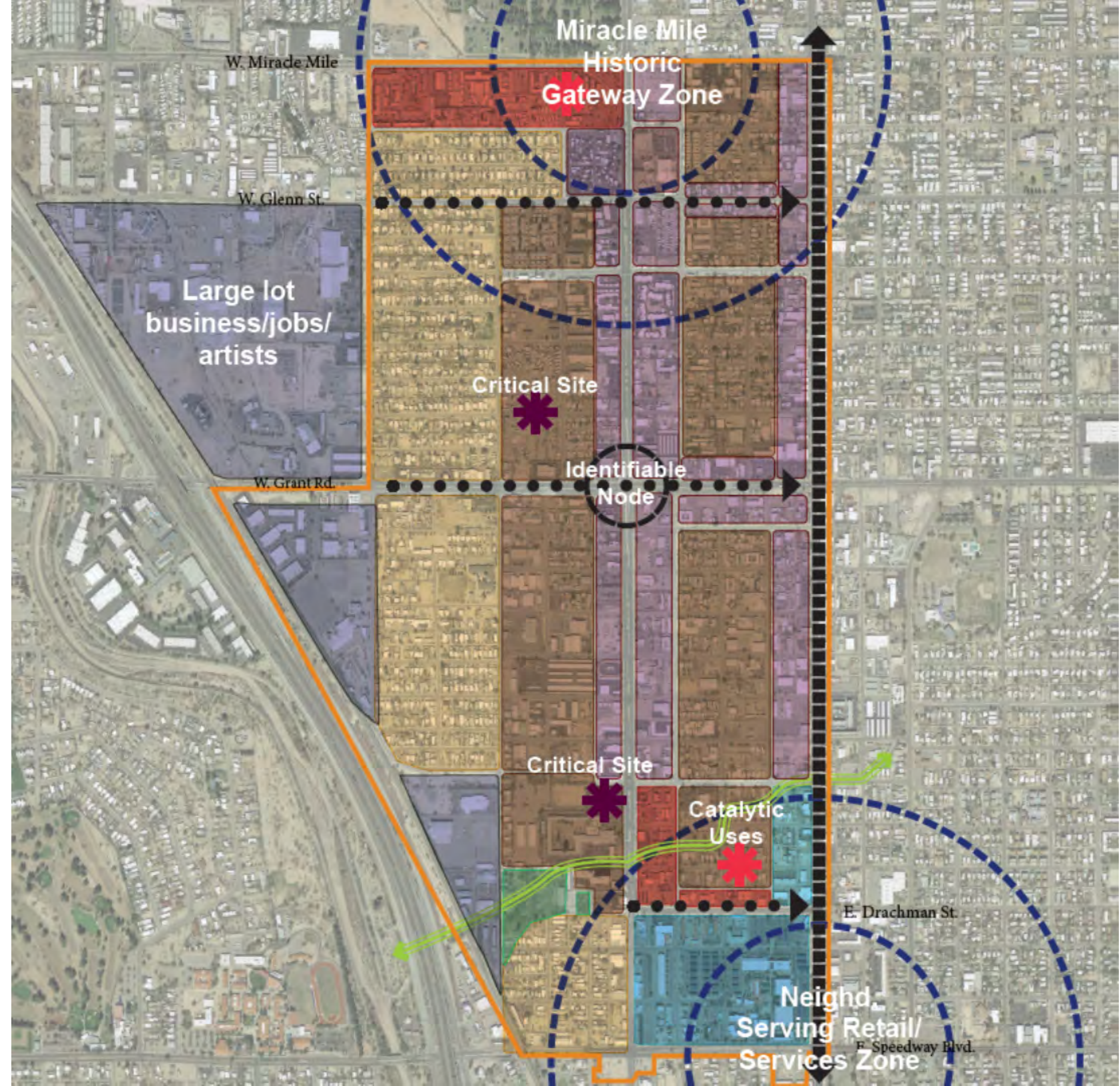
**Strategy 3:**

**Establish mixed-use nodes with neighborhood-serving retail**

Thrive in the 05 partners will identify and support opportunities for mixed-use development that include employment, services, and amenities along Oracle Road, Grant Road, Miracle Mile, Stone Avenue, Speedway Boulevard, and Drachman Street that fill gaps in existing retail options and activate these corridors. In particular, places where gateway corridors intersect such as Grant and Oracle, Grant and Stone, and Stone and Speedway offer opportunities for denser, mixed-use, transit-oriented development that is accessible to neighborhood residents.

Upcoming projects like the Equitable Transit Oriented Development (eTOD) plan and a review of the Infill Incentive District will identify ways that City zoning incentives and transit investments can stimulate desired development. Meanwhile, City investments in the Tucson House campus, and Pima Community College investments along Drachman Street will serve as a first phase.

Identified mixed-use nodes through the Daniel Rose Fellowship ▶



**Action A:**

**Revitalize and reactivate Drachman Street from Oracle and Main to Stone Avenue**

Drachman Street will be the initial focus of efforts to invest in and encourage neighborhood-focused development in the Thrive in the 05 area, and establish it as a mixed-use, mixed-income, multi-modal destination. This gateway to downtown will support the needs of Tucson House residents and the Pima Community College community while bridging the Miracle Mile Historic District with a future that celebrates innovation, entrepreneurship, and the arts.

City investments include the redevelopment of Tucson House on the west end and a Complete Streets treatment of Drachman to narrow the road and create more space for pedestrians, bicycles, transit, green infrastructure, and flexible parking for food trucks and “streeteries.” Pima Community College also invested \$3.7 million in the acquisition of four motel properties (Copper Cactus Inn, Frontier Motel, Tucson Inn, Fortuna Inn) along Drachman.



▲ Ideas for Drachman were generated at a design charrette in January 2020 and conceptualized in this complete streets and mixed-use concept by The Planning Center.



**Action B:**

**Recruit neighborhood-serving retail and businesses**

The City of Tucson’s Office of Economic Initiatives will work to recruit new retail businesses to the area, especially in areas prioritized as mixed-use nodes. Where feasible, the City of Tucson will prioritize and plan space for specific businesses, including exploring options for services like a health clinic and small grocery store at Tucson House.

**Action C:**

**Develop temporary and creative land use programs to temporarily activate spaces**

Large-scale redevelopment and reactivation of the commercial corridors will take time. In the interim, vacant and underutilized parcels in the area provide opportunities for temporary and creative uses. Warehouses and parking lots that are used for a couple months each year for Tucson’s Gem and Mineral Show are ideal for temporary uses such as farm stands, food trucks, recycled container cafes, etc.



▲ Shipping container business incubator concept. Source: UA CAPLA Master Plan Proposal



**Before**



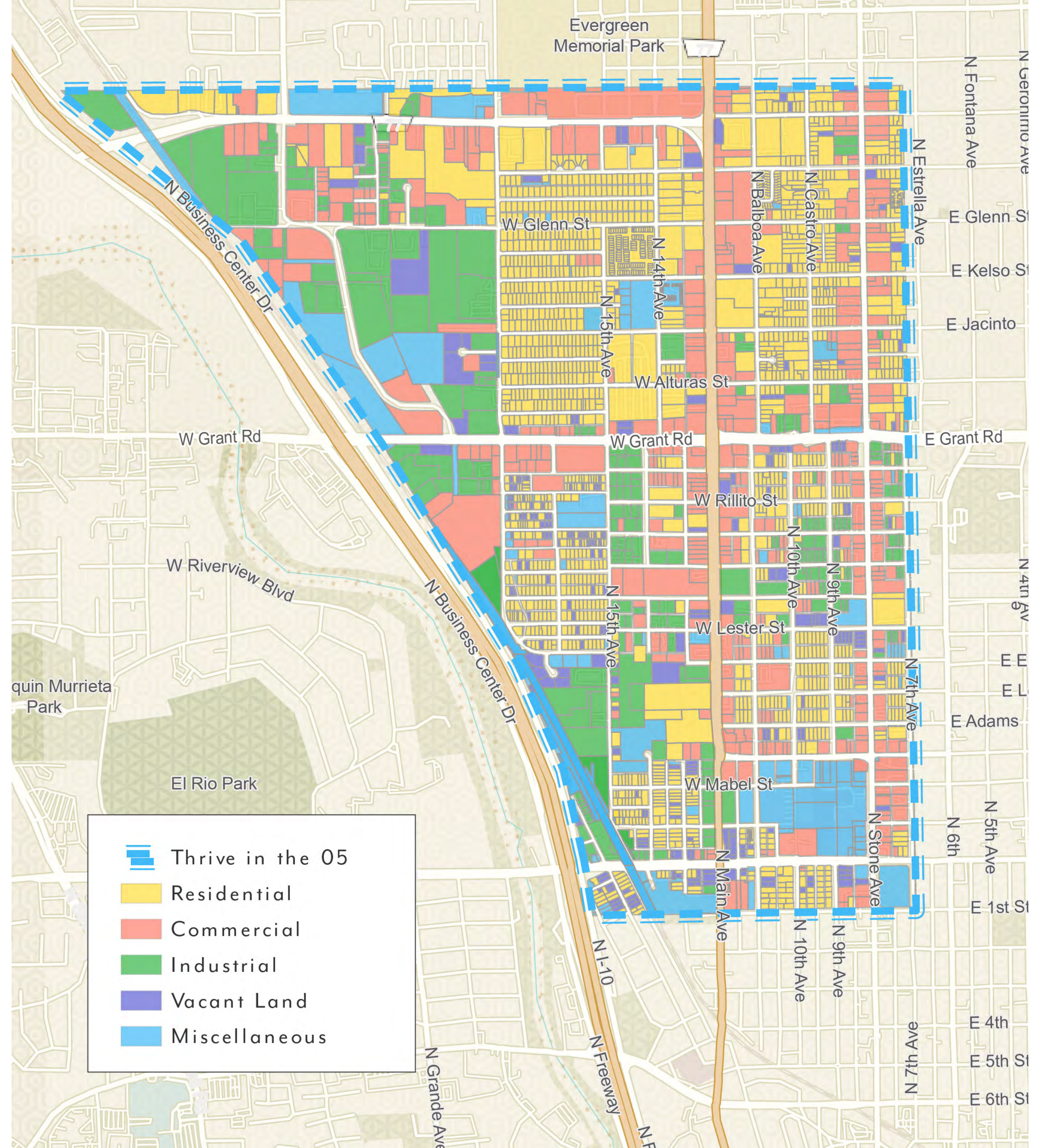
**After**

▲ Temporary activation of underutilized space for neighborhood use. Source: The Planning Center

### Strategy 4:

## Promote the unique economic character of the area

The Thrive in the 05 area can look like a hodge-podge of competing land uses, with single-family residential neighborhoods located adjacent to industrial businesses and an auto-oriented commercial corridor. While this presents many challenges for developing inclusive housing options and neighborhood-serving amenities, it also presents unique opportunities for economic development and options for creative historic preservation mixed with new, targeted development.





# OLD PASCUA COMMUNITY LAND ACQUISITION ACT

October 2021

## Action A:

### Support the economic development goals of the Pascua Yaqui Tribe for tribal trust land properties in Old Pascua

The City of Tucson supports the Pascua Yaqui Tribe’s efforts to put a tribal-owned piece of land in Old Pascua into tribal trust, which would provide the tribe with greater economic development opportunities and job creation. The City of Tucson signed a Development Agreement for future development on the property, the former Grant Theater just south of Grant Road along Fairview Avenue. The City will continue to work in partnership with the Tribe and support their economic and workforce development initiatives in the Thrive in the 05 area.

On July 30, 2021, Chair Raúl M. Grijalva (D-Ariz.) introduced the Old Pascua Community Land Acquisition Act. This bill would place land into a trust on behalf of the Pascua Yaqui Tribe.

#### WHAT HAPPENED TO THE OLD PASCUA COMMUNITY?

The Old Pascua community was excluded from the creation of the Pascua Yaqui reservation boundaries in 1978. Old Pascua is home to churches, sacred sites, and ceremonial grounds that are culturally significant to the Pascua Yaqui people.

#### HISTORY OF OLD PASCUA COMMUNITY

- 1920** Forty acres of land near Tucson, Arizona, were donated by A.M. Franklin to establish the Yaqui Nation. A portion of this land is now known as “Old Pascua.” This area has been used as a sacred ceremonial site since 1921 and is home to the oldest formally established Yaqui community in Tucson.
- 1959** The Yaqui Nation lands, including Old Pascua, were annexed into the City of Tucson. The annexation led to the City’s encroachment on the Yaqui community, which caused challenges related to regulations, taxation, ownership of their sacred, cultural, traditional, and religious grounds, and access to important sites.
- 1960s** Legislation introduced by Rep. Mo Udall (D-Ariz.) established the Pascua Yaqui Association and allocated 202 acres of land. However, that land did not include Old Pascua.
- 1978** The Pascua Yaqui Tribe was granted federal recognition and a reservation land base that did not include Old Pascua.
- 2016** The Pascua Yaqui Tribe enters into negotiations with the State of Arizona to amend and restate their gaming compact.
- 2021** After five years, the State of Arizona and the Pascua Yaqui Tribe finalized negotiations, later approved by the Secretary of Interior in May 2021.

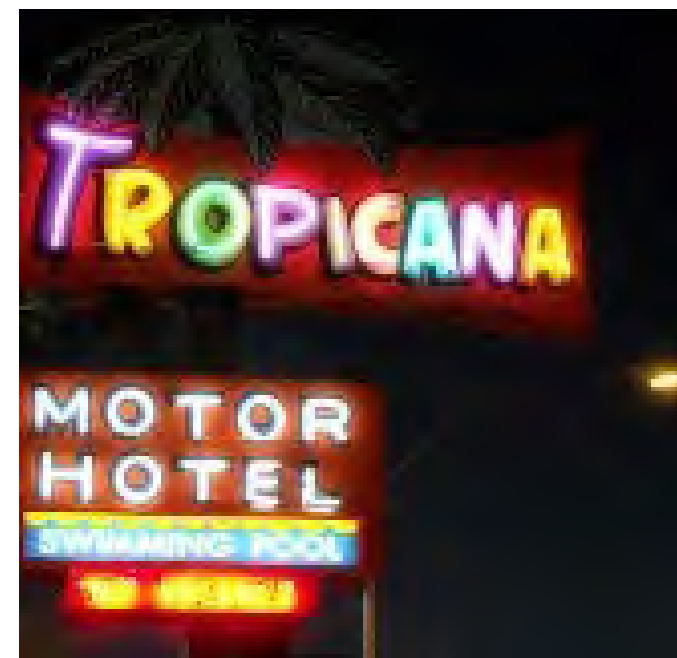
#### HOW WOULD THE OLD PASCUA COMMUNITY LAND ACQUISITION ACT FIX THIS PROBLEM?

This legislation would place Old Pascua community lands into trust status for the Pascua Yaqui Tribe. Doing so will enable the Tribe to conduct gaming activities as approved by the State of Arizona, expand economic development opportunities, and engage in cultural practices on the land. This would be an important step in improving the Tribe’s governmental operations, access to cultural and religious activities, job opportunities, housing, social and community services, health care, and educational facilities.

**Action B:****Market areas along the I-10 corridor and Opportunity Zones as industrial and employment destinations**

Much of the Thrive in the 05 area, especially the industrial zones closest to I-10 are in federally designated Opportunity Zones. The City will continue to support this area as an industrial and employment destination that can provide needed

employment to residents in the Thrive in the 05 area, while supporting emerging small companies through business incubators, workforce development programs, and other initiatives of Pima Community College as discussed in other goals throughout this plan.



▲ Historic neon signs in the Thrive in the 05 area preserved through the Historic Landmark Signs Preservation Program.

**Action C:****Advance historic preservation of key commercial assets through education and corridor branding**

The Thrive in the 05 team will continue to embrace the community's history by promoting the area as a unique destination as well as educating business and property owners about financial incentives available for rehabilitating historic buildings including the neon signs and iconic motor courts. Partners like the Historic Preservation Foundation will educate owners about the benefits and purpose of the historic district, as well as the historic significance of the area.

## Spotlight

### Support for Historic Commercial Properties

Commercial properties that are listed on the National Register of Historic Places and have been rehabilitated according to Secretary of Interior Standards may be eligible for the [State Historic Property Tax Reclassification Program](#) (10-year agreement) and/or the a federal [Investment Tax Credit](#) program.

Since 2011, the City of Tucson's [Historic Landmark Signs Preservation Program](#) has encouraged the maintenance, restoration, and reuse of historic signs. Many of the existing preserved signs are in the Thrive in the 05 area.

# Action Activity

## Commercial Corridor Catalyst Historic Miracle Mile Branding Signage

This project involves three physical elements:

- 01. “Miracle Mile” signs on light poles along the Miracle Mile Historic District commercial corridor,
- 02. New “Miracle Mile” neon art to complement the existing iconic Gateway Saguaro,
- 03. “Miracle Mile” Historic District marker signs on stop signs

Together, these signs will foster an enhanced sense of place and create a highly visible “message” that you are in a special place with a unique identity. These physical elements will be complemented by coordination and expertise from the Tucson Historic Preservation Foundation and the inclusion of educational activities designed to share the area’s rich and colorful history so it can be woven into the area’s future.



▲ Proposed design for Historic Miracle Mile banners to match neon art shown below.



## CHAPTER 06

# Bringing it Together at Tucson House

The Thrive in the 05 Transformation plan aspires to improve quality of life throughout the Oracle Road and Miracle Mile area. Tucson House is a cornerstone of that transformation. This chapter focuses on the redevelopment of Tucson House, where the goals of the plan come together to create a safe and supportive community for residents who will have access to the services and amenities that allow them to thrive and age in place. It expands housing choice for residents and integrates the site into the neighborhood, confirming it an asset to the community.

# Housing Program

Tucson House is staying put. Heard loud and clear from residents and the community, the building is an important historic asset with “great bones” and huge potential. Rehabilitating Tucson House as a mixed-income, older adult community with amenities that allow residents to age-in-place and integrate the site into the surrounding neighborhood will transform Tucson House into a safe, vibrant, and healthy place to live. Additionally, new, mixed-income and affordable units will be developed within the neighborhood that will diversify the range of housing options available for existing Tucson House and other Tucson residents.

## Tucson House Overview

The redevelopment program for Tucson House is informed by both the realities of the physical condition of the building, current market potential, and the wishes of existing residents.

- Tucson House needs substantial rehabilitation, but it can be rehabilitated into a wonderful place to live for its residents and be an asset to the neighborhood.
- With a close-knit community and only a few apartments with multiple bedrooms, residents affirmed that ideally Tucson House would be limited to older adults.

- Units at Tucson House are desirable given their views and location, and are more spacious compared to other market rate counterparts across the city. Per the market study, because the Thrive in the 05 neighborhood is not currently home to any market rate senior rental apartments, Tucson House could be competitive for similar market rate rents citywide.
- The introduction of assisted living and new services and amenities would further facilitate aging in place at Tucson House, supporting residents in their active, independent units longer than might otherwise be possible. Some units may also be set aside for college students who would live among the senior residents and assist them with technology and chores.
- While many current Tucson House residents expressed strong desire to remain at Tucson House, many others desired different housing options. Because there will be no loss of public housing units, new public housing units would be included in future developments to provide residents with a range of housing choices.
- Existing spaces within Tucson House will be repurposed to provide on-site services and amenities that support residents and neighbors, contributing to the establishment of a mixed-use hub at Drachman and Oracle and catalyzing additional investment. Some of the features envisioned at Tucson House include:

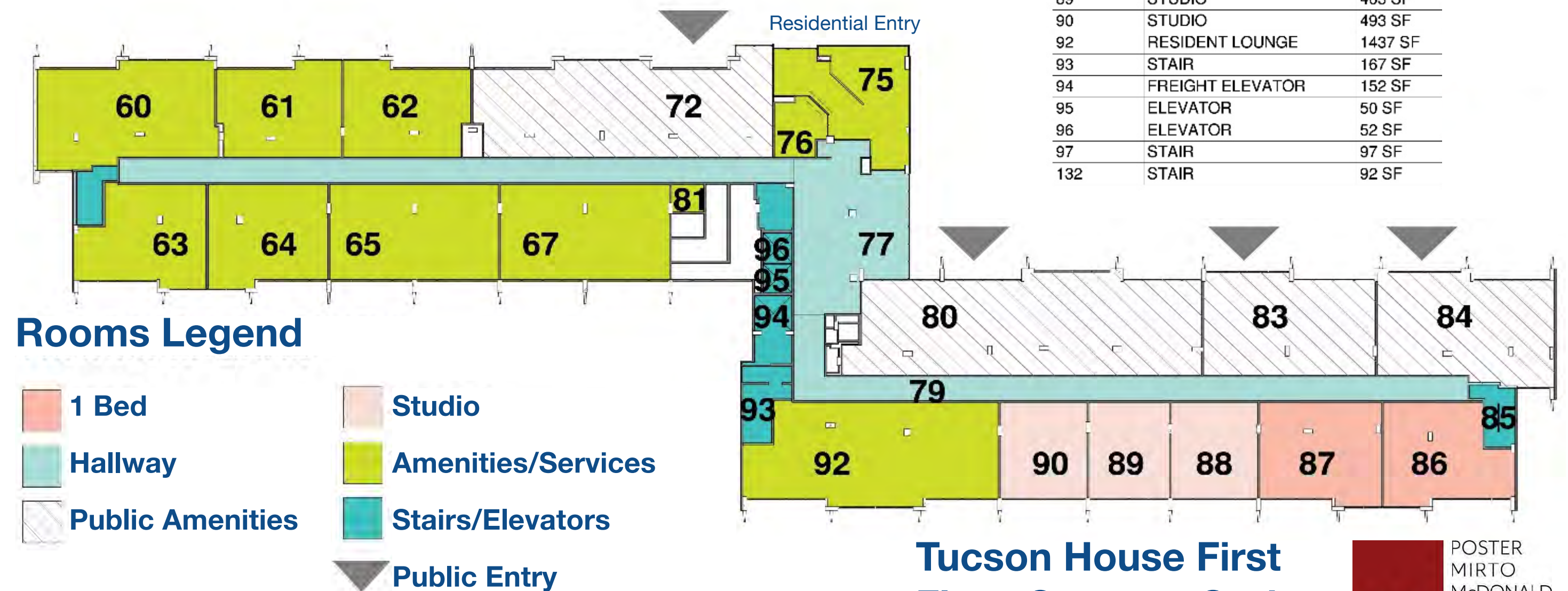
## Tucson House Redevelopment Goals

The following resident-driven goals guide the plans for rehabilitation of Tucson House and associated new housing development.


- Preserve affordability while increasing the number of housing options
- Create safe, energy-efficient, healthy and accessible homes
- Create a vibrant mixed-use district reestablishing the area as a Tucson Gateway
- Phase redevelopment to minimize disruption to residents, maximize relocation options, and optimize financing opportunities
- Prioritize employment opportunities for community residents and contracting opportunities for local businesses

- A **health clinic** operated by a community health partner offering on-site physical and behavioral health care accessible to both neighborhood and Tucson House residents.
- A small **grocery store** operated in conjunction with or in addition to a food pantry will address food security and access issues for residents and an opportunity to distribute fresh produce from the community garden.
- A **café** or coffee shop and/or **office space** for staff and **supportive services**.
- Private **fitness and wellness amenities** like workout equipment and calming meditative areas and easy access to park and garden spaces to enhance the physical and mental health of residents.
- **Lounges, meeting rooms and gathering spaces** like the current Lizard Lounge, library, and Carriage Room, with modern, flexible furniture and kitchen space that is available to residents to reserve and use for events and meetings and programming like fitness classes, book clubs, and digital skills training. A commercial kitchen would support possible assisted living units.
- **Modernized security** and key cards systems will keep spaces open to the community separated from residential living spaces.

The overall redevelopment program at Tucson House will result in approximately the same number of remodeled residential units as in the current building (408), with the potential to increase the unit count by incorporating up to 80 smaller assisted living units. The site will feature approximately 40,000 square feet of community amenities. Because of the market potential at Tucson House and to facilitate a resident population with a broad range of incomes, a mix of up to 20% of the units will be market rate. The remaining units would be affordable for a range of incomes below 80% Area Median Income: both deeply subsidized through public housing, RAD, or project-based vouchers, and those funded through LIHTC and other affordable housing resources.



### Rooms Legend

 1 Bed	 Studio
 Hallway	 Amenities/Services
 Public Amenities	 Stairs/Elevators
	 Public Entry

### GROUND LEVEL ROOMS

ROOM NO.	ROOM NAME	AREA
60	TH STAFF OFFICES	1044 SF
61	TH STAFF OFFICES	667 SF
62	TH STAFF OFFICES	678 SF
63	SOCIAL SERVICE OFFICES	701 SF
64	SOCIAL SERVICE OFFICES	705 SF
65	SOCIAL SERVICE OFFICES	965 SF
67	PHARMACY	963 SF
72	ST. ELIZABETH'S CLINIC	1659 SF
75	TUCSON HOUSE LOBBY	669 SF
76	RECEPTION	162 SF
77	ELEVATOR LOBBY	977 SF
78	CORRIDOR	966 SF
79	CORRIDOR	1078 SF
80	COMMUNITY ROOM	2003 SF
81	TOILET	53 SF
83	CAFE	1013 SF
84	RETAIL	1098 SF
85	STAIR	119 SF
86	1 BEDROOM	688 SF
87	1 BEDROOM	719 SF
88	STUDIO	493 SF
89	STUDIO	463 SF
90	STUDIO	493 SF
92	RESIDENT LOUNGE	1437 SF
93	STAIR	167 SF
94	FREIGHT ELEVATOR	152 SF
95	ELEVATOR	50 SF
96	ELEVATOR	52 SF
97	STAIR	97 SF
132	STAIR	92 SF

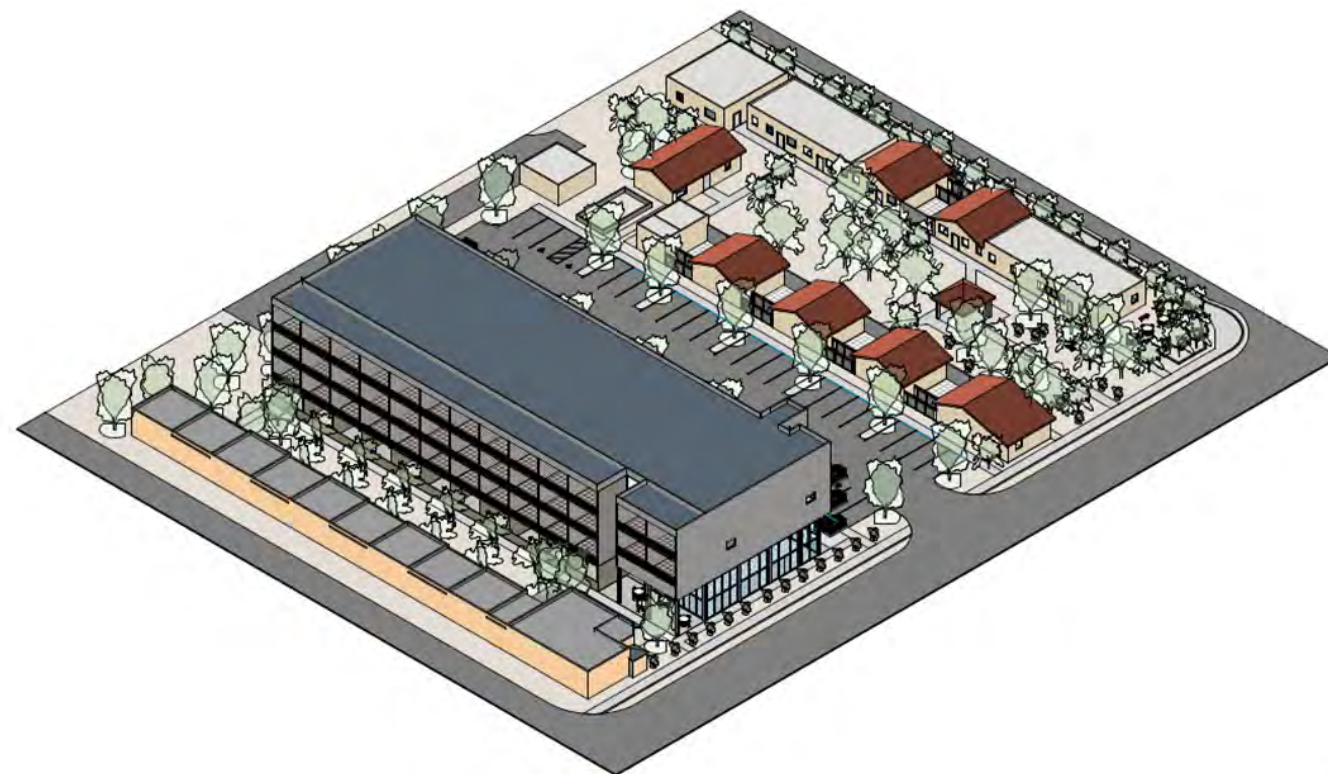
### Tucson House First Floor Concept Option



## Replacement Opportunities

The City of Tucson has identified developable sites throughout the neighborhood where replacement units can be located to expand the variety of housing choices available to current Tucson House residents. These range from mid- and low-rise apartment buildings to affordable homeownership opportunities. The City will also use ARPA funds to pursue acquisition of other properties in the Thrive in the 05 area for affordable and mixed-income housing development to serve as replacement housing.

Two examples of possible replacement housing opportunities in the neighborhood include:



▲ Oracle Alturas Concept. Source: PMM

### Oracle and Alturas

A city-owned site located north of Tucson House could be redeveloped with medium-density, mixed-income or affordable housing. The plan would incorporate existing historic motor courts with a vacant lot to produce a total of 63 new and rehabilitated units.

### Barrio Anita Homeownership

The city-owned site in Barrio Anita will be developed using a housing land trust model to produce approximately eight units of infill homeownership opportunities.



▲ Barrio Anita Concept. Source: PMM

### Off-Site Opportunities

In responses to the resident needs assessment, Tucson House residents were split on whether they would continue to live in the Thrive in the 05 neighborhood if given the choice. Therefore, the City will replace a portion of the public housing units in other locations throughout the city to provide greater housing choice. This may be accomplished by using PBVs in locations that have equal or better access to schools, services, parks, transportation, and other community amenities that will be available in Thrive in the 05 once Tucson House redevelopment is complete.

## Phasing

Tucson House will need to be rehabilitated in at least two phases of financing and construction. Residents will either be relocated to other units in the building during each phase or given off-site housing options. Depending on the feasibility of finance and construction phasing, sites for new replacement units will either be developed prior to or in conjunction with Tucson House construction.

## Relocation and Right to Return

While Tucson House will remain in place, residents will need to be either temporarily or permanently relocated to allow for the rehabilitation of the units. Subject to the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, the City of Tucson will develop a comprehensive Relocation Plan to ensure that relocation proceeds in a timely manner, and that residents know their options and are treated fairly, consistently, and equitably. Relocation will occur in phases timed to accommodate redevelopment.

The comprehensive Relocation Plan will reflect the following goals:

- Follow all applicable statutes and regulations at the federal and state levels
- Clearly communicate rights, benefits and responsibilities of all parties
- Efficiently utilize and coordinate resources
- Minimize disruption to the affected households

The relocation strategy will be guided by three priorities:

01. No involuntary permanent relocation
02. Temporary relocation will be as limited in duration as possible

03. Tenants will be relocated on-site where and when possible

The City will procure a relocation contractor to provide residents with comprehensive one-on-one mobility counseling and support to identify a unit that is the best fit for them given their individual circumstances, help them get connected to necessary services, and educate them about their options for moving financial assistance and their right to return. Furthermore, resident supports will be put in place to ensure residents remain in good standing so that can return to Tucson House if they choose.

The following commitments are made to public housing residents who are eligible for relocation assistance. Residents will be notified of the:

- Expected duration of temporary relocation
- Relocation options and location (on-site/off-site) of temporary relocation housing unit
- Option, at the sole choice of the resident, to reside with family or friends during the temporary relocation period
- Storage options, as applicable
- Moving assistance with packing and unpacking as applicable
- Responsibilities of the tenant during the temporary relocation period including requirement to continue to pay their rent
- Rights of the tenant under the RAD Program including their right to return to the property upon completion of construction

The City of Tucson and the relocation contractor will keep lines of communication open and keep residents informed throughout the redevelopment process. This communication may come in the form of postings, USPS mailings, electronic mail, individual meetings, or site meetings. At minimum, the communication will include:

- A timeline of redevelopment
- A statement indicating that no person lawfully occupying the property will be required to move temporarily on site or off site without at least 30 days written notice
- A statement of purpose for the relocation and a brief indication of available assistance and resources
- Federal Fair Housing Laws
- Name, contact information, location, and hours of Agent's relocation office.
- Encouragement of residents to contact the relocation staff, partner with the relocation staff and notify relocation staff prior to moving
- A summary of eviction procedures

All residents will complete a Resident and Family Needs Assessment, the purpose and goal of which is to not only offer and provide housing choice but to also help guide the household on a pathway to success.

## CHAPTER 07

# Implementation

This chapter outlines a roadmap to guide implementation of the Thrive in the 05 Transformation Plan, which will require the same collective effort among multiple projects, stakeholders, and resident leaders that drove the planning process.

As a collaborative effort across multiple initiatives that took early action very seriously, many elements of the Thrive in the 05 Transformation Plan are already underway. Thanks to the Community-Based Crime Reduction grant, the implementation of community safety measures is underway, and through a partnership with Pima Community College and City of Tucson, area business owners are receiving support through the COVID-19 pandemic.

Upcoming neighborhood improvements will soon be visible due to the nearly \$1 million in Action Activities funding awarded to the City as a part of the Choice Neighborhoods Planning and Action Grant from HUD. HCD committed additional CDBG funds to support Action Activities, along with General Fund dollars for fun events and neighborhood ambassadors to help spread the word and involve the community in the implementation and construction of these projects. Community partners have also made their own commitments to match HUD and the City's investment in the neighborhood.

For several of the strategies in the Thrive in the 05 Transformation Plan, various City departments have already begun to make the financial and resource commitments needed to carry them out. The COVID-19 pandemic accelerated some of this momentum towards implementation and made some funding more readily available. The pandemic has also stalled other aspects of the plan and exacerbated long standing challenges. For several resident-requested services and programs, partners have been identified and funding made available to meet those needs. Even with this progress, it will take many years, more collaboration, and reiterations of this plan for the entire vision to be realized.

Visit the [Thrive in the 05 Transformation Plan](#) site to track progress of the plan and Action Activities!

[thriveinthe05.tucsonaz.gov](http://thriveinthe05.tucsonaz.gov)



# Thrive in the 05 Master Plan

## Neighborhood

- |   |  |  |
|---|--|--|
| 1. Neighborhood Connectors  | 6. Tactical Urban <sup>‡</sup> Placemaking<br>· 14th Ave & Kelso<br>· Jacinto & 15th Ave<br>· 15th Ave & Rillito<br>· 14th Ave & Helen | 10. Additional Prop 407 Park Improvements<br>· Jacinto Park<br>· Estevan Park<br>· Manuel Valenzuela Alvarez Park<br>· Balboa Heights Park |
| 2. High-Capacity Transit Route - Option 1   | 7. Esquer Park <sup>‡</sup> Improvements   | 11. UPRR Overpass  |
| 3. High-Capacity Transit Route - Option 2   | 8. Richey Park <sup>‡</sup> Improvements   |  |
| 4. CPTED Demonstration  | 9. Anza Park Improvements  |  |
| 5. Green Stormwater Infrastructure<br>· Jacinto & 15th GSI<br>· 11th & Flores<br>· 9th Ave. & Lee St.<br>· Blue Moon Garden |  | ‡ Denotes Action Activities  |

## Housing

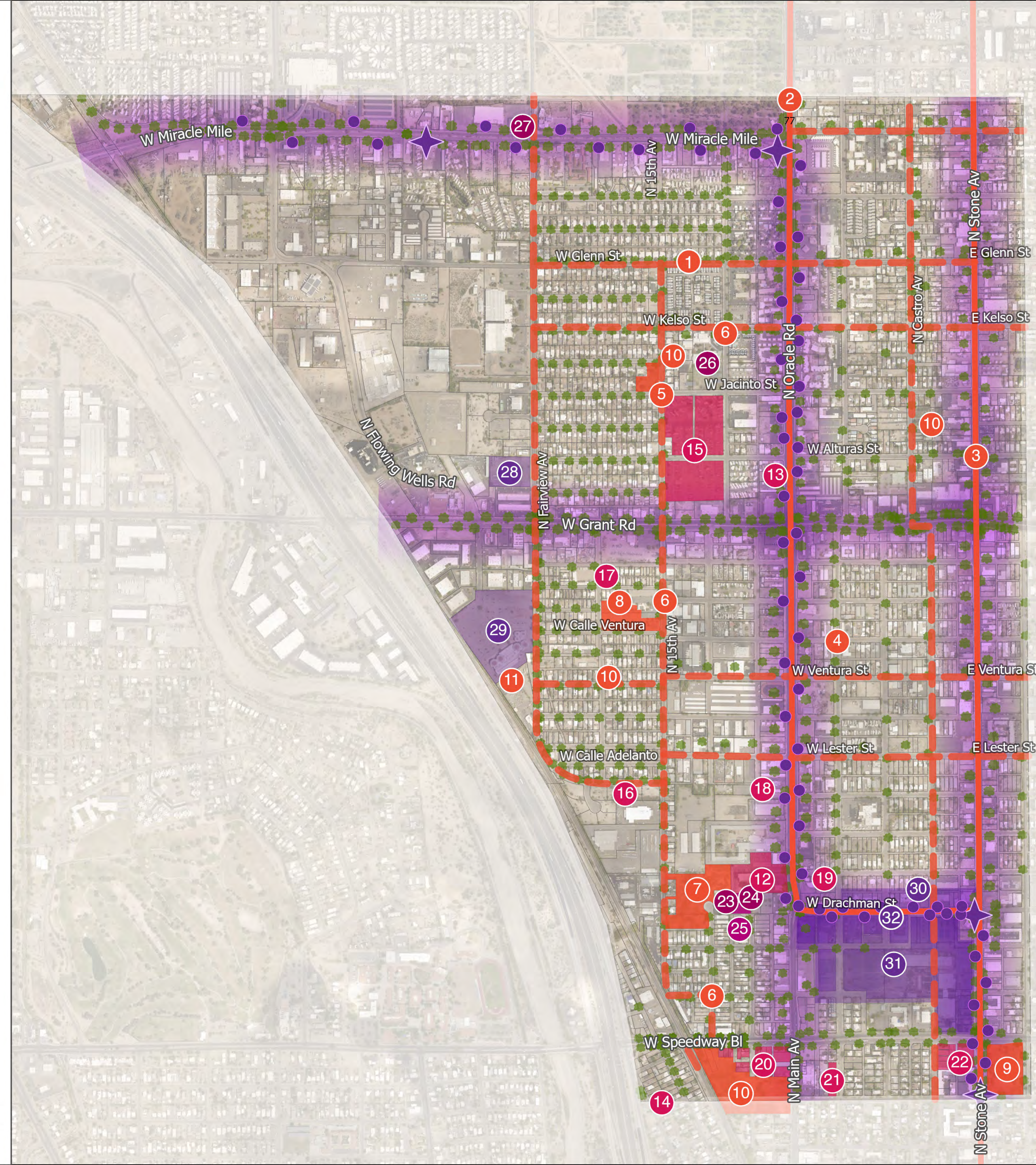
- |   |  |  |
|---|--|--|
| 12. Tucson House <sup>Φ</sup> Redevelopment<br>· Mixed-Income Older Adult     | 16. Old Pascua Fairview<br>· Rental or Homeownership   | 20. Speedway & Main<br>· Mixed Income/Market Rental + Park Integration |
| 13. Oracle & Alturas <sup>Φ</sup><br>· Mixed-Income Adaptive Reuse and Infill | 17. Old Pascua Cultural Plaza<br>· Older Adult Housing | 21. Dunbar Spring<br>· Affordable Homeownership                        |
| 14. Barrio Anita <sup>Φ</sup><br>· Affordable Homeownership                   | 18. Wildcat Inn<br>· Bridge Housing                    | 22. Speedway & Stone<br>· Mixed Income/Market Mixed-Use                |
| 15. Sleepy Hollow<br>· Family Housing   | 19. Gateway Apartments<br>· Older Adult Affordable     | Φ Denotes Co-Developer Sites   |

## People & Education

- |                                       |                                   |  |
|---------------------------------------|-----------------------------------|--|
| 23. Grocery Store<br>· @ Tucson House | 25. Blue Moon Garden Improvements | 27. Pima County Northwest Service Center |
| 24. Health Clinic                     | 26. New Childcare Center          |  |

## Workforce & Economic Development

- |                                       |  |                                       |
|---------------------------------------|--|---------------------------------------|
| 28. Pascua Workforce Incubator        | 31. PCC Downtown Campus Investments          | ★ Miracle Mile Neon Sign <sup>‡</sup> |
| 29. Tribal Trust Economic Development | 32. Tucson Inn Sign <sup>‡</sup> Restoration | ● Façade Improvements <sup>‡</sup>    |
| 30. Adaptive Reuse/Infill             | ● Miracle Mile Banner <sup>‡</sup> Signage   |                                       |



# Organization

Thrive in the 05 will continue to operate as a collaborative among affiliated initiatives with varied expertise and resources all working towards a collective impact in the neighborhood. This comprehensive vision cannot be accomplished by a single entity and must be driven by resident input and leadership. Organization and communication among initiatives remains vital to the achievement of the overall vision.

To continue the high-level coordination across multiple projects, the Thrive in the 05 Steering Committee will continue to meet on a quarterly or semi-annual basis to oversee and advise the three lead initiatives: Choice Neighborhoods, Community-Based Crime Reduction, and Workforce and Economic Development. Throughout 2022, the group will meet quarterly to review implementation progress and outcomes, and provide feedback and recommendations for the work moving forward. The group will also undertake a succession planning process to transition their role into an Advisory Council with expanded membership that includes organizations engaged in plan implementation and increased resident leadership.

## Plan Implementation Leads

The City of Tucson Department of Housing and Community Development (HCD) will serve as a quarterback for this Thrive in the 05 Transformation Plan to track progress and coordinate efforts among other City departments and partner organizations.

- **Housing:** Gorman and Company's team will spearhead redevelopment of Tucson House and related replacement housing sites, along with subsequent management of the new units.
- **Neighborhood:** HCD will coordinate with respective City departments to coordinate improvement work in the Thrive in the 05 neighborhood and align projects with the Transformation Plan goals.
- **People and Education:** In collaboration with ASU OCHER on implementation of the People and Education focus area
- **Workforce and Economic Development:** Pima Community College and the City's Office of Economic Initiatives will lead Workforce and Economic Development Initiatives with coordination support from HCD.

ASU OCHER will continue to manage implementation of the Community-Based Crime Reduction initiatives.

# Spotlight

## Introducing the Co-Developer

After a nationally competitive selection process, the City of Tucson chose a team led by Gorman & Company to serve as a co-development partner for the Tucson House and related housing elements of this Transformation Plan. In Choice Neighborhoods terms, Gorman will serve as the “Housing Implementation Entity.”

Gorman & Company has been developing and redeveloping affordable, workforce, and mixed-income housing across the United States since 1984 and is consistently listed in the top 20 of the nation’s “Top 50 Affordable Housing Developers” by Affordable Housing Finance Magazine. Gorman has over 37 years’ experience in developing some of the nation’s highest quality affordable/workforce housing and neighborhood revitalization projects.

Gorman and its team will work with the City of Tucson to develop and implement a phased redevelopment of Tucson House, including building new units within and outside the Thrive in the 05 area to provide relocation opportunities for residents.

### The Housing Implementation Team

Gorman has assembled a national and local team of experts who were specifically selected due to their unique expertise in securing highly technical and highly competitive HOPE VI, LIHTC, RAD and Choice Neighborhoods Initiative (CNI) awards. The team includes deep local expertise in Poster Mirto McDonald (“PMM”), FSL Real Estate Services (“FSL”), and Pima County Community Land Trust (“PCCLT”). In addition, an outstanding team of nationally recognized CNI consulting firms including, Praxis Consulting Group, LLC (“Praxis”), EJP Consulting Group, LLC (“EJP”), and The Liou Choice (“TLC”) have worked together on scores of successful redevelopment efforts under the HOPE VI, LIHTC, RAD, and Choice Neighborhoods programs.



## Community Engagement and Working Groups

The Thrive in the 05 lead partners will reconfigure and reconvene various working groups formed throughout the planning process. While these groups will likely overlap, grow, and change, they will be open to residents and stakeholders alike to collaborate on, direct implementation of, and identify funding for many of the strategies in this plan.

- **Community Collaborative Meetings:** The Thrive in the 05 lead partners will reconfigure and reconvene various working groups formed throughout the planning process. While these groups will likely overlap, grow, and change, they will be open to residents and stakeholders alike to collaborate on, direct implementation of, and identify funding for many of the strategies in this plan.
- **City Technical Services/Neighborhoods Group:** A cross-departmental working group of City staff from Housing and Community Development, Transportation and Mobility, Tucson Police Department, Parks and Recreation, Tucson Water, Planning and Development Services, Environmental Services, and the Ward 3 Council Office will meet regularly to discuss ongoing outreach activities and neighborhood improvement projects in the Thrive in the 05 area. This group will also convene **Neighborhood Transformation Team** meetings with resident leaders and community partners. Subcommittees of this group

will also coordinate neighborhood clean-up efforts and coordinate Action Activity implementation.

- **People and Education Transformation Team:** ASU OCHER will convene service providers, education partners, and residents to identify funding for and strengthen Transformation Plan strategies.
- **Arts and Culture Leaders:** Initially coordinated by the Southwest Folklife Alliance, this group of resident leaders will plan and implement storytelling and art and folklife exchanges throughout the Thrive in the 05 area.
- **Housing Transformation Team:** Gorman & Company and Housing and Community Development will convene all housing development stakeholders to discuss ongoing progress toward the larger neighborhood housing plan.
- **Business Coalition:** PCC and Economic Initiatives will continue to coordinate quarterly business forums to provide technical assistance to area businesses and establish a business coalition.
- **Workforce and Economic Development Partnership:** The stakeholder group during the Daniel Rose Fellowship will be reconvened to continue momentum on economic development, job creation, and workforce development initiatives.

These groups will explore opportunities to develop a coordinating 501(c)3 or Community Development Corporation to further drive investment in the Thrive in the 05 area.



# Action Activities

Action Activities represent the first phase of implementation of the Thrive in the 05 Transformation Plan, thanks to a combined public investment of \$1.5 million from Choice Neighborhoods, CDBG, and City General Funds. These neighborhood improvement and economic development projects were evaluated and selected by a subcommittee of the Steering Committee in 2020 and will be implemented through a team of dedicated community partners in 2022. These projects are summarized below.

The rollout of Action Activities will reinvigorate momentum in the transformation of the neighborhood and reengage residents and partners after two years of emergency pandemic response. The City’s funds will enable Action Activity project construction through a series of fun community block party volunteer events, planned jointly by the Action Activity team. Neighborhood ambassadors will help recruit residents, generate interest, and develop community ownership over the new assets.

Name	Partner	Description
<b>#1 Commercial Corridor Catalysts</b>		
<b>Visual Improvement Program (VIP)</b>	City of Tucson Economic Initiatives	Financial and technical assistance for business façade improvements
<b>Miracle Mile Signage and Branding</b>	Tucson Historic Preservation Foundation	New neon landmark signs, pole banners, and district markets along the Miracle Mile Historic
<b>Tucson Inn Sign Restoration</b>	Pima Community College	Preservation of the iconic Tucson Inn neon sign
<b>#2 Tactical Placemaking + Neighborhood Identity</b>		
<b>Corridor Tree Planting</b>	Tucson Clean & Beautiful	Trees and green infrastructure along major transportation corridors to provide shade and decrease urban heat
<b>Tactical Urbanism Traffic Calming</b>	Living Streets Alliance	Series of neighborhood traffic calming, walkability, and beautification enhancements along 15th Ave
<b>Storytelling Public Art</b>	Tucson Arts Foundation	Public art installations based on the history, culture, and identity of the residents of the neighborhoods
<b>#3 Green Space Renewal</b>		
<b>Blue Moon Garden Safety</b>	Community Gardens of Tucson	Infrastructure and safety improvements to the Blue Moon Garden
<b>Richey Improvements</b>	Parks & Recreation	Ballfield improvements, family gathering spaces, and new recreation amenities
<b>Esquer Park Improvements</b>	Parks & Recreation, Watershed Management Group	New dog park and green infrastructure paired with walking path and access bridge

# Funding Opportunities

## Tucson House Financing

Gorman & Company will develop a phased financing plan to fund the improvements at Tucson House. While a Choice Neighborhoods Implementation Grant would provide significant financial flexibility and leverage when implementing the Housing component of the Transformation Plan, it will be possible to implement the Housing component if Implementation Grant funding is not available.

An ideal capital stack for construction cost would be a mixture of Choice Neighborhoods Implementation funds, 4% LIHTC (with additional bond funding from City of Tucson IDA), conventional private capital from the market rate units, and a possible RAD income stream to fill out the pro forma. It is also likely that HOME and CDBG funding would be brought into the capital funding mix.

## Additional Funding

In addition to the financial resources needed to redevelop Tucson House, the Thrive in the 05 Transformation Plan calls for investment in vital neighborhood infrastructure and services. The collaborative will work together to direct funding to the Thrive in the 05 area in a variety of ways. For example, the City of Tucson's COVID-19 response has included strategic plans that use an equity lens to direct relief funding to communities hardest hit by the pandemic. The City of Tucson has made commitments across multiple departments to direct resources to communities that have endured long-term disinvestment like the Thrive in the 05 area. As new funds are identified for projects, the strategies identified in this plan will help provide the direction needed to funnel improvement dollars into the neighborhood and Tucson House. Examples of upcoming funding opportunities include:

## Green Stormwater Infrastructure

In 2020, the City of Tucson instituted a new Green Stormwater Infrastructure (GSI) fee on utility statements. The fee will raise about \$3 million each year to build and maintain projects throughout the city that capture stormwater runoff from public streets and parking lots and divert it into vegetated water harvesting areas. One of the initial focus areas of the GSI fund will be the Thrive in the 05 neighborhood, which will enhance several Action Activity projects.

## Human Services Funding

City of Tucson Housing and Community Development (HCD) allocates over \$3 million annually of HUD community development (CDBG, HOPWA, ESG) and General Fund dollars to local community partners that provide vital services to improve health and educational outcomes and combat homelessness. In the previous and upcoming Calls for Projects, programs that advance the goals of the Thrive in the 05 Transformation Plan will receive priority for funding.

## ARPA and Infrastructure Bill

Through federal pandemic recovery funding such as the American Rescue Plan Act (ARPA) and the Infrastructure Investment and Jobs Act, the City is in the position to shift from reactionary to proactive response to make a transformative and sustainable impact in the community. Through the leadership of the Mayor and Council, the City will infuse \$136 million of ARPA funding into the hands of all Tucsonans, starting with those hardest hit by poverty, crime, and COVID-19 in our community. The City has allocated \$33.8 million over 4 years into the Community Grant Program to enable equitable recovery through partnership projects. Thrive in the 05 partner organizations will be well-positioned to bring programming and services to neighborhood residents through these funding opportunities over the next four years.

HCD will also invest ARPA funding allocated for stable and affordable housing to meet the goals of the Thrive in the 05 housing plan. The Infrastructure Act also presents funding opportunities in transportation and internet connectivity that HCD and the Thrive in the 05 team will pursue as they become available.

**"Tucsonans have let us know, loud and clear, that transformative change is wanted and needed as we work to build back better. We have a unique opportunity to focus on equity while strategically partnering with organizations and business to invest in programs, services and infrastructure that will make a meaningful difference in the quality of life for every Tucsonan" - Mayor Romero, City of Tucson**

# Benchmark Metrics

The Thrive in the 05 area will grow and change over time. While simple metrics do not capture the complexity of residents' lived experiences, they can provide a quick snapshot of our collective progress implementing this plan over time. The following metrics use consistently collected data that can be reviewed and tracked year over year.

Metric	Source	Baseline
Total Population	American Community Survey (2019)	11,904
Tree Canopy	Pima Association of Governments (2015)	7.46%
Number of Businesses	ESRI Business Analyst	663
Number of Jobs	ESRI Business Analyst	6,874
Median Household Income	American Community Survey (2019)	\$20,978
Households Below Poverty	American Community Survey (2019)	36%
Persons 25 and Older without High School Diploma/ GED	American Community Survey (2019)	24.80%
Households with Internet Access	American Community Survey (2019)	68.80%
Total Housing Units	American Community Survey (2019)	5,831
Renter Non-Housing Cost Burdened Households	Comprehensive Housing Affordability Strategy (CHAS)	39%
Part 1 Violent Crimes (per 1,000 residents)	Tucson Police Department (2021)	202
Part 2 Violent Crimes (per 1,000 residents)	Tucson Police Department (2021)	545
Part 2 Quality of Life Crimes (per 1,000 residents)	Tucson Police Department (2021)	722
Calls for Service	Tucson Police and Fire Departments (2021)	21,148
<b>Tucson House Residents</b>		
Residents with a primary healthcare provider	Resident Survey (2020)	83%
Residents with health insurance	Resident Survey (2020)	95%
Resident Median Income	Housing and Community Development (2021)	\$10,441

# Implementation Matrix

While many strategies in the Thrive in the 05 Transformation Plan are underway now, others will take years to complete. For each strategy, the key partners for implementation are listed and the general timeframe for when an activity will be accomplished is identified in the following tables:

- Short – 1 to 2 years
- Medium – 2 to 5 years
- Long – 5 to 10 years

Some timeframes are listed as Ongoing to reflect their nature as continuous programs or commitments over time.

Anticipated outputs are also included and will be tracked semi-annually. Progress will be reported through interactive dashboards on the Thrive in the 05 website and during community and Steering Committee update meetings.

# Neighborhood Strategies Matrix

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 1: Invest in multi-modal transportation to provide access to services, jobs, education, and community amenities</b>			
A. Build out 15th Avenue as a Neighborhood Connector Corridor	Traffic calming, pedestrian/bike amenities, and green infrastructure added	DTM, Living Streets Alliance, Tucson Water, Tucson Clean and Beautiful	Short – Initial improvements Medium – Full design
B. Establish a Neighborhood Connector and Recreation Network	Traffic calming, pedestrian/bike amenities, green infrastructure added	DTM, Living Streets Alliance, Tucson Water, Parks and Recreation	Short – Prop 407 Medium/Long – fully complete
C. Implement High-Capacity Transit along major north-south roadways to reestablish the neighborhood as the modern northern gateway into Tucson	BRT and/or streetcar installed and running along Stone Ave or Oracle Rd	COT DTM, Sun Tran	Short - Plan Long - Implement
D. Advance inclusive mobility options for all residents	New mobility program for Tucson House residents	Sun Tran, DTM, Razor and Spin, PAG	Medium
<b>Strategy 2: Build the health and environmental resilience of the neighborhood</b>			
A. Mitigate urban heat through the creation of streets that connect with nature through tree planting and water harvesting	# of trees planted in public spaces	Tucson Water, Tucson Clean and Beautiful, Watershed Management Group, SERI, DTM, Parks and Recreation	Short – Initial improvements Ongoing focus
B. Recruit and empower residents as stewards of local green infrastructure through tree planting and water harvesting	# of residents engaged in tree planting events # of trees planted at residential homes	Tucson Water, Tucson Clean and Beautiful, Watershed Management Group, SERI, DTM, Parks and Recreation, TEP	Short Ongoing focus
C. Install Flood Control Infrastructure	Flood control projects installed	Tucson Water, Pima County Flood Control, WMG, DTM	Long

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 3: Enhance neighborhood safety and beautification through community collaborations</b>			
A. Establish regular neighborhood clean-ups facilitated by a core team	# of neighborhood clean-ups per year # lbs of trash picked up	Ward 3 Office, Neighborhood leaders, Tucson Police Department, TCB, City of Tucson Environmental Services, graffiti abatement company, local businesses, PCC student volunteers	Short
B. Target chronic problem properties	% decrease in calls for service to problem properties # of properties cleaned up	Ward 3, TPD, TFD, Environmental Services / Code Enforcement	Short
C. Promote safety and community cohesion through environmental design and creative placemaking	# of CPTED trainings conducted	ASU OCHER, TPD, residents, local businesses, Parks and Recreation, DTM	Short-Medium
D. Improve neighborhood parks	Increase in residents using the parks Decrease in calls for service at parks	Parks and Recreation, HCD, TPD, Pascua Yaqui Tribe, TUSD, Pima County, Tucson Water	Short-Medium
<b>Strategy 4: Strengthen the identity of the area through place making and historic and cultural preservation</b>			
A. Use storytelling, cultural asset mapping, and events to preserve the cultural heritage of the neighborhood	# of resident stories collected and told Cultural Asset Map created # of neighborhood pop-up events held	Southwest Folklife Alliance, Ward 3	Short
B. Employ public art to express the history and identity of the neighborhood	# of new art installations	Arts Foundation, BICAS, local artists	Short – Action Activity Long
C. Expand preservation and adaptive reuse of historic buildings and signs	# of historic assets preserved and adapted	COT Historic Preservation Office, Tucson Historic Preservation Foundation, HCD, Pima Community College	Short – Action Activity Medium
D. Draw visitors and new residents to the area by hosting events that highlight the area’s unique character and history	# of visitor-focused events held # of historic tours offered	Tucson Historic Preservation Foundation / Modernism Week, Pima Community College, Pascua Yaqui Tribe, Tucson Street Rod Association	Short Ongoing

# Housing Strategies Matrix

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 1: Provide a variety of housing types suitable to diverse households</b>			
A. Create a Casita Incentive Program	# of ADUs developed or rehabbed in the area	PDSD, CUADRO, PCCLT, HCD	Medium
B. Repurpose motor hotels as housing for populations like older adults, formerly homeless, persons with disabilities, and artists	# of units developed or rehabbed on former motor court properties	Gorman, FSL, PMM, partner housing developers, HCD	Medium
C. Increase the number of larger housing units suitable for families	# of new units with 2+ bedrooms	La Frontera, HCD, Gorman	Medium
D. Build affordable housing for Pascua Yaqui Tribe members in Old Pascua Village	# of new or rehabbed units in Old Pascua	Pascua Yaqui Tribe, HCD	Medium
<b>Strategy 2: Support existing homeowners and create new homeowners</b>			
A. Target existing homeowners for streamlined home repair and clean-up programs	# of homeowners receiving repair or clean-up services	HCD, CHRPA, TMM, DIRECT, Habitat for Humanity	Short
B. Help homeowners improve to their homes through a low-/no- cost technical and design assistance program	# of homeowners receiving technical and design assistance	PDSD, Drachman Institute, CAPLA, HCD	Long
C. Partner with developers to build affordable homeownership on city-owned properties	# of new homeownership units developed	HCD, PCCLT, other developer partners	Short



Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 3: Increase and retain affordable and mixed-income housing options</b>			
A. Support housing partners to develop new, affordable and mixed-income rental housing	# of new affordable units developed	HCD, ADOH, Pima County, La Frontera, Gorman, FSL, Compass	Short – Gateway Apts Medium/Long – Additional developments
B. Modify local zoning codes and development incentives to prioritize affordable and mixed-income housing development	Increase in number of residential units allowed by zoning	PDSO, HCD, Economic Initiatives, private developers, Mayor & Council	Medium
C. Facilitate the development of mixed-income and modest market rate rental housing	# of new market rate units developed	HCD, PDSO, Economic Initiatives, Gorman, private developers, Pima County, IDA	Medium/Long
D. Educate landlords about eviction prevention tools and Housing Choice Vouchers	# of new market rate units developed	HCD, Pima County, Constables, CIC, TPD	Short
<b>Strategy 4: Establish Tucson House as a national model for affordable aging in place</b>			
A. Use storytelling, cultural asset mapping, and events to preserve the cultural heritage of the neighborhood	Tucson House rehabilitated New services and amenities on site	HCD, Gorman, FSL, PMM, Community Food Bank, El Rio, Parks and Recreation, ASU OCHER	Long

# People & Education Strategies Matrix

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 1: Improve safety and well-being in the Thrive in the 05 community</b>			
A. Use community-centered, innovative practices to address drug-related crime	% reduction in police calls for service # of drug dealers accepting help through DMI	OCHER, TPD, Community Food Bank, OPCS, COPE/CODAC/AZ Complete Health	Short
B. Increase trust through positive interactions between residents and law enforcement		OCHER, TPD, You Can Too!, Nash E.S., Pima Prevention Partnership, CPLC, Richey Resource Center, Tucson House	Short
C. Use problem-oriented policing to address the root causes of crime	% reduction in police calls for service	TPD, ASU OCHER	Medium
D. Improve safety and reduce crime in the Tucson House	% reduction in calls for service to TH	TPD, HCD, ASU OCHER, TC3, AZ Complete Health	Medium
<b>Strategy 2: Improve health equity and connect underserved residents with health service providers</b>			
A. Increase residents' health literacy, screening, access, and utilization of services	# of residents with health insurance # of residents reporting good health Reduced TFD calls for service	ASU OCHER, UA, HCD, TC3/TFD, Pima County Health Department	Short
B. Address food insecurity and access to high quality, health food options	# of residents who report access to healthy foods	HCD, Pima County Health Department, El Rio, University of Arizona, United Healthcare, Old Pascua, PCC	Medium
C. Develop community-based solutions to increase food security	# of residents using the community garden #/% of residents who report having enough food at home and access to healthy foods	HCD, Community Gardens of Tucson, Community Food Bank, Garden Kitchen, UA, Gorman	Short- Action Activity Long - Tucson House amenities

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 3: Provide high quality education options from early childhood through high school</b>			
A. Build capacity for high-quality early childhood education	% of area quality rated early care providers	First Things First, United Way, Pima County, care providers	Medium
B. Increase opportunities for children to participate in high quality early childhood education	New quality care providers located in the area	First Things First, Amphi School District, United Way, Nash Elementary, DES, Pima County, ASU OCHER	Medium
C. Increase opportunities for safe, prosocial after-school opportunities for youth	# of youth engaged in YES programs	ASU OCHER, Nash Elementary, Pascua Yaqui Tribe, ACE Charter School, Pima Prevention Partnership, CPLC	Short
D. Provide youth leadership development opportunities	# of youth completing Y-LEAD training	ASU OCHER, Nash Elementary, Pascua Yaqui Tribe, ACE Charter School, Pima Prevention Partnership, Chicanos Por La Causa	Short
E. Create a school and services hub to support collaborative, innovative learning	New hub established/built	ASU OCHER, TUSD, Amphi School District, Pascua Yaqui Tribe, Pima County, PCC, United Way	Long

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 4: Offer on-site services and programming at Tucson House</b>			
A. Provide On-site Case Management, Home Health, and Supportive Services	#/% of residents receiving regular healthcare #/% of residents with health insurance	HCD, ASU OCHER, UA Community Medicine, Compass, PCOA	Short – Current pilot Long – Case management during relocation
B. Increase On-site Community Programming Opportunities	#/% of residents participating in programming	HCD, Banner Health, United Healthcare, Southern Arizona Adaptive Sports, Parks and Recreation, Community Gardens of Tucson, Community Food Bank, Residents Council, PACC, UA Extension	Short/Medium
C. Advance digital inclusion through technology skills training	# of residents with internet access # of residents with a tablet or computer # of residents receiving digital training	HCD, Pima County Public Library, Cox Communications, Literacy Connects, ASU OCHER, T-Mobile	Short
D. Continue Life Skills and Leadership Training	# of residents participating in a LEAD Academy	Residents Council, ASU OCHER	Short

# Workforce & Economic Development Strategies Matrix

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 1: Promote equitable economic mobility and inclusive growth for local businesses and current residents</b>			
A. Develop an economic mobility pipeline that pairs residents with opportunities for financial security and wealth building	# of residents enrolled in economic mobility programming #/% of residents with wage income Increase in avg annual income of residents	EI, HCD, PCC, United Way, Pima County One Stop, Job Path, DIRECT, Beacon Group	Short
B. Strengthen local businesses through outreach and education, coalition-building, and resource coordination	# of businesses engaged in forums Creation of formal business coalition	EI, PCC, Ward 3 Council Office, TPD, Local First, local businesses	Short/Medium
C. Create incubator and small business spaces for emerging entrepreneurs	# of new square feet for small businesses	EI, PCC, private businesses and developers	Medium
D. Invest in local businesses through city incentives like adaptive reuse and façade improvement programs	# of businesses receiving assistance through VIP and adaptive reuse programs	EI, private businesses, PDSD	Short – Action Activity
<b>Strategy 2: Pursue economic development through investments in workforce development</b>			
A. Invest in new facilities and programming for the jobs of the future at Pima Community College	New facilities built	PCC	Short-Medium
B. Recruit, train, and hire area residents into jobs that pay family sustaining wages within the neighborhood	Increase in neighborhood median income Decrease in unemployment rate # of area residents employed in top sectors in the neighborhood	PCC, EI, Pascua Yaqui Tribe, local businesses	Short
C. Increase access to adult basic education programs	# of area residents enrolled in basic education programs Co-location of services	PCC, Pima County, JobPath, Arizona@Work, United Way	Medium
D. Develop training and job placement pipelines appropriate for special populations	# of residents enrolled in specialty training and placement programs	HCD, PCC, PCOA, Beacon Group, DIRECT, OPCS, Café 54	Medium

Activity	Metrics	Lead Agency & Partners	Timeframe
<b>Strategy 3: Establish mixed-use nodes with neighborhood-serving retail</b>			
A. Revitalize and reactivate Drachman Street from Oracle and Main to Stone Avenue	New facilities built	PCC	Short-Medium
B. Recruit neighborhood-serving retail and businesses	Increase in neighborhood median income Decrease in unemployment rate # of area residents employed in top sectors in the neighborhood	PCC, EI, Pascua Yaqui Tribe, local businesses	Short
C. Develop temporary and creative land use programs to	# of area residents enrolled in basic education programs Co-location of services	PCC, Pima County, JobPath, Arizona@Work, United Way	Medium
D. Develop training and job placement pipelines appropriate for special populations	# of residents enrolled in specialty training and placement programs	HCD, PCC, PCOA, Beacon Group, DIRECT, OPCS, Café 54	Medium
<b>Strategy 4: Promote the unique economic character of the area</b>			
A. Support the economic development goals of the Pascua Yaqui Tribe for tribal trust land properties in Old Pascua	New lands in tribal trust Economic development project built	Pascua Yaqui Tribe, San Ignacio Yaqui Council, City of Tucson	Long
B. Market areas along the I-10 corridor and Opportunity Zones as industrial and employment destinations	# of jobs located in the area	EI, PDSD, PCC, businesses	Medium
C. Advance historic preservation of key commercial assets through education and corridor branding	New corridor branding installed # of historic district trainings conducted	Tucson Historic Preservation Foundation, HCD, DTM	Short – Action Activity

## Lead Agency & Partners Abbreviations

**ADOH** - Arizona Department of Housing

**CAPLA** - University of Arizona College of Architecture, Planning, and Landscape Architecture

**CHRAPA** - Community Home Repair Projects of Arizona

**CIC** - Community Investment Corporation

**COT** - City of Tucson

**DES** - Arizona Department of Economic Security

**DTM** - City of Tucson Department of Transportation and Mobility

**EI** - City of Tucson Office of Economic Initiatives

**FSL** - Foundation for Senior Living

**HCD** - City of Tucson Housing and Community Development

**IDA** - Tucson Industrial Development Authority

**LSA** - Living Streets Alliance

**OCHER** - Arizona State University Office of Community Health, Engagement, and Resiliency

**OPCS** - Old Pueblo Community Services

**PACC** - Pima Animal Care Center

**PAG** - Pima Association of Governments

**PCC** - Pima Community College

**PCCLT** - Pima County Community Land Trust

**PCOA** - Pima Council on Aging

**PDSB** - City of Tucson Planning and Development Services Department

**SERI** - Sonora Environmental Research Institute

**TC3** - Tucson Collaborative Community Care

**TCB** - Tucson Clean and Beautiful

**TFD** - Tucson Fire Department

**THPF** - Tucson Historic Preservation Foundation

**TMM** - TMM Family Services

**TPD** - Tucson Police Department

**TUSD** - Tucson Unified School District

**WMG** - Watershed Management Group

## CHAPTER 08

# References & Resources

The Thrive in the 05 Transformation Plan is built on a trove of background research, assessments, surveys, and engagement. The plan also incorporates and supports guiding documents from across the city and region. Find references to these documents in this chapter, along with definitions of key terms used throughout the plan.



# Supporting Plans And Research

## Appendices

- A. **Neighborhood Physical Assessment**,  
The Planning Center
- B. **Neighborhood Team Outreach Summary**,  
The Planning Center
- C. **Community Housing Assessment**,  
Poster Mirto McDonald
- D. **Tucson House Physical Assessment Update**,  
Poster Mirto McDonald
- E. **Market Analysis for Tucson Choice Neighborhoods  
Transformation Plan**,  
BAE Urban Economics
- F. **Community Report**,  
Arizona State University Office of Community Health,  
Engagement, and Resiliency (ASU OCHER)

## Thrive in the 05 Guiding Plans

**Community-Based Crime Reduction (CBCR)  
Implementation Plan**, ASU OCHER

**Daniel Rose Fellowship Final Panel Presentation**,  
National League of Cities, Urban Land Institute, City of  
Tucson

**Oracle Area Revitalization Project (OARP)**, City of  
Tucson

## Supporting Research

**Historic Miracle Mile Tucson's Northern Auto Gateway:  
A Historic Context Study for the Oracle Area**, Demion  
Clinco

**Master Plan Proposal: Oracle Area Revitalization  
Project**, University of Arizona College of Architecture,  
Planning, and Landscape Architecture (CAPLA), LAR611  
Studio IV

**Thrive in the 05 Connectivity Audit**, University of  
Arizona College of Architecture, Planning, and Landscape  
Architecture (CAPLA), Transportation and Land Use Course

**Tucson / Pima County Housing Market Study**, City of  
Tucson, Pima County, and University of Arizona's Economic  
and Business Research Center

**Tucson Displacement Study**, University of Arizona College  
of Architecture, Planning, and Landscape Architecture  
(CAPLA), Urban Planning Master's Students

## Supporting Plans

**[Arizona Reskilling & Recovery Network: A Workforce Development and Education/Training Framework](#)**

(Executive Summary)

**[Housing Affordability Strategy for Tucson \(HAST\)](#)**, City of Tucson

**[Move Tucson](#)**, City of Tucson

**[People, Communities, and Homes Investment Plan \(P-CHIP\)](#)**, City of Tucson

**[Pima Community College Educational Master Plan](#)**

**[Pima Community College Facilities Master Plan](#)**

**[Pivot Playbook \(Summary of Recommendations\)](#)**, Sun Corridor

**[Plan Tucson \(5-Year Update\)](#)**, City of Tucson

## More to Explore

**[The Neon Publo: A Guide to Tucson's Midcentury Vintage Advertising](#)**, Tucson Historic Preservation

Foundation

**[Thrive in the 05 Community Asset Map](#)**

**[Thrive in the 05 History and Context StoryMap](#)**

**[Thrive in the 05 Transformation Plan Website](#)**

# Terms and Abbreviations

**Action Activities** – This refers to a portion of a CN Planning and Action Grant that provides funds for limited physical neighborhood improvements immediately following the two-year planning process. Intended to jumpstart transformation, Action Activities respond to the neighborhood’s needs and be approved by HUD.

**ADA Accessible** – The Americans with Disabilities Act, or ADA, requires individuals with disabilities have equal opportunity access to public areas. Apartment and rental properties fall under this category.

**Affordable Housing** – Housing that a household can pay for, while still having money left over for other necessities like food, transportation, and health care. An affordability metric often used is “Housing Cost Burden” or housing in which the occupant(s) is/are paying more than 30% of their income on housing.

**Ageing in Place** – The ability to live in one’s own home and community safely, independently, and comfortably, regardless of age, income, or ability level.

**Anchor Institutions** – Anchor institutions are businesses and organizations firmly established within a neighborhood. They have regional significance and serve as economic and cultural drivers, generating jobs, creating local business

opportunities, and contributing in significant ways to the development of human, social and cultural capital.

**Area Median Income (AMI)** - Area Median Income is the midpoint of a region’s income distribution — half of families earn more than the median and half earn less than the median.

**Asset Repositioning** – HUD has made various strategies available to public housing agencies (PHAs) to reposition public housing developments. These strategies may enable PHAs to provide thousands of families across the country with better-maintained units while creating opportunities to leverage public and private resources, easing administration, and preserving affordable housing. Repositioning moves families from a public housing platform to other forms of HUD rental assistance, such as Housing Choice Vouchers (HCV), or Project-Based Vouchers (PBV). This change can help PHAs preserve affordable housing units, address rehabilitation and physical needs, and place properties on a more stable financial foundation.

**CDBG** – HUD’s flexible Community Development Block Grant program provides communities with resources to address a wide range of unique community development needs.

**City** – City of Tucson.

**CN** – Choice Neighborhoods. Sponsored by HUD, Choice Neighborhoods Planning Grants support the development of comprehensive neighborhood revitalization plans that focus on three core goals: Housing, People, and Neighborhoods.

To achieve these goals, communities must develop a comprehensive neighborhood revitalization strategy or “Transformation Plan.”

**Displacement** – Changes in the aspects of a neighborhood that have provided long-time residents with a sense of belonging and allowed residents to live their lives in familiar ways. As the scale of residential change advances, and shops and services shift to focus on new residents, remaining residents may feel a sense of dislocation despite physically remaining in the neighborhood. This may also reflect the changing racial or ethnic character of the neighborhood—not just its class composition.

**Equity** – An equity strategy is one that addresses people’s needs based on their life and historical context. Equity is achieved when race can no longer be used to predict life outcomes and outcomes for all groups are improved.

**Eviction** – Eviction is the civil process by which a landlord may legally remove a tenant from their rental property. Eviction may occur when the tenant stops paying rent, when the terms of the rental agreement are breached, or in other situations permitted by law.

**Evidence-Based Practice** – This term refers to the use of the best available conclusions/findings from research and studies as a basis for determining the best practices and predictions of outcomes in a field.

**Extremely Low Income** – Households with an income under 30% of AMI.

**Fair Market Rent (FMR)** – The rent amount, including utilities, to rent privately owned, decent, safe, and sanitary rental housing of a modest (non-luxury) nature.

**FEMA 100-Year Floodplain** – This refers to an area that has a 1-percent chance of flooding in any given year as identified by the Federal Emergency Management Agency (FEMA).

**Foreclosure** – A legal process that allows lenders to recover the amount owed on a defaulted loan by taking ownership of and selling the mortgaged property.

**Gentrification** – A process of neighborhood change in a historically disinvested neighborhood. This change may include cultural change, income levels, demographic change, education level, and neighborhood appearance or character.

**HAST** – Housing Affordability Strategy for Tucson

**HCD** – City of Tucson Department of Housing and Community Development, the local Public Housing Agency

**HCV** – Housing Choice Voucher is commonly known as a Section 8 voucher. With a HCV, the participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

**Homelessness** – When a person lacks a fixed, regular, and adequate nighttime residence, and if they sleep in a shelter designated for temporary living accommodations or in places not designated for human habitation.

**Housing Choice Voucher** – The housing choice voucher program is the federal government’s major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants can find their own housing, including single-family homes, townhouses, and apartments.

**HUD** – United States Department of Housing and Urban Development

**Landlord** – A property owner who rents or leases that property to another party in exchange for rent payments.

**Lease** – A lease is a contract outlining the terms under which one party agrees to rent an asset—in this case, property—owned by another party. It guarantees the lessee, also known as the tenant, use of the property and guarantees the lessor—the property owner or landlord—regular payments for a specified period in exchange.

**LEED** – Leadership in Energy and Environmental Design (a green building and neighborhood certification program).

**LIHTC** – The Low-Income Housing Tax Credit provides a tax incentive to construct or rehabilitate affordable rental housing for low-income families. LIHTC subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

**LIHTC 4% Credits** – The 4% tax credit is not competitive and does not cover the total cost of new construction. As

a result, it is typically claimed for rehabilitated affordable housing and new construction affordable units that are financed with tax-exempt bonds or other subsidies.

**LIHTC 9% Credits** – The 9% credit is a competitive tax credit allocation for the construction of affordable rental housing. It typically covers most of the cost of new construction. Tax credit units have set rents and prospective tenants must meet income limit requirements.

**Low Income** – Households with income less than 80% of AMI.

**Manufactured Homes** – completely constructed in a factory and then transported to the home site. Once they arrive at their destinations, they are indistinguishable from site-built homes. They are not usually moved again.

**Market Rate Housing** – Housing that is not restricted by income.

**Missing Middle Housing** – A range of multiple-unit or clustered housing types that is compatible in scale to single-family homes that help meet the growing demand for walkable urban living.

**Mixed-Income Housing** – Housing that is comprised of a mix of both affordable and market-rate rate units to serve a mix of incomes.

**Mixed-Use Development** – Mixed-use describes a development that contains two or more types of uses such as residential, retail, office, hotel, or other functions.

**Moderate Income** – a household whose income is between 80% and 120% of the Area Median Income.

**Moderate to High Income** – a household whose income is higher than 120% of the Area Median Income.

**Multi-Family Housing** – Multifamily housing is defined as a building that houses more than one family at a time. Apartments, condos, townhouses, duplexes, and quadruplexes are all examples of multifamily housing options. The building can be owned by one person who rents out the units, or each unit can be owned individually.

**Naturally Occurring Affordable Housing** – refers to residential rental properties that maintain low rents without federal subsidy.

**Non-Replacement Housing** – New housing proposed by the Thrive in the 05 area that is not intended to replace Tucson House units.

**Part I Violent Crimes** – Aggravated assault, rape, murder, and robbery are classified as Part I Violent Crimes.

**Project Based Vouchers** – Project-based vouchers (PBVs) are attached to a specific unit whose landlord contracts with a housing agency to rent the unit to low-income families. Unlike old-style project-based rental assistance, PBVs do not require families to live in a particular location to receive help paying the rent.

**Public Housing** – Public housing was established to provide decent and safe rental housing for eligible low-income families, the elderly and persons with disabilities.

Rent is 30% of income. 407 existing units at Tucson House are public housing units.

**Qualified Allocation Plan (QAP)** – describes the process for allocation of Low-Income Housing Tax Credit (LIHTC).

**Renewable Energy/Low Impact Design** – Energy from natural resources such as sunlight and geothermal heat that is naturally replenished.

**Rental Assistance Demonstration (RAD)** – This HUD program allows Public Housing Agencies to convert public housing to project-based Section 8 housing.

**Replacement Housing** – This refers to rental housing (section 8 housing and PBV housing) that will replace any Tucson House public housing units that are not incorporated into the redeveloped building.

**School Readiness** – Refers to a set of expectations, guidelines or developmental milestones that describe what all children need to know before entering kindergarten.

**Section 8 Housing** - Section 8 is a common name for the Housing Choice Voucher Program that allows private landlords to rent apartments and homes at fair market rates to qualified low-income tenants. Housing choice vouchers are administered locally by public housing agencies with funds from HUD.

**Supportive Housing** – combines non-time limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as other people with disabilities.

**TDC** – Total development costs.

**Transformation Plan** – Communities that receive a CN Planning Grant from HUD must develop and implement a comprehensive neighborhood revitalization strategy that addresses the three core goals of Choice Neighborhoods (Housing, People, Neighborhood). The Transformation Plan becomes the guiding document for the revitalization of the public and/or assisted housing units while simultaneously directing the transformation of the surrounding neighborhood and positive outcomes for families.

**Bridge or Transitional Housing** – A project that provides temporary lodging and is designed to facilitate the movement of homeless individuals and families into permanent housing within a specified period, but typically no longer than 24 months.

**Very Low Income** – a household whose income does not exceed the higher of the poverty guidelines or 50% of the Area Median Income.

**Workforce Housing** – Rental or homeownership housing targeting families who make 80% - 120% of AMI.

